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**Subject:** Attendance Management

**Ownership:** Human Resources

**Supersedes Policy Released Prior to:** January 2014

**Policy Number:** 306

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***NOTE: The Attendance Management Guidelines and Tracking Spreadsheets are essential to implement the procedures of this policy***

## **PURPOSE**

Every Sodexo employee has an obligation to regularly attend work and consistently perform the functions for which they were hired. It is Sodexo's policy to manage employee absenteeism in a fair and consistent manner, with the objectives of maximizing customer service and efficiency in a safe and reasonable way, and assisting employees to minimize absences from work.

Sodexo is committed to:

- promoting a safe and healthy workplace,
- encouraging and supporting employees to remove barriers to regular attendance in the workplace,
- providing guidance and training to management staff who are responsible for dealing with attendance issues.

## **SCOPE**

This policy applies to all Sodexo employees.

## **RESPONSIBILITY**

It is the responsibility of all Managers/Supervisors to ensure the consistent application of the Attendance Management Policy. In reviewing attendance, the Manager/Supervisor should first determine:

- 1) Whether the absences are defined as "culpable", or "non-culpable" and
- 2) The applicability of disciplinary or non-disciplinary measures.

When an employee fails to comply with attendance expectations, their Manager/Supervisor will meet with the employee to determine the reasons. The Manager/Supervisor will examine the definitions below to determine whether or not the absence fits into the category of "culpable" or "non-culpable."

If the Manager/Supervisor finds the behaviour may be categorized as culpable, the Manager/Supervisor must contact Human Resources before proceeding with further action.

## **DEFINITIONS**

*Absence:*

- any scheduled hours of work time missed will be considered an absence. Employees who miss between fifteen (15) minutes and half of a shift, will be deemed to have been absent for one half-shift. Employees who miss between one half-shift and one whole shift will be deemed to have been absent for one whole shift

*Culpable Absenteeism:*

- absence from work due to factors within the employee's control and includes: failure to notify management of absence (no-show), absences without leave and abuse of sick leave
- may be grounds for discipline, up to and including termination

#### *Non-Culpable Absenteeism:*

- absence from work due to illness, or non-occupational injury, including absences that may be a result of an existing disability (i.e.: circumstances outside the employee's control)
- absence from work to which an employee is entitled by law or in accordance with the terms of a Collective Agreement or Company policy for which appropriate documentation has been received, or which may be granted subject to management approval
- includes absences in accordance with applicable provincial employment standards and workplace health, safety and workers compensation and insurance legislation and regulations, vacation, bereavement leave, jury/witness duty, legal strike, lay-off and such other absences as management may determine applicable

### **THE ATTENDANCE MANAGEMENT PROGRAM:**

The Attendance Management Program is a program intended to identify when an employee's absenteeism has become in excess of the threshold and provide encouragement and assistance to the employee in order to improve their attendance. If the employee's attendance does not improve, the employee progresses through various levels in the Program.

Although the Attendance Management Program tracks both culpable and non-culpable absences, discipline for culpable absenteeism will be administered separately.

Sodexo expects employees to attend work regularly, and it is important that employees are not frequently absent. Furthermore, it is expected that employees who experience bouts of absenteeism will improve their attendance at work into the future.

For the purposes of the Attendance Management Program, the absenteeism rate is calculated by taking onto account all absences from work, except for absences as a result of a workplace injury for which the employee has received benefits under workplace safety and insurance legislation, absences on approved long term disability, or any leave under relevant employment standards legislation, vacation, bereavement leave, jury/witness duty, pregnancy/parental leave, or any other such leave approved in advance by management,

**The absenteeism threshold is four (4) days'** absences in a quarter<sup>1</sup>. If an employee's absenteeism rate meets or exceeds the threshold in a quarter, the employee may be placed in the Attendance Management Program following that quarter.

The Attendance Management Program contains 4 levels of progression. After the 4<sup>th</sup> level, if the employee's absenteeism continues to meet or exceed the threshold, then they will be warned that their employment could be terminated if they do not improve.

Management will review the threshold absenteeism rate on an annual basis.

#### **When does the Attendance Management Program cease?**

An individual with an absenteeism rate less than the threshold per quarter shall not be placed in the Attendance Management Program, nor shall they progress through the Attendance Management Program should they already be in it. If an employee has two or more consecutive quarters with an absenteeism rate of less than the threshold, they will be removed from the Attendance Management Program.

### **EXPECTATIONS**

All employees unable to report to work shall notify their Manager/Supervisor DIRECTLY, as much in advance as reasonably possible and in compliance with the applicable Collective Agreement, if any, and site specific procedures, prior to the commencement of their scheduled day of work.

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<sup>1</sup> The quarters to be measured are; January to March, April to June, July to September and October to December.

In the event of an absence, or tardiness, employees are expected to give their Manager/Supervisor a justifiable reason for their absence. Similarly, when leaving work early, employees must have the permission of their Manager/Supervisor.

Employees may be required to provide a doctor's note in accordance with the terms of their applicable collective agreement, if any, or as directed by Management.

### **CULPABLE ABSENTEEISM**

If there is reason to conclude the absence was culpable, an investigation should occur and the matter should be dealt with in a timely fashion. Managers/Supervisors should consult with Human Resources for support and recommendations before proceeding.

### **TRACKING AND CALCULATING ABSENTEEISM**

In real time (as the absences occur), the Manager/Supervisor, should capture all information pertaining to the employee's absence on the Attendance Management Tracking Sheet. The Manager/Supervisor shall pay particular attention and note the exact explanation (verbatim) from the employee explaining the reason(s) for the absence.

The Manager/Supervisor will compile each employee's absenteeism rate every three months.

Attendance must be reviewed on a quarterly basis with all employees whose absenteeism for that period is equal to or greater than the threshold.

For cases which involve significant non-culpable absence, special accommodation due to injury, illness or disability, Managers/Supervisors must consult Human Resources for advice and recommendations.

### **MANAGER/EMPLOYEE MEETINGS**

At the end of each quarter, the Manager/Supervisor must meet with each employee whose absenteeism rate is equal to or greater than the threshold.

In each meeting, the Manager/Supervisor must determine if the absenteeism is culpable or non-culpable and confirm the reasons for the absences provided by the employee and noted on the attendance tracking sheet.

In unionized accounts, although there is no requirement to have a Union Representative present for non-disciplinary meetings, it is strongly encouraged that one is present and that the option be made available to the employee.

### **STEPS OF THE ATTENDANCE MANAGEMENT PROGRAM**

Meetings will occur as the employee progresses throughout the program. The purpose of each step is as follows:

**Step 1:** This meeting is intended to be an informal meeting to collect information on why the employee's attendance, which normally meets Sodexo's expectations, has fallen below the threshold.

**Step 2:** This meeting will encourage and support the employee to attend work regularly by examining the individual factors which may be creating barriers to regular attendance, and by developing strategies and solutions to overcoming these barriers.

**Step 3:** This meeting will remind the employee of the supports and resources that Sodexo has available to them, including the Employee Assistance Program (EAP). This meeting will follow-up on the strategies and supports developed at the Step 2 meeting, and the employee's attendance goals will be re-evaluated.

**Step 4:** This meeting is intended to notify the employee that their attendance has fallen far below the threshold that Sodexo sets for its employees, and that termination may result from the excessive absenteeism. This meeting will also follow-up on the strategies and supports developed at the Step 3 meeting.

Managers/Supervisors, in consultation with Human Resources, must exercise discretion to determine whether an employee's particular circumstances are extenuating and warrant the employee not entering or progressing to the next step of the Attendance Management Program (i.e. an employee whose sick leave absences exceed the threshold due to an illness or injury that results from a one time, time limited absence). In exercising discretion, Human Resources will ensure fairness and consistency across the Company.

