

17th

March 28, 29 & 30, 2011, Toronto

Managing Absenteeism in the Public and Private Sectors

Get the latest best practices and emerging trends in attendance management to maximize productivity and reduce the escalating costs of absenteeism

Optional workshops

HOW TO DEVELOP AN INTEGRATED ATTENDANCE MANAