ATTENDANCE MANAGEMENT SAMPLE LETTERS

Introduction: How to Use This Tool

Attendance at work, whether that attendance is in a physical work location or virtual, is usually an essential component of the relationship between an employer and employee. As part of the employment relationship it is good practice that there be an agreement in place that indicates that an employee is to be engaged in work at expected locations and times of day. When employees are not at work as expected this can cause a disruption in productivity and require intervention from the organization.

This tool contains sample letters whose language you may use to create your own letters to notify and communicate attendance management concerns and adjustment steps to your employees.

Sample Letter 1 – informal request for a meeting regarding employee attendance

Company letterhead

Date

From (name, title, department) [letter may be sent from a employee’s supervisor or, alternatively, a Manager or HR depending on company policy]

Re: Attendance

To . . .

I am inviting you to join me for a brief, informal meeting to discuss concerns regarding your attendance at work. Please note that this is not a formal or a disciplinary meeting and no action is being taken at this time.
It has come to our attention that you have . . . [indicate the general concerns that are prompting this information meeting for example] i) been absent from work several days in a row on a number of occasions without providing us a reason or material to support any reason for your absence ii) been late into the worksite by 15 – 30 minutes on a over 10 occasions in the last month iii) on a number of occasions you have not been available at the prescribed time and location you are conducting your virtual work from and as agreed upon . . . Your ability to be present where and when expected to accomplish your work is an important component of your job and your co-workers, colleagues and supervisors rely on you to be present and available when expected.

The purpose of this meeting is to help us understand if there are any extenuating circumstances that we should be aware of that is impeding your attendance at work and to try and work with you to help improve your attendance at work.

The scheduled time and date for this meeting is 9:00 am August 1\textsuperscript{st} [provide a time and date between 2-7 working days from the date of the letter depending on if the letter is being mailed, emailed or delivered in person]. Please let me know as soon as possible if you are able to attend this meeting.

Yours Truly,

\textit{Signature}

Name

Job title

Contact information

Cc: Department manager (name) and HR (name)
Sample Letter 2 - first formal letter outlining concerns and a request for a meeting regarding employee attendance

Company letterhead

Date

From (name, title, department) [letter may be sent from a Manager or HR depending on company policy]

Re: Attendance

To . . .

We previously met on [date of first informal meeting or if no meeting was held reference the letter sent regarding the issue of attendance] to discuss our concerns regarding issues of your attendance at work. As per our ‘Attendance Management Policy’ and Sick Time Usage Policy’ [cite name of your policy or policies] we are scheduling a formal meeting to address our concerns regarding your absences from work.

Our records indicate that since our last meeting to discuss concerns about your attendance you have been absent [or late or left early as the case may be] on the following dates:

- [List date an any pertinent details such as] August 2\textsuperscript{nd} absent from work no reason provided [if a reason was provided state the reason provided]
- August 6\textsuperscript{th} 30 minutes late for work
- August 18-20\textsuperscript{th} absent indicating illness, no supporting material provided

Attendance at work is an important component of your employment. [If employee has flexible work hours or location you may add the following sentence; with prior approval we have provided you with flexible work hours and flexible working locations however within that flexibility we did have an agreement as to specific locations and times you are expected to appear for work]. We are concerned about
what appears to us to be your excessive absences and the impact these absences have on your and your teams/departments ability to perform the work needed. Your supervisor has indicated that on several occasions his time and the time of other employees was spent trying to contact you and/or locate information they required to complete their work tasks. This caused a disruption and loss of productivity for your team/department.

We do require you to make every effort to improve your attendance at work including showing up on time and at the location expected by your supervisor or manager. Failure to do this in the future will trigger further steps in our Attendance Management Process including the options of Progressive Discipline for continued absences from work.

We are certainly interested in learning if there are any extenuating circumstances that are contributing to your work absences and, if appropriate, working with you to accommodate your situation. We value the contributions of our employees and want to support you to ensure your success within [Organization’s name].

According to our Attendance Management policy if an employee is absent from work and provides no prior notice or explanation or is absent from work numerous times exceeding the standard for the department a formal meeting is to be held. We are requesting your attendance at this meeting scheduled for September 5th, 2015 at 8:30 am at [indicate location]. You will be meeting with [indicate name and job titles of the 1 or 2 people who will be present at the meeting]. During this meeting we will discuss how we can work together to help you improve your attendance at work.

Please confirm with me your intention to attend the meeting on September 5th.

Yours Truly

Signature

Name
Sample Letter 3 - Follow-up letter to formal Attendance Management meeting regarding employee

Company letterhead

Date

From (name, title, department) [letter may be sent from a Manager or HR depending on company policy]

Re: Attendance

To . . .

