

Attendance Management Roles and Responsibilities Procedure

This procedure is governed by its parent policy.
Questions regarding this procedure are to be
directed to the identified Procedure Administrator.

Functional category	Human Resources
Parent policy	Attendance Management Policy
Approval date	April 3, 2025
Effective date	May 1, 2025
Procedure owner	Vice President, People, Culture and Equity
Procedure administrator	Director, People and Talent Operations

Overview

This procedure specifies the roles and responsibilities of NorQuest College (College) employees, People Leaders, and People and Talent Operations in relation to managing attendance. The College depends on the contributions of all employees. Employee attendance has a direct impact on the level of service the College provides. High levels of absenteeism can lead to a poorer quality of service, lost productivity, and reduced morale of co-workers.

Authority to establish this procedure is derived from the [NorQuest College Board of Governors Policy No.5](#), which delegates authority to the President and CEO to establish policies and procedures for the College's management and operation.

Procedure

Employees, People Leaders, and People and Talent Operations all have roles and responsibilities in managing attendance at the College. These roles and responsibilities are most notably the following:

Employees are to:

- Attend work fit for work.
- Attend work on time as scheduled for every day of work unless unable to do so for legitimate reasons.
- Seek medical care when required.
- Provide reasons for every absence or variation to normal hours of work.
- Contact their People Leader or designate to report absences.
- Provide sufficient information to enable appropriate cover-off duties.
- Provide satisfactory medical certificates as required.
- Provide required notice for planned absences.
- Review absence balances in the HR Information System and report any discrepancies to the People and Talent Operations team.
- Complete appropriate requests and submit them to their People Leader in a timely manner.
- For vacation eligible permanent and term positions, utilize annual vacation entitlements and not carry excess vacation (permanent and term employees only).
- Familiarize themselves and comply with the Attendance Management Policy and its related procedures.
- Participate in the illness leave requirements where necessary.
- Cooperate and participate in all processes under the Attendance Management Policy and its related procedures.

People Leaders are to:

- Set a good example by being a positive role model for employees.
- Act responsibly in managing attendance in a reasonable, fair, and consistent manner.
- Bring forward issues with attendance, including patterns of frequent absences, in a timely manner with the employee or to the Human Resources Business Partner (HRBP) for review.
- Be aware of issues that may affect an employee's attendance.

- Review and (where applicable) approve requests for time off and absences within their authority in a timely manner.
- Review benefit balances in the HR Information System prior to approving leaves.
- Seek advice and recommendation from People and Talent Operations in matters of interpretation of leave benefits, additional pay, and/or in addressing attendance issues.
- Not allow the carry-over of excessive vacation balances except in extenuating circumstances.
- Be aware of and promote support programs.
- Determine blackout periods and communicate to employees.
- Allow for employees to take vacation allotment.
- Ensure employees are familiar with the Attendance Management Policy and its related procedures.
- Create a supportive working environment: employees need to feel comfortable discussing their intermittent absences in a confidential and respectful manner.
- Regular check-ins: review progress, offer support and provide guidance. If a medical issue does not fully account for the employee's work attendance or productivity issues, the employee will be responsible and accountable for addressing the issues interfering with their work attendance.

People and Talent Operations

Human Resources Business Partner is to:

- Communicate changes to the Attendance Management Policy and the related procedures to the College community.
- Engage the Ability Management Specialist when required.
- Provide timely advice and consultation to People Leaders to ensure consistent application of the Attendance Management Policy and its procedures across the College, including:
 - Providing strategies on how to communicate expectations and performance management guidelines.
 - Conflict resolution: navigate conflict related to intermittent absences by providing guidance on resolving the dispute through

active listening strategies, collaborative problem solving, or mediation.

- Advise on the proper documentation procedures related to attendance management. This includes maintaining accurate records of absences and conversations with employees.
- Provide timely advice to employees to ensure consistent application across the College.
- Provide reports and statistics to People Leaders related to accrued vacation and patterns of absenteeism as requested.
- Keep track of the documentation to support intermittent absence.

Ability Management Specialist is to:

- Work with the employee to determine whether a medical condition is contributing to the employee's attendance problems at work.
- Liase with the employee, People Leaders, case managers and medical providers regarding the Ability Management Policy and required medical documentation. If the Ability Management Specialist identifies health support is necessary, the employee will be expected to participate in the illness leave requirements.
- Keep track of the medical certificate documentation.

Authority for Attendance Management

People Leaders have the authority to approve regular pay, additional pay, and paid leaves of absence for employees that report to them. Deans and Directors have the authority to approve, or delegate approval to a manager, leaves without pay up to three (3) months. Executive Heads have the authority to approve leaves without pay for three (3) months or longer. The Executive Head is able to approve the carry-over of excess vacation.

People Leaders have the authority to approve absences for permanent and term employees that report to them for leaves such as illness, vacation, and personal or emergency leave. They can approve leaves without pay up to ten (10) days. In addition, they can approve regular hours worked for sessional and casual employees.

Definitions

Annual Vacation Entitlement: Means the number of hours or days that an employee is normally entitled to if they worked a full year.

Blackout Periods: Refers to divisional defined periods of time where employees will not be approved for paid or unpaid leaves of absence except under exceptional circumstances.

Excess Vacation: Means the carrying of more than an employee's normal annual vacation entitlement at any given time. For example, if an employee normally earns twenty (20) days of vacation annually and currently they have a vacation balance of twenty-five (25) days, they have five (5) days of excessive vacation.

Executive Head: Means anyone who manages a division(s) and is a member of the Executive Team.

People Leader: Means an employee whose job function requires them to organize, direct and control the work of others. People leaders can include team leads, chairs, associate chairs, managers, deans, directors, members of executive, or the President and CEO.

Planned Absence: Refers to leaves scheduled or approved in advance. Examples of planned absences are vacation leave, funeral leave, moving day, maternity leave, and leaves without pay.

Unplanned Absence: Refers to absences that generally arise unexpectedly making it difficult to approve in advance. Examples of unplanned absences are for personal or family illness and bereavement leave.

Vacation Liability: Means vacation accrued but not yet taken. In accordance with generally accepted accounting principles, on July 1st of each year the College is required to record a future liability for employee's earned but unused vacation.

Related information

NorQuest College

- [Absences for Illness or Injury Procedure](#)
- [Attendance Management Policy](#)
- [AUPE Collective Agreement](#)
- [Employee Accommodation Procedure](#)
- [Faculty Collective Agreement](#)
- [Leave Without Pay Application](#)
- [Leave Without Pay Procedure](#)
- [Management Terms and Conditions](#)
- [Maternity/Adoption/Parental Leave Procedure](#)
- [Maternity Leave Application Form](#)
- [Out of Scope Employees Terms and Conditions](#)
- [Vacation Management Procedure](#)
- [Workstyles Program Policy](#)

External

- N/A

Next review date

April 2029

Revision history

Date	Version Number	Action
January 2012	V1	New
August 2013	V2	Update for document links and branding
November 2014	V3	Update for change in procedure owner and document links
September 2015	V4	Update for document links
December 2015	V5	Updated
August 2019	V6 (published as V5-C)	Compliance Office template & reorganization update

December 2021	V7 (published as V6)	Updates to language in overview, definitions, related NQ College Information
January 2024	V8	Information, Risk & Compliance template update
April 2025	V9	The College is implementing a new internal Ability Management program.