## TOPICS OF DISCUSSION

During these meetings, the following elements should be discussed:

- identify concerns with attendance
  - explain the impact of absences on the work operation
  - identify expectations for improvement
  - ask the employee if there are any issues that prevent them from attending work regularly
  - identify resources for assistance (EAP)
  - advise the employee that they may continue to progress through the Attendance Management Program if their attendance does not improve.
- a) if the Manager/Supervisor determines that the absences are non-culpable, no discipline is warranted. A formal letter reviewing the discussion (outlining the step in the Attendance Management Program they are currently at) must be provided to the employee following the meeting, and a copy must be placed in their file
- b) consider whether i) the absenteeism is excessive; and ii) is there a reason why it could not improve in the future? Engage the employee in the discussion about other options which may help them improve their attendance such as:
- a. Transfer to a different department
  - b. Placed on sick leave until their condition improves
  - c. Reduce the number of days/hours they work
  - d. Avoiding Overtime shifts
- some of these may solely be the employee's choice and cannot be imposed
- c) if the Manager/Supervisor determines that the absences are culpable, the Manager/Supervisor must contact Human Resources to receive guidance on any disciplinary measures which should be implemented.
- d) If the Manager/Supervisor has been advised, or believes that the employee may have a disability that requires accommodation they should contact Human Resources. The employee may be requested to have a doctors' note completed in order to assist with any accommodation requirements or assist the employee in coming to work more frequently.

These steps will be followed at each meeting. At each step of the program, the threshold of the next step will be explained to the employee so that the employee understands exactly how their absenteeism needs to improve. It is important to support and encourage the employee to remove barriers to attending at the workplace, and remind them of the supports and resources that Sodexo has in place, such as the Employee Assistance Program (EAP).

After the employee has progressed to Step 4 of the program, if there is no improvement in their absenteeism rate, and there has been careful consideration of the employee's unique circumstances, the employee may be terminated for non-culpable absenteeism if there is medical evidence that their attendance is not likely to improve in the foreseeable future. However, the Manager/Supervisor should contact human Resources before making any decision to terminate an employee's employment.

## FAILURE TO COMPLY

When an employee fails to comply with attendance expectations, their Manager/Supervisor, will meet with the employee to determine the reasons. The Manager, Supervisor or designate will then determine whether or not the absence is culpable or non-culpable as per the definitions found on Page 1.

*If the Manager /Supervisor finds the behavior is deemed culpable, the Manager/Supervisor must contact Human Resources before proceeding with further action.*

#### **IMPROVED ATTENDANCE / EXITING THE PROGRAM**

Employees will exit the Attendance Management Program once they complete two consecutive quarters with an absenteeism rate below the threshold. The employee will be provided with a letter congratulating them on their improved attendance.

In cases where there is an improvement in an employee's attendance such that they have exited the Attendance Management Program, followed by a quarter in which their absenteeism meets or exceeds the threshold, a new process must be introduced.

## **Attendance Management Guide**

As is stated in the Attendance Management Policy, it is the responsibility of all managers to ensure a consistent approach to managing attendance issues.

### **Data Collection**

To measure attendance, the Manager must track all employee absences. Measurement should be done on a quarterly basis.

It includes occurrences of paid illness, unpaid illness, and non-work related absences. It does not include absences as a result of a workplace injury for which the employee has received benefits under workplace safety and insurance legislation, absences on approved long term disability, or any leave under relevant employment standards legislation, vacation, bereavement leave, jury/witness duty, pregnancy/parental leave, or any other such leave approved in advance by management.

The Manager should be using the Attendance Management Tracking Sheet to determine if absences for that period are greater than or equal to the threshold.

### **Meeting with Employees**

At the end of each quarter, the Manager, Supervisor or designate **must** meet with each employee whose absenteeism rate meets or exceeds the threshold. In each meeting, the Manager, Supervisor or designate must determine if the absenteeism is culpable or non-culpable.

If an attendance management problem should arise, the Manager, Supervisor or designate should proceed with the following steps to ensure rapid correction of the unacceptable behavior.

