



# HURON-PERTH CATHOLIC

District School Board

## Attendance Support Program

<b>Adopted:</b>	<b>June, 2026</b>	<b>AP #:</b>	<b>3.4.1.</b>
<b>Revised:</b>		<b>Category:</b>	<b>3.4 Human Resources</b>
<b>Audience:</b>	<b>All Employees</b>	<b>From:</b>	<b>Executive Manager of Employee Relations</b>

### PURPOSE:

The purpose of this administrative procedure is to ensure that the Huron-Perth Catholic District School Board's employees have consistent, regular attendance which is essential to maintaining stable, safe, and engaging learning environments that drive student achievement and place Christ and the teachings of the Catholic Church at the centre of students' learning experiences. The Board recognizes that employees may face personal illnesses, injuries, or life circumstances that disrupt their ability to attend work. In alignment with the [Ontario Ministry of Education's Policy/Program Memorandum No. 171: Attendance Support Programs \(PPM 171\)](#), this program establishes a standardized, equitable, and proactive framework for managing non-culpable absenteeism. The Attendance Support Program (ASP) is designed as an early-intervention model that prioritizes employee wellness and retention.

The Board's Attendance Support Program is guided by the following core principles:

- **Dignity and Compassion:** Approaching attendance support discussions through a supportive, non-disciplinary lens that respects the privacy and individual circumstances of the employee.
- **Equity and Fairness:** Applying attendance thresholds and support structures consistently across all employee groups, while ensuring individualized assessment.
- **Human Rights and Accommodation:** Operating in compliance with the [Ontario Human Rights Code](#), the [Workplace Safety and Insurance Act](#), and applicable collective agreement/employment contract leave provisions.
- **Collaboration:** Working in partnership with employees, union representatives, and healthcare professionals to identify barriers to the employee's ability to attend work on a regular basis and provide access to appropriate wellness resources (e.g., Employee Assistance Program, return-to-work plans, etc.).

## PROCEDURES:

### 1. Absence Definitions

**Non-Culpable Absences** are absences from work that occur due to circumstances beyond an employee's control. Non-culpable absences are recognized as non-disciplinary in nature, such as incidental or short-term sick days and absences related to an ongoing illness, injury, or medical condition. Non-culpable absences do not include approved statutory or other leaves such as bereavement leave, jury duty, pregnancy, parental or adoption leave, Workplace Safety and Insurance Board (WSIB) approved claims, and pre-approved leaves (e.g. vacation, personal days, discretionary unpaid days).

**Culpable Absences** are absences from work that are within the control of the employee and are therefore considered blameworthy; these absences may be subject to discipline up to and including termination of employment. Culpable absences are explicitly excluded from the Attendance Support Program due to the disciplinary nature of the absence. Culpable absences include, but are not limited to failure of the employee to notify their immediate supervisor or log the absence in the Board's electronic absence management system prior to the start of their scheduled start time, lateness or leaving work early without prior authorization from the employee's immediate supervisor, falsifying reasons for an absence (e.g., claiming illness while engaging in other personal activities), taking unauthorized vacation or personal days and/or failure to provide required medical documentation to support a sick leave claim when requested.

### 2. Scope of the Attendance Support Program

This Attendance Support Program (ASP) applies to all permanent, probationary, and long-term occasional/temporary employees of the Board, encompassing both teaching and non-teaching employees.

### 3. Responsibilities

Fostering a healthy workplace is a shared responsibility. The Board is committed to providing the administrative leadership, health resources, and safe working conditions necessary to support staff wellness and retention. In turn, employees are expected to maintain regular attendance and actively participate in the collaborative support process. Ultimately, by supporting the physical and mental well-being of our staff, we ensure the continuity of care and educational excellence of our students.

#### (a) Employee Responsibilities

- (i) Attend work regularly and punctually, recognizing that consistent attendance is essential to student success and the smooth operation of the Board.