Thank you for meeting with us on September 5\textsuperscript{th}, 2015 to discuss our concerns regarding your absences from work. We value the contributions of all employees and when an employee is absent excessively or unexpectedly this impacts the productivity and performance of others in the organization.

We appreciate that you have agreed to make every effort to improve your attendance at work and follow the company guidelines for absences including:

- proper notifications of absences
- minimizing any absences as much as possible
- arriving on time for work each day unless otherwise arranged with prior permission from your supervisor
[outline any other agreed remedies in this letter]

During our meeting you indicated there were no particular extenuating circumstances including disability or family situation that require accommodation. It your situation changes in the future please notify us immediately so we can discuss the possibility of accommodation.

Be advised that if a pattern of absences including unexplained absences, or excessive absences re-occur we may formally begin the process of progressive discipline on the next occurrence of unexplained or excessive absence this includes absence for a full or part day including arriving late, leaving in the middle or leaving early.

Your supervisor will work closely with you to assist you in following our attendance guidelines and if you have any questions please refer to him/her or HR. We will monitor your attendance at work for the next X months [3-6 months] and review the situation again at that time.

Please sign and date and return a copy of this letter to your supervisor or HR to acknowledge your receipt.

We look forward to a positive and productive working relationship in the future.

Yours Truly

Employee Name:  
Date  
Signature
Sample Letter 4 - second formal letter outlining concerns, expectations for improvement, consequences for failure to meet the organization's standards and a request for a meeting regarding employee attendance

Company letterhead

Date

From (name, title, department) [letter may be sent from a Manager or HR depending on company policy]

Re: Attendance

To . . .

On September 5th, 2015 a meeting took place between you, your supervisor and manager [indicate who was in attendance and their names and titles] regarding our concerns over issues of your absenteeism from work. At that time you indicated there were no extenuating circumstances including disability or family status that required accommodation and that you would make every effort to improve your attendance and follow the company standards for reporting absences and attendance at work.

Unfortunately, it has come to your attention that your attendance at work has included unexplained absences and has exceeded the standard for your department. These absences are impacting your own productivity and the productivity of others in the organization.

Our records indicate the following absences:

- list dates of absences [including full and partial days, late arrivals and other unexplained and unapproved absences, culpable and non-culpable absences]
During our last meeting and subsequently in our letter to you, dated [date of follow up letter], we discussed our expectation for your attendance at work. At that time you agreed that you would make every effort to attend work as expected, informing us of absences ahead of time when possible, and provide us with documentation when absences occurred. At this time you have not provided us with any satisfactory explanations including information indicating you require accommodation for injury, illness, disability or family status.

As per our Attendance Management Policy, Sick Time Usage and Progressive Disciplinary Policy [Cite other relevant policies] we are formally informing you that we will be instituting a progressive discipline process to help address your absences from work. The following steps are being instituted to facilitate improved performance:

- Each week you will meet with your supervisor to discuss your attendance at work
- At the beginning of each day you will report in directly to your manager and at the end of each day report in to indicate you are leaving for the day
- Your pay will be docked for the hours you are not at work unless you have previously arranged to be absent and have prior permission from your supervisor in writing [ensure this step does not contravene any contract, union contract or legislation in your jurisdiction]
- [Indicate other progressive disciplinary steps relevant to the situation]

These disciplinary steps will remain in place for X months [3-6 months] at which time a review will be held again and if your attendance has improved these disciplinary steps may be removed or reduced. During this time you are expected to:

- Be present at work where and when expected each day you are schedule to work
- Report absences as soon as possible to your supervisor
• Provide a written not from a medical professional for any absence of longer than one day or when you are absent more than one day in a given week, including partial days.

• Not exceed the standard absences for your department

• Arrive at work on time and stay throughout the day with the exception of official preapproved breaks, including returning from breaks on time.

• [indicate any other expectations but do not make them to excessive or onerous]

If you are unable to meet these expectations we will proceed to the next step in the progressive disciplinary policy that may lead to or include dismissal.

We are committed to working with you to support you in your continued employment with [organization name]. We recognize that employees can have many responsibilities and even stresses outside of work that can contribute to time and stress management and other challenges. HR and your supervisor can provide you with information and resources to help you better plan and manage your time or health if relevant. Information on bus routes, organization skills, stress management may help you better manage your time. Through our EAP program we may be able to provide you with access to services to help you manage issues that are contributing to your absences from work.

Please sign and date and return a copy of this letter to your supervisor or HR to acknowledge your receipt.

We look forward to your contributions as a productive employee. If you have any questions or concerns you are welcome to arrange a meeting with HR for further discussion.

Yours Truly

Signature

Name