#### **1<sup>st</sup> Meeting**

The purpose of the first meeting is to:

- identify concerns with attendance
  - explain the impact of absences on the work operation
  - identify expectations for improvement, as well as time frame for such improvement
  - identify resources for assistance (Lifeworks - Employee Assistance Program (EAP))
  - advise employee that further action may be taken if there is no improvement in their absenteeism rate during the next quarter.
  - Explain that this program is a progressive 4 step program which includes consideration for individual issues and assessment, after which the employee may be terminated for non-culpable reasons.
- a) if the Manager, Supervisor or designate determines that the behaviour is non-culpable, and no discipline is warranted, a letter reviewing the discussion must be provided to the employee following the meeting, and a copy must be placed in their file (see Appendix A); This letter must indicate that the employee is in step 1 of 4 of the Attendance Management Program.
  - b) if the Manager, Supervisor or designate determines that the behaviour is culpable, the manager must contact Human Resources before proceeding with further action.

Note: in unionized accounts, although there may be no requirement to have a Union Representative present at the meeting, it is strongly encouraged that one is present and that the option be made available to the employee.

## **2<sup>nd</sup> Meeting**

If during the next quarter, an employee's absenteeism meets or exceeds the threshold for that period, the Manager, Supervisor or designate must hold a Step 2 meeting with that employee. The purpose of this formal meeting is to:

- provide employee with opportunity to explain absences
  - advise that attendance is unacceptable
  - identify resources for assistance (Lifeworks - Employee Assistance Program (EAP))
  - advise employee that disciplinary action may be imposed if their absences are deemed culpable. Explain that this disciplinary action may include discipline letters, suspensions, up to and including termination.
  - Explain that this program is a progressive 4 step program which includes consideration for individual issues and assessment, after which the employee may be terminated for non-culpable absenteeism.
- a) if the Manager, Supervisor or designate determines that the behaviour is non-culpable, and no discipline is warranted, a formal letter reviewing the discussion must be provided to the employee following the meeting, and a copy must be placed in their file (see Appendix B); This letter must indicate that the employee is in step 2 of 4 of the Attendance Management Program.
- b) if the Manager, Supervisor or designate determines that the behaviour is culpable, the Manager, Supervisor or designate must contact Human Resources before proceeding with further action.

Note: in unionized accounts, although there may be no requirement to have a Union Representative present at the meeting, it is strongly encouraged that one is present and that the option be made available to the employee.

## **3<sup>rd</sup> Meeting**

If during the next quarter, an employee's absenteeism meets or exceeds the threshold for that period, the Manager, Supervisor or designate must hold a 3rd meeting with that employee. The purpose of this formal meeting is to:

- provide employee with opportunity to explain absences
  - advise that attendance record is unacceptable and is on record
  - potentially provide a formal referral to Lifeworks - Employee Assistance Program (EAP) or health practitioner (this should only be done following consultation with HR)
  - identify expectations for satisfactory improvement
  - review any medical documentation provided regarding restrictions
- Explain that this program is a progressive 4 step program which includes consideration for individual issues and assessment, after which the employee may be terminated for non—culpable absenteeism.
- a) if the Manager, Supervisor or designate determines the behaviour is non-culpable, and no discipline is warranted. A formal letter reviewing the discussion must be provided to the employee following the meeting, and a copy must be placed in their file (see Appendix C); This letter must indicate that the employee is in step 3 of 4 of the Attendance Management Program.
- b) if the Manager, Supervisor or designate determines the behaviour is culpable, the Manager, Supervisor or designate must contact Human Resources before proceeding with further action.

Note: in unionized accounts, although there may be no requirement to have a Union Representative present at the meeting, it is strongly encouraged that one is present and that the option be made available to the employee.

## **4<sup>th</sup> Meeting**

If during the next quarter, an employee's absenteeism meets or exceeds the threshold for that period, the Manager, Supervisor or designate must hold a Step 4 meeting with that employee. The purpose of this formal meeting is to:

- provide employee with opportunity to explain absences

- advise that attendance record is unacceptable and is on record
- explain to employee that their employment is at risk and that action up to and including termination may be taken.
- Explain that this program is a progressive 4 step program which includes consideration for individual issues and assessment, after which the employee may be terminated for non-culpable absenteeism.
- This letter must indicate that the employee is in step 4 of 4 of the Attendance Management Program.
- The Manager, Supervisor or designate must assess whether the employee's absenteeism is likely to improve in the future. The Manager must initiate dialogue to help the employee understand the seriousness of the attendance issues.

Following this meeting, the Manager, Supervisor or designate **must** consult with Human Resources Director and Disability and Wellness Advisor to review proper course of action.

Note: unionized accounts, a Union Representative **must** be present at a Step 4 meeting.

### **Disability and Accommodation**

If at any point the Manager/Supervisor has been advised, or believes that the employee may have a disability that is affecting their ability to attend work regularly, they should contact Human Resources.

They may be advised to give the employee the letter requesting information directly from the employee's Attending Physician. The employee may choose to have their attending physician complete the letter and return it to the manager, however their doing so is their choice and is not mandatory. The Manager's obligation is to provide the letter to the employee. This letter will help to identify whether management can do anything to help the attendance improve at this stage and whether there is a reasonable expectation of improved attendance.

Upon receiving the letter from the attending Physician, the Manager, supervisor or designate should consider any recommendations provided, and whether the doctor identified improvement should have been realized. The Manager should consult with Human Resources.

### **Improved Attendance / Exiting the Program**

Employees will exit the Attendance Management Program once they complete two consecutive quarters with an absenteeism rate below the threshold. The employee will be provided with a letter congratulating them on their improved attendance.

In cases where there is an improvement in an employee's attendance such that they have exited the Attendance Management Program, followed by a quarter in which their absenteeism meets or exceeds the threshold, a new process must be reintroduced beginning at Step 1.



## APPENDIX A

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<DATE>

<Name>  
<Address>  
<Address>  
<Address>

Dear <Name>,

### RE: STEP 1 of 4 - EXPECTATIONS ON ATTENDANCE

This letter is to confirm our conversation on <DATE> regarding your attendance with <NAME> and <NAME> in attendance.

Specifically, your attendance level does not meet our expectations of less than 4 absences per quarter. This is not a question of whether any or all of your absences have been legitimate. However, as a condition of employment you are expected to report to work as scheduled on a regular and consistent basis, ready to perform your work.

From <INSERT DATE> to <INSERT DATE> you have missed <##> of shifts.

I will continue to monitor your attendance over the next quarter and will schedule a follow up meeting to discuss your attendance and continued employment with the Company.

If your level of attendance does not show immediate improvement during this period, or if you do not sustain an acceptable level of attendance (less than 4 absences) beyond this monitoring period, you will advance to the next stage of the Attendance Management Program. You should be aware that failure to meet Sodexo expectations regarding attendance may eventually result in the termination of your employment for non-culpable absenteeism.

**Attached to this letter is a form and letter inquiring from your attending Physician as to the likelihood of your attendance record improving in the future. I strongly encourage you to use this form so that we can better understand how to help you achieve your attendance goals and reduce your absenteeism. THIS PARAGRAPH SHOULD BE ADDED AT ANY STAGE WHEN THE MANAGER HAS BEEN ADVISED OR HAS REASON TO BELIEVE THAT THE EMPLOYEE HAS A DISABILITY THAT PREVENTS THEM FROM ATTENDING WORK REGULARLY**

If there are personal issues or other concerns that prevent you from meeting our expectations please let me know. I may be able to make changes or assist you in meeting our expectations. In the end however, it is your responsibility to meet these and all expectations of the company.

I also want to remind you that our Employee Assistance Program, LifeWorks, is available to you in the event you need assistance meeting your employment obligations. LifeWorks is a free, confidential service available to all Sodexo employees. Their phone number is 1.877.207.8833.

If you have any questions please feel free to speak with me directly.

Sincerely,

<MANAGER NAME>  
<Manager's Title>  
Sodexo Canada Ltd

## APPENDIX B

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<DATE>

<Name>  
<Address>  
<Address>  
<Address>

Dear <Name>,

### RE: STEP 2 of 4 - EXPECTATIONS ON ATTENDANCE

Further to our discussion on <Date> at Step 1 regarding your attendance, this letter is to confirm our conversation on <DATE> at Step 2 regarding your attendance, with <NAME> and <NAME> in attendance.