- (ii) Take reasonable and proactive steps to manage personal health and wellness, seeking appropriate medical care and utilizing available Board resources to maintain the ability to attend work.
- (iii) Report any unplanned absence to their immediate supervisor (e.g. Principal or Manager) and log it into the Board's electronic absence management system as early as possible prior to the scheduled start of the workday.
- (iv) Maintain regular and appropriate communication with the Principal/Manager and Human Resources during any prolonged absence, providing updates on expected return dates.
- (v) Accurately report the nature of the absence (e.g., sick leave, bereavement, personal day) and the amount of time required absent from scheduled work time to ensure the correct allocation of leave entitlements and accurate coding

(b) Principal/Supervisor Responsibilities

- (i) Monitor and verify the attendance of all reporting staff using the Board's absence management systems to ensure accurate recording of absence codes
- (ii) Review attendance data to identify early trends, frequent intermittent absences, or employees who are approaching the Board's defined ASP threshold.
- (iii) Proactively remind employees of available support resources, such as the Employee and Assistance Program (EAP) or health and wellness benefits.
- (iv) Stay in regular, supportive contact with employees who are on prolonged absences, keeping them connected to the school community where appropriate.
- (v) Schedule, prepare for, and conduct ASP meetings with employees who have met or exceeded the attendance thresholds, in collaboration with Human Resources and when applicable, union representatives.
- (vi) Clearly communicate the Board's expectations regarding regular attendance and explain the supportive nature of the ASP to the employee.
- (vii) Strictly protect the employee's privacy. Supervisors should only request information regarding an employee's functional limitations/restrictions, and must never ask for or disclose an employee's specific medical diagnosis or personal health information.

c) Senior Leadership Responsibilities

- (i) Foster a system-wide organizational culture rooted in Catholic values that prioritizes the health, safety, and dignity of all employees.
- (ii) Actively support the objectives of the Attendance Support Program (ASP), ensuring it is viewed as a supportive, non-disciplinary tool designed to maximize employee well-being and attendance at work to support student success.
- (iii) Review aggregate, de-identified absenteeism data on a regular basis to monitor the ASP thresholds, identify overarching trends and assess the financial impact of absenteeism on the Board.
- (iv) On an annual basis audit the ASP itself to measure its success in improving attendance, enhancing staff wellness, and reducing the need for long-term disability claims, adjusting the program as necessary.

(d) Union Representative Responsibilities

- (i) Accompany and represent members during Attendance Support Program (ASP) meetings.
- (ii) Collaborate constructively with Human Resources, the Principal/Manager, and the employee in the development, implementation, and review of safe and sustainable Return-to-Work plans and workplace accommodations.
- (iii) Work jointly with the Board and the employee to identify potential workplace barriers to attendance and propose reasonable solutions or accommodations.
- (iv) Encourage members to proactively access the Board's Employee Assistance Program (EAP) and other wellness resources when experiencing health or personal challenges.
- (v) Strictly uphold the confidentiality of all medical and personal information shared during ASP meetings, ensuring information is only discussed with authorized individuals on a need-to-know basis.

(e) Human Resources Responsibilities

- (i) Develop and maintain the objective attendance thresholds that trigger entry into, progression and exit from the Attendance Support Program (ASP).
- (ii) Generate and analyze regular attendance reports for all employees to identify employees who have reached or exceeded the ASP thresholds.
- (iii) Notify Principals/Managers when their staff members require an ASP meeting, providing them with accurate attendance profiles and necessary documentation.
- (iv) Provide ongoing training, resources, and coaching to Principals, Vice-Principals, and Managers on how to effectively and empathetically conduct ASP meetings.
- (v) Develop and maintain standardized meeting scripts, templates, and follow-up letters to ensure the program is applied consistently.
- (vi) Provide support for Principals/Managers dealing with complex attendance issues, highly sensitive situations, or resistance to the solutions or accommodations.
- (vii) Act as the sole recipient and secure repository for all confidential employee medical documentation, evaluating the adequacy of medical notes and Functional Abilities Forms, ensuring specific diagnoses are kept strictly confidential
- (viii) Review ASP practices to ensure compliance to the [Ontario Human Rights Code](#), the [Workplace Safety and Insurance Act](#), the [Ontario Employment Standards Act](#) and [Ontario Ministry of Education's Policy/Program Memorandum No. 171: Attendance Support Programs \(PPM 171\)](#).
- (ix) Maintain open lines of communication with union leadership regarding the strategic direction of the ASP and collaborate on resolving matters related to ASP.

