

## STANDARD PROCEDURE INSTRUCTION

<b>Title</b> Attendance Management (AWOL) Discipline Program		<b>SPI #</b> 26-13
<b>Department</b> Human Resources	<b>Supersedes SPI Dated</b> N/A	<b>Effective Date</b> February 1, 2011

Every employee plays a vital daily role in achieving the overall business objectives of the Manitoba Operations. For that reason, it is imperative that all employees attend fit for work as scheduled and remain at work for the duration of their scheduled shift. The vast majority of the workforce does exactly that on a daily basis. This Attendance Management Discipline Program (the “AWOL Program”) is intended to provide a framework within which any disciplinary action arising out of unauthorized absences from work, including unauthorized absences for part or all of a shift, unauthorized late arrivals to work and unauthorized early departures from work, may be managed.

1. **Purpose**  
To provide a disciplinary framework for the management of unauthorized absences from work, whether for part or all of a shift and including unauthorized late arrivals to work and unauthorized early departures from work.
  
2. **Scope**  
The AWOL Program applies to all bargaining unit employees of the Manitoba Operations.
  
3. **Definitions**  
For the purposes of the AWOL Program, “Unauthorized Absence” means an unauthorized absence from work that is for part or all of a shift and, therefore, includes absences without authorization for an entire shift, absences without authorization for part of a shift (i.e., if the employee leaves and returns to work during his/her shift), unauthorized late arrivals to work and unauthorized early departures from work.
  
4. **Administration**  
The AWOL Program applies to all Unauthorized Absences.  
The following table shall act as a guideline for the issuing of progressive, non-punitive discipline under the AWOL Program:

<b>Attendance Management (AWOL) Discipline Program</b>		
<b>AWOL Discipline Step</b>	<b>Unauthorized Absence</b>	<b>Clearing Time</b>
<b>Step 1</b>	<ul style="list-style-type: none"> <li>• 1 Whole or Partial Shift</li> </ul>	**3 Months to Clear Record***
<b>Step 2</b>	<ul style="list-style-type: none"> <li>• 2 to 4 Whole Shifts</li> <li>OR</li> <li>• 1 Whole or Partial Shift While on Step 1</li> </ul>	**6 Months to Reduce to Step 1***
<b>Step 3</b>	<ul style="list-style-type: none"> <li>• 5 to 9 Whole Shifts *</li> <li>OR</li> <li>• 2 to 4 Whole Shifts While on Step 1</li> <li>OR</li> <li>• 1 Whole or Partial Shift While on Step 2</li> </ul>	**6 Months to Reduce to Step 2***
<b>Discharge</b>	<ul style="list-style-type: none"> <li>• 5 to 9 Whole Shifts While on Step 1*</li> <li>OR</li> <li>• 2 to 4 Whole Shifts While on Step 2</li> <li>OR</li> <li>• 1 Whole or Partial Shift While on Step 3</li> </ul>	Subject to Discharge
*Article 16.01(a) of the Collective Agreement will apply at the 80 hour threshold		
**The clearing period is based on calendar days		
***If no further Unauthorized Absence occurs		

The AWOL Program is separate from the Misconduct Discipline Program. All disciplinary matters not covered by the AWOL Program will continue to be addressed by the Misconduct Discipline Program.

## **5. Procedure**

Upon an employee's return to work following an Unauthorized Absence, the employee's immediate supervisor will arrange a time for a private interview to review the matter in detail with the employee. The nature of these discussions should not be threatening but should indicate to the employee that the Company treats absences from work seriously and has a sincere interest in assisting the employee with correcting his/her behaviour.

At the interview with the employee, the immediate supervisor should ask the employee the reason for his/her Unauthorized Absence. If the reason provided by the employee indicates that the Unauthorized Absence was within the control of the employee and/or was the fault of the employee, the supervisor should employ the AWOL Program to help in correcting the employee's behaviour as described herein.

### **STEP I (Written Warning)**

One (1) Unauthorized Absence (whole or partial shift) for an employee with a clear record under the AWOL Program.

If the supervisor decides after the interview with the employee that the Unauthorized Absence was within the control of the employee and/or was the fault of the employee, the employee's supervisor will:

- i. Interview the employee and explain the need for regular attendance for both the Company and the employee.

- ii. Inform the employee of when his/her record will be cleared (i.e. if the employee works for three (3) months from the date of the discipline without any further Unauthorized Absence in that period).
- iii. Inform the employee that any further Unauthorized Absence within that three (3) month period will subject him/her to further disciplinary action.
- iv. Complete WARNING form # 511 Rev.2. Give two (2) copies to the employee, forward one (1) to Human Resources and retain one (1) for department files.
- v. Note this action on the employee's record – date interviewed, date record will reduce/clear, notified (further discipline).

While it is not mandatory to have or offer to have a union steward present when a Step 1 Written Warning is issued, if the employee requests that a steward be present at the meeting, every effort should be made to make one available.

### **STEP II (Written Reprimand)**

An employee may be advanced to STEP II in one of the following ways:

- Unauthorized Absences for two (2) to four (4) whole shifts for an employee with a clear record under the AWOL Program; or
- One (1) Unauthorized Absence (whole or partial shift) while in STEP I.

If the supervisor decides after the interview with the employee that the Unauthorized Absence(s) was/were within the control of the employee and/or was/were the fault of the employee's supervisor will:

- i. Interview the employee in the presence of a member of higher supervision from the department (i.e. Superintendent) and a union steward. Discuss with the employee the requirement to attend all scheduled and overtime shifts on time and ready to work and to remain at work for the duration of all scheduled and overtime shifts. It should be stressed to the employee the seriousness of being in STEP II, as well as the consequences of any further Unauthorized Absence. The Supervisor should confirm the employee's understanding of the corrective intent and nature of the AWOL Program and Step system. The employee should be encouraged to change his/her behavior such that he/she will not subject him/herself to further disciplinary action or discharge.
- ii. Inform the employee of when and how his/her record will be cleared (i.e. if the employee works for six (6) months from the date of the discipline without any further Unauthorized Absence he/she will revert back to STEP I, and if the employee then works for a further three (3) months without any further Unauthorized Absence his/her record will be cleared).
- iii. Inform the employee that if he/she fails to correct his/her attendance record within that nine (9) month period, he/she will subject him/herself to further disciplinary action, which could include termination of his/her employment.

- iv. Complete the Written Reprimand form # 405 Rev.1. Give two (2) copies to the employee, forward one (1) to Human Resources and retain one (1) for department files.
- v. Complete the discipline request form and give to Department Administrator..
- vi. Sign and forward for distribution three (3) copies of the letter received Department Administrator confirming the conversations, as follows:
  - One (1) copy to the employee.
  - One (1) copy to the Human Resources department.
  - One (1) copy retained for the department's files.
- vii. Note this action on the employee's record – date interviewed, date record will reduce/clear, notified (re: future discipline), letter, supervisor's initials.

### **STEP III (Written Reprimand)**

An employee may be advanced to STEP III in one of the following ways:

- Unauthorized Absences for five (5) to nine (9) whole shifts (to a maximum of 80 scheduled work hours, pursuant to Article 16.01 of the collective agreement) for an employee with a clear record under the AWOL Program; or
- Unauthorized Absences for two (2) to four (4) whole shifts while in STEP I; or
- One (1) Unauthorized Absence (whole or partial shift) while in STEP II.

If the supervisor decides after the interview with the employee that the Unauthorized Absence(s) was/were within the control of the employee and/or was/were the fault of the employee, the employee's supervisor will:

- i. Interview the employee at the start of the shift in the presence of the department's Superintendent (and/or Manager), and a union steward, to impress upon the employee the seriousness of the situation.
- ii. Direct the employee to go home for the remainder of the shift to seriously consider whether he/she does or does not wish to abide by Company standards. Inform the employee that he/she will receive full pay for the shift as the last expression of the Company's hope that he/she will decide to remain an employee and correct his/her attendance record.
- iii. Inform the employee of when and how his/her record will be cleared if he/she resolves his/her absenteeism problem (i.e. if the employee works for six (6) months from the date of the discipline without any further Unauthorized Absence he/she will revert back to STEP II, if the employee then works for a further six (6) months without any further Unauthorized Absence he/she will revert back to STEP I and if the employee then works for a further three (3) months without any further Unauthorized Absence his/her record will be cleared).
- iv. Inform the employee that if he/she fails to correct his/her attendance record within that fifteen (15) month period, he/she will subject him/herself to further disciplinary action, which could include termination of employment.

- v. Complete the Written Reprimand form and distribute as in STEP II.
- vi. Complete the Discipline Request form, and distribute as in STEP II.
- vii. Sign and distribute the letters confirming the conversations as in STEP II.
- viii. Note this action on the employee's file as in STEP II.

## **Discharge**

An employee may be advanced to discharge in the following ways:

- Unauthorized Absences for five (5) to nine (9) whole shifts (to a maximum of 80 scheduled work hours, pursuant to Article 16.01 of the collective agreement) while in STEP I; or
- Unauthorized Absences for two (2) to four (4) whole shifts while in STEP II; or
- One (1) Unauthorized Absence (whole or partial shift) while in STEP III.

If the supervisor decides after the interview with the employee that the Unauthorized Absence(s) was/were within the control of the employee and/or was/were the fault of the employee, the employee's immediate supervisor will consult with his/her Superintendent and Manager, as well as the Human Resources Department for assistance.

If it is decided that discharge is warranted, the department's Manager will seek the required approval of the area General Manager, as well as Senior Management. The discharge meeting will then be scheduled through the Human Resources Department, and the originating department's Manager will be the departmental representative at the meeting.

At this meeting the employee will be given a final opportunity to provide any relevant information not previously disclosed. In the absence of any additional information that would cause the Company to alter the decision to discharge, the notice of discharge form # 0411 will be signed. Two copies go to the employee, one copy goes to the Human Resources Department, and one copy goes to the originating department for their files.

After the discharge the employee's supervisor will fill out the Quit Slip #431/1 and have it signed by the department Manager. It is then sent to the benefits office in the Human Resources department.

## **NOTES**

- i. All interviews must be conducted in private and should be characterized by meaningful two – way communication between both parties.
- ii. With respect to each Unauthorized Absence, the onus is on the employee to satisfy the Company that the Unauthorized Absence was not within the control of the employee

and/or was not the fault of the employee. If that onus is not met, the Unauthorized Absence will be addressed under the AWOL Program.

<b>Approved By</b>	<b>Title</b> General Manager, Manitoba Operations
<b>Date</b>	