

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	August 9, 2022
Effective date	August 9, 2022
Procedure owner	Vice President, People and Culture
Procedure administrator	Director, People and Talent

Overview

This procedure specifies the roles and responsibilities of NorQuest College (college) employees, people leaders, and People and Talent 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 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 Culture all have roles and responsibilities in managing attendance at the college. These roles and responsibilities are:

Employees are to:

- attempt best efforts to be physically and mentally 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 balances on PeopleSoft HR Self Service and report any discrepancies to People Services, People and Culture
- complete appropriate requests and submit to their People Leader in a timely manner
- 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

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
- be aware of issues that may affect an employee's attendance
- approve additional time and absences within their authority in a timely manner
- review benefit balances on PeopleSoft HR Manager Self-Service prior to approving leaves
- seek council and advice from People and Talent 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 rare instances
- be aware of and promote support programs
- determine blackout periods and communicate to employees
- allow for employees to take vacation breaks
- accommodate reasonable return to work plans
- ensure employees are familiar with the Attendance Management Policy and its related procedures

People and Talent is to:

- communicate changes to the Attendance Management Policy and its related procedures to the college community
- provide timely advice and counsel to employees and People Leaders to ensure consistent application across the college
- provide reports and statistics to managers related to accrued vacation and patterns of absenteeism
- liaise with employees, people leaders, and case managers regarding the Employee Recovery Assistance Program (ERAP) and facilitate return to work plan meetings

Authority for Attendance Management

Managers 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 10 days. In addition, they can approve regular hours worked for sessional and casual employees.

Definitions

Additional Pay: Means pay for items such as overtime, modifiers, and allowances.

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 20 days of vacation annually and currently they have a vacation balance of 25 days, they have 5 days of excessive vacation. Excess vacation carry-over will not normally be allowed except in rare instances approved by an Executive Head.

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

Manager: Means anyone classified as a Manager and manages a division, department, or unit. Managers can include senior 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.

Return to Work Plan: Means a plan developed to facilitate an employee who has been off work due to illness for an extended period of time. Return to work plans can include reduced hours of work or reduced duties. They are normally for a short period of time to assist the employee during their recovery period. People Leaders will work with People and Talent and the college's ERAP to facilitate return to work plans for employees.

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, vice-presidents, or the President and CEO. Another term for People Leader is Supervisor.

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

December 2025

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