#### **4. Attendance Support Program Thresholds and Steps**

- (a) The Board recognizes that while occasional non-culpable absences are inevitable, a consistent baseline of attendance is necessary to maintain operational effectiveness and student success. To proactively identify employees who may require wellness support or workplace accommodation, the Board has established the following attendance threshold for non-culpable absences:

- **12 days** of non-culpable absence within a rolling 12-month period; AND
  - **4 or more separate occurrences** of non-culpable absence within this rolling 12-month period (regardless of the total number of days).
- (b) If, after a review by Human Resources, an employee's non-culpable absences meet or exceed the threshold, the employee will formally enter the Attendance Support Program (ASP) at Step 1. Human Resources will notify the immediate supervisor (Principal/Manager), who will then schedule an ASP meeting with the employee and their union representative, where applicable, to discuss the absences, offer wellness resources, and establish goals and solutions for their attendance improvement.
- (c) After this initial step Human Resources will continue to review this employee's non-culpable absences on a quarterly basis. If the employee continues to meet or exceed the threshold on a rolling 12-month period, they will progress to Step 2 of the Attendance Support Program (ASP). Human Resources will notify the immediate supervisor (Principal/Manager), who will then schedule an ASP meeting with the employee and their union representative, where applicable, to discuss the absences, offer wellness resources, and continue to establish goals and solutions for attendance improvement. If the employee does not meet or exceed the threshold they will remain at Step 1 until the employee meets the requirements for exit from the ASP.
- (d) After Step 2, Human Resources will continue to review this employee's non-culpable absences on a quarterly basis. If the employee continues to meet or exceed the threshold on a rolling 12-month period, they will progress to Step 3 of the Attendance Support Program (ASP). Human Resources will notify the immediate supervisor (Principal/Manager), who will then schedule an ASP meeting with the employee and their union representative, where applicable, to discuss the absences, offer wellness resources, and establish goals and solutions for attendance improvement. If the employee does not meet or exceed the threshold they will remain at Step 2 until the employee meets the requirements for exit from the ASP.
- (e) After Step 3, Human Resources will continue to review this employee's non-culpable absences on a quarterly basis. If the employee continues to meet or exceed the threshold on a rolling 12-month period, they will progress to Step 4 of the Attendance Support Program (ASP). Human Resources will notify the immediate supervisor (Principal/Manager), who will then schedule an ASP meeting with the employee, a Human Resources Representative and their union representative, where applicable, to discuss the absences, offer wellness resources, and establish goals and solutions for attendance improvement. If the employee does not meet or exceed the threshold they will remain at Step 3 until the employee meets the requirements for exit from the ASP until the employee meets the requirements for exit from the ASP.
- (f) After Step 4, Human Resources will continue to review this employee's non-culpable absences on a quarterly basis. If the employee continues to meet or exceed the threshold on a rolling 12-month period, they will progress to Step 5 of the Attendance Support Program (ASP). Human Resources will notify the immediate supervisor (Principal/Manager), and the Superintendent of Education who will then schedule an ASP meeting with the employee and their union representative, where applicable, to

discuss the absences, provide communication on the impact of the employee's absences and the next steps should the employee's absences continue to meet or exceed the threshold. During this meeting, goals and solutions will be established for immediate and sustained attendance improvement. If the employee does not meet or exceed the threshold they will remain at Step 4 until the employee meets the requirements for exit from the ASP.

- (g) After Step 5, where the employee continues to meet or exceed the threshold, they will progress to a process review and the Board will determine if it has fulfilled its obligations under applicable legislation. The Board will also determine if the employee's non-culpable absenteeism has remained excessive and determine if there is no likelihood that the employee will attend work on a regular basis in the foreseeable future. The Board will determine whether the employee is provided with alternative working conditions (e.g. unpaid reduction in hours of work) to support their ability to attend work on a regular basis or whether the employee may be terminated from their employment with the Board.