Specifically, your attendance continues to fail to meet our expectations of less than 4 absences per quarter.. This is not a question of whether any or all of your absences have been legitimate. However, as a condition of employment you are expected to report to work as scheduled on a regular and consistent basis, ready to perform your work.

From <INSERT DATE> to <INSERT DATE> you have missed <##> of shifts.

I will continue to monitor your attendance over the next quarter and will schedule a follow up meeting to discuss your attendance and continued employment with the Company.

If your level of attendance does not show immediate improvement during this period, or if you do not sustain an acceptable level of attendance beyond this monitoring period, you will advance to the next stage of the Attendance Management Program. You should be aware that failure to meet Sodexo expectations regarding attendance may eventually result in the termination of your employment for non-culpable absenteeism.

**Attached to this letter is a form and letter inquiring from your attending Physician as to the likelihood of your attendance record improving in the future. I strongly encourage you to use this form so that we can better understand how to help you achieve your attendance goals and reduce your absenteeism. THIS PARAGRAPH SHOULD BE ADDED AT ANY STAGE WHEN THE MANAGER HAS BEEN ADVISED OR HAS REASON TO BELIEVE THAT THE EMPLOYEE HAS A DISABILITY THAT PREVENTS THEM FROM ATTENDING WORK REGULARLY**

If there are personal issues or other concerns that prevent you from meeting our expectations please let me know. I may be able to make changes or assist you in meeting our expectations. In the end however, it is your responsibility to meet these and all expectations of the company.

I also want to remind you that our Employee Assistance Program, LifeWorks, is available to you in the event you need assistance meeting your employment obligations. LifeWorks is a free, confidential service available to all Sodexo employees. Their phone number is 1.877.207.8833.

If you have any questions please feel free to speak with me directly.

Sincerely,

<MANAGER NAME>  
<Manager's Title>  
Sodexo Canada Ltd

## APPENDIX C

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<DATE>

<Name>  
<Address>  
<Address>  
<Address>

Dear <Name>,

### RE: STEP 3 of 4 - EXPECTATIONS ON ATTENDANCE

Further to our discussion on <Date> at Step 1 and on <Date> at Step 2 regarding your attendance, this letter is to confirm our conversation on <DATE> at Step 3 regarding your attendance, with <NAME> and <NAME> in attendance.

Specifically, your attendance continues to fail to meet our expectations of less than 4 absences per quarter. This is not a question of whether any or all of your absences have been legitimate. However, as a condition of employment you are expected to report to work as scheduled on a regular and consistent basis, ready to perform your work.

From <INSERT DATE> to <INSERT DATE> you have missed <##> of shifts.

If your level of attendance does not show immediate improvement during this period, or if you do not sustain an acceptable level of attendance (less than 4 absences) beyond this monitoring period, you will advance to the next stage of the Attendance Management Program. You should be aware that failure to meet Sodexo expectations regarding attendance may eventually result in the termination of your employment for non-culpable absenteeism.

I will continue to monitor attendance over the next quarter and will schedule a follow up meeting. **Attached to this letter is a form and letter inquiring from your attending Physician as to the likelihood of your attendance record improving in the future. I strongly encourage you to use this form so that we can better understand how to help you achieve your attendance goals and reduce your absenteeism. THIS PARAGRAPH SHOULD BE ADDED AT ANY STAGE WHEN THE MANAGER HAS BEEN ADVISED OR HAS REASON TO BELIEVE THAT THE EMPLOYEE HAS A DISABILITY THAT PREVENTS THEM FROM ATTENDING WORK REGULARLY**

If there are personal issues or other concerns that prevent you from meeting our expectations please let me know. I may be able to make changes or assist you in meeting our expectations. In the end however, it is your responsibility to meet these and all expectations of the company.

I also want to remind you that our Employee Assistance Program, LifeWorks, is available to you in the event you need assistance meeting your employment obligations. LifeWorks is a free, confidential service available to all Sodexo employees. Their phone number is 1.877.207.8833.