## **5. Exiting the Attendance Support Program**

When the employee has achieved two (2) consecutive years of active employment without meeting or exceeding the ASP threshold, the employee will exit the Attendance Support Program (ASP).

## **6. Dispute Resolution**

Any disputes arising out of the application of this Attendance Support Program (ASP) may be addressed in accordance with applicable collective agreement provisions where applicable or may be communicated in writing by the employee to their Superintendent.

## **7. Attendance Support Committee**

The Board will meet with union and association representatives on an annual basis to provide a forum to discuss the ASP communication methods and content, review ASP training materials, provide input into setting absence thresholds, and insights into how the APS is being applied within their employee group and/or school/site.

## **DEFINITIONS:**

## **REFERENCES:**

[Ontario Employment Standards Act](#)

[Ontario Human Rights Code](#)

[Ontario Ministry of Education's Policy/Program Memorandum No. 171: Attendance Support Programs \(PPM 171\)](#)

**RESOURCES, APPENDICES AND FORMS: N/A**

**Appendix 1 - Step 1 Memo**

This memo is issued by the Principal or Manager *after* the initial Step 1 meeting has taken place. It serves as the official, non-disciplinary written record summarizing the supportive conversation, the resources offered, and the goal for improvement.

**DATE**

**Name and Address of Employee**

**SUBJECT:** Step 1 – Attendance Support Program Meeting Summary

*Delivered via email at*

Dear Employee Name,

The purpose of this memo is to summarize our initial Attendance Support Program (Step 1) meeting held on [Date of Meeting]. Also in attendance was (Name of Individual), representative of (Name of Union or Association).

As we discussed during the meeting, the Huron-Perth Catholic District School Board values the health and well-being of all its employees. We recognize that regular attendance is essential to student success and the operational needs of our schools. Our Attendance Support Program (ASP) is designed to proactively support staff who are experiencing a higher-than-average rate of non-culpable absenteeism.

**Attendance Information**

During our meeting, we reviewed your attendance record. Between [Start Date] and [End Date], our records indicate you were absent for a total of [Number] days and [Number] occurrences. This exceeds the Board's threshold of 12 days and 4 occurrences within the prior 12-month period.

The primary goal of our meeting is to support your well-being, discuss your current attendance profile, and explore ways the Board can support your regular attendance at work. During our conversation, we discussed the following:

- **Employee Assistance Program (EAP):** I reminded you that our EAP provider is Telus Health and are available 24/7 at 1-844-880-9142 or [one.telushealth.com](http://one.telushealth.com) to provide confidential counseling, wellness resources, and support for you.
- **Workplace Accommodation:** We discussed that if your absences are related to an underlying medical condition or disability, you are encouraged to contact the Board's Human Resources Officer (Name), to explore options for a formal workplace

accommodation plan.

Our shared goal is to see a sustainable improvement in your attendance over the coming months. Your attendance will be monitored over the next three (3) months. The following goals and solutions were determined in our meeting:

- List of Goals and Solutions

If your attendance improves and falls below the Board's threshold during the next two (2) years of continuous service you will successfully exit the Attendance Support Program. However, if your absence levels remain above the threshold, we will meet again for a Step 2 meeting to discuss further support measures.

Thank you for your open and collaborative participation in our meeting. Your contributions to the Huron-Perth Catholic District School Board are highly valued, and we remain fully committed to supporting your health, wellness, and continued success with the Board.

Sincerely,

**[Principal/Manager Name]**, Position

cc: Employee File

[Name of Union Representative], [Union Name]

## Appendix 2 - Step 2 Memo

This memo is issued by the Principal or Manager *after* the Step 2 meeting has taken place. It serves as the official, non-disciplinary written record summarizing the supportive conversation, the resources offered, and the goal for improvement.

### DATE

### Name and Address of Employee

**SUBJECT:** Step 2 – Attendance Support Program Meeting Summary

### *Delivered via email at*

Dear Employee Name,

The purpose of this memo is to summarize our initial Attendance Support Program (Step 2) meeting held on [Date of Meeting]. Also in attendance was (Name of Individual), representative of (Name of Union or Association).

As we discussed during the meeting, the Huron-Perth Catholic District School Board values the health and well-being of all its employees. We recognize that regular attendance is essential to student success and the operational needs of our schools. Our Attendance Support Program (ASP) is designed to proactively support staff who are experiencing a higher-than-average rate of non-culpable absenteeism.

### Attendance Information

During our meeting, we reviewed your attendance record. Between [Start Date] and [End Date], our records indicate you were absent for a total of [Number] days and [Number] occurrences. This exceeds the Board's threshold of 12 days and 4 occurrences within the prior 12-month period.

The primary goal of our meeting is to support your well-being, discuss your current attendance profile, and explore ways the Board can support your regular attendance at work. During our conversation, we discussed the following:

- **Employee Assistance Program (EAP):** I reminded you that our EAP provider is Telus Health and are available 24/7 at 1-844-880-9142 or [one.telushealth.com](http://one.telushealth.com) to provide confidential counseling, wellness resources, and support for you.
- **Workplace Accommodation:** We discussed that if your absences are related to an underlying medical condition or disability, you are encouraged to contact the Board's Human Resources Officer (Name), to explore options for a formal workplace accommodation plan.

Our shared goal is to see a sustainable improvement in your attendance over the coming months. Your attendance will be monitored over the next three (3) months. The following goals

and solutions were determined in our meeting:

- List of Goals and Solutions

If your attendance improves and falls below the Board's threshold during the next two (2) years of continuous service you will successfully exit the Attendance Support Program. However, if your absence levels remain above the threshold, we will meet again for a Step 3 meeting to discuss further support measures.

Thank you for your open and collaborative participation in our meeting. Your contributions to the Huron-Perth Catholic District School Board are highly valued, and we remain fully committed to supporting your health, wellness, and continued success with the Board.

Sincerely,

**[Principal/Manager Name]**, Position

**cc:** Employee File

[Name of Union Representative], [Union Name]

### Appendix 3 - Step 3 Memo

This memo is issued by the Principal or Manager *after* the Step 3 meeting has taken place. It serves as the official written record summarizing the supportive conversation, the resources offered, and the goal for improvement.

#### DATE

#### Name and Address of Employee

**SUBJECT:** Step 3 – Attendance Support Program Meeting Summary

*Delivered via email at*

Dear Employee Name,

The purpose of this memo is to summarize our Step 3 Attendance Support Program (ASP) meeting held on [Date of Meeting]. Also in attendance was (Name of Individual), representative of (Name of Union or Association).

#### Background and Attendance Profile

As we discussed, the Huron-Perth Catholic District School Board is deeply committed to your health and well-being. We also have an ongoing obligation to ensure consistent educational and operational support for our students' success and school communities.

This meeting was convened because your level of non-culpable absenteeism has remained significantly above the Board's attendance threshold, despite our previous Step 1 meeting on [Date] and Step 2 meeting on [Date].

Between [Start Date) and [End Date], you have been absent for an additional [Number] days. The Board recognizes and accepts that these absences are due to non-culpable reasons, and we remain sympathetic to your challenges to attend work on a regular basis. However, this level of absenteeism is unsustainable and is significantly impacting the operational needs of our School/Department Name.

#### Review of Supports and Accommodations

During our meeting, we reviewed the support measures that have been offered to date.

*[Choose/edit the applicable bullet points below:]*

- We reviewed your continued access to the Employee and Assistance Program (EAP) for personal and health support.
- (If applicable) We reviewed the workplace accommodations currently in place [Provide attached Accommodation Plan) to determine if they are still effective or require adjustment.
- We discussed whether there is any new or updated medical information regarding a

disability that the Board needs to consider to further accommodate you

### **Expectations and Future Employment Status**

[Employee Name], the Board wants to see you succeed and return to regular, consistent attendance. However, as an employer, the Board requires that employees be able to fulfill the core duties of their employment contract, which includes attending work on a regular basis.

We must formally advise you that if your attendance does not improve to a sustainable level, and if there are no further medical accommodations, continued absenteeism at this level may lead to the conclusion that your employment contract has been frustrated, which may result in the termination of your employment.

### **Next Steps**

To ensure we have all the necessary information to support you, we have requested that you:

1. Have your treating physician complete the attached [Name of Medical Form, e.g., Functional Abilities Form or Attending Physician's Statement].
2. Return this documentation directly to the Human Resources Office (Name) in a timely manner.

Your attendance will be closely monitored over the next 3 months. If your attendance improves and stabilizes below the Board's threshold, you will remain at this step until you meet the requirements to exit the ASP.

We truly value your contributions to our Catholic learning community and remain hopeful that with the right medical support and resources, your health and attendance will improve. If you have any questions regarding this letter or the resources available to you, please do not hesitate to contact me or Human Resources.

Sincerely,

**[Principal/Manager Name]**, Position

**cc:** Employee File

[Name of Union Representative], [Union Name]

## Appendix 4 - Step 4 Memo

This memo is issued by the Principal or Manager *after* the Step 4 meeting has taken place. It serves as the official written record summarizing the supportive conversation, the resources offered, and the goal for improvement.

### DATE

### Name and Address of Employee

**SUBJECT:** Step 4 – Attendance Support Program Meeting Summary

### *Delivered via email at*

Dear Employee Name,

The purpose of this memorandum is to summarize our Final Review Attendance Support Program meeting held on [Date of Meeting]. In attendance were [Superintendent Name, Title], [Union Representative Name] and (Name of Individual), representative of (Name of Union or Association).

The Huron-Perth Catholic District School Board values your service and is sympathetic to the challenges you have been facing. However, as discussed throughout your participation in the Attendance Support Program (ASP), the Board has an operational necessity to ensure that employees can regularly and consistently attend work to support our students and Catholic school community.

We reviewed the history of our efforts to support your attendance, noting that you previously participated in:

- Step 1 Meeting on [Date]
- Step 2 Meeting on [Date]
- Step 3 Meeting on [Date]

During your Step 3 meeting, you were formally advised that your level of non-culpable absenteeism was unsustainable and that failure to improve could jeopardize your continued employment. Unfortunately, since that meeting, your attendance has not stabilized nor improved. Between [Start Date] and [End Date], you have been absent for an additional [Number] days and [Number] occurrences.

During our meeting, we comprehensively reviewed the ongoing situation to ensure the Board has met its obligations to you. We confirmed that:

1. You have been continuously offered support through the Employee Assistance Program (EAP).
2. The Board has thoroughly explored and/or implemented all medically supported workplace accommodations, as attached (Attached Accommodation

3. Based on the medical documentation currently on file, there are no further reasonable accommodations the Board can provide that would enable you to attend work on a regular, consistent basis.

Employee name, the employment relationship is based on a fundamental contract requiring an employee to provide regular service in exchange for compensation. We must formally advise you that your non-culpable absenteeism has reached a level that severely impacts the Board's operations.

This letter serves as final notice that unless there is an immediate, significant, and sustained improvement in your attendance, the Board will be forced to conclude that your employment contract has been frustrated due to non-culpable absenteeism. A finding of frustration of contract will result in the non-culpable termination of your employment with the Board.

Before the Board makes a final decision regarding your employment, we are providing you with one last opportunity to submit updated, objective medical evidence.

We require a detailed medical indicating:

1. Whether you are currently fit to attend work on a regular, full-time basis.
2. If not, a definitive prognosis indicating a specific, foreseeable date when you will be able to return to regular, consistent attendance.

This medical documentation must be submitted directly to the Human Resources Officer (Name) no later than (date).

If we do not receive medical evidence demonstrating a prognosis for regular attendance in the foreseeable future, or if your attendance does not immediately and permanently improve, the Board will proceed with the non-culpable termination of your employment.

We strongly encourage you to utilize the resources of our EAP provider, Telus Health available 24/7 at 1-844-880-9142 or [one.telushealth.com](http://one.telushealth.com).

Sincerely,

**[Principal/Manager Name]**, Position

**cc:** Employee File

Superintendent Name, Superintendent  
[Name of Union Representative], [Union Name]