If you have any questions please feel free to speak with me directly.

Sincerely,

<MANAGER NAME>  
<Manager's Title>  
Sodexo Canada Ltd

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<DATE>

<NAME>  
c/o Sodexo at <FACILITY NAME>  
<FACILITY ADDRESS>  
<CITY & PROVINCE>  
<POSTAL CODE>

Dear Dr. <NAME>,

Re: Below Average Attendance

I write to you to request information regarding your patient and our employee.

Your patient <insert name> has an above average rate of work absenteeism and has received letters outlining that they are in fact above the norm for sick day usage.

In the period <insert date> to <insert date> - the patient had taken <insert # of days> sick days.

In the period <insert date> to <insert date> - the patient had taken <insert # of days> sick days.

In the period <insert date> to <insert date> - the patient had taken <insert # of days> sick days.

Please provide us with your opinion with respect to whether these absences are related to any medical issues the patient is experiencing. If yes, please inform us when you expect your patient's medical condition will improve as a result of treatment, such that they are able to attend regularly at work.

Further, if the patient has any restrictions that require accommodation, please let us know.

Please see the attached **Physician Response and Confirmation**.

Yours truly,  
Sodexo Canada Ltd.

<SUPERVISOR/MANAGER/DIRECTOR>  
<TITLE>

**Physician Response and Confirmation**

I, Dr. \_\_\_\_\_ <insert name>, certify that (Please select one)

- This patient cannot/has not attended at work due to a recent medical condition.
- This patient could/can attend at work as there are no medical conditions present that would otherwise prevent them from doing so.

I also believe; (Please select one)

- This employee is medically fit to attend at work.
- This employee is currently experiencing a medical condition which prevents them from attending at work. This condition is being treated, and is expected to improve by \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ <insert date> date, such that the employee will be medically cleared to attend at work.
- This employee is currently experiencing a medical condition which prevents them from attending at work regularly. They require the following accommodation in order to be able to attend work:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- There is a medical reason why this employee has not been attending at work, and despite treatment, there is unlikely to be any improvement to this condition in the foreseeable future.

Additional comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Date of Completion

\_\_\_\_\_  
Signature/Stamp

## APPENDIX D

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<DATE>

<Name>  
<Address>  
<Address>  
<Address>

Dear <Name>,

### **RE: STEP 4 of 4 - EXPECTATIONS ON ATTENDANCE**

Further to our discussion on <Date> at Step 1, on <Date> at Step 2 and on <Date> at Step 3 regarding your attendance, this letter is to confirm our conversation on <DATE> at Step 4 regarding your attendance, with <NAME> and <NAME> in attendance.

Specifically, your attendance continues to fail to meet our expectations of less than 4 absences per quarter. This is not a question of whether any or all of your absences have been legitimate. However, as a condition of employment you are expected to report to work as scheduled on a regular and consistent basis, ready to perform your work.

From <INSERT DATE> to <INSERT DATE> you have missed <##> of shifts.

I will continue to monitor your attendance over the next quarter to discuss your attendance and continued employment with the Company.

If your level of attendance does not show immediate improvement during this period, or if you do not sustain an acceptable level of attendance beyond this monitoring period, your employment with the company may be terminated for non-culpable absenteeism.

If there are personal issues or other concerns that prevent you from meeting our expectations please let me know. I may be able to make changes or assist you in meeting our expectations. In the end however, it is your responsibility to meet these and all expectations of the company.

I also want to remind you that our Employee Assistance Program, LifeWorks, is available to you in the event you need assistance meeting your employment obligations. LifeWorks is a free, confidential service available to all Sodexo employees. Their phone number is 1.877.207.8833.

If you have any questions please feel free to speak with me directly.

Sincerely,

<MANAGER NAME>  
<Manager's Title>  
Sodexo Canada Ltd

# APPENDIX E

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## TRACKING SHEETS

VERSION 1:

### Sick Leave Tracking - Frontline Employees

*Reference Year:*

Employee Name	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total sick days used

### Sick Leave Tracking - Salaried Employees

*Reference Year:*

Employee Name	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total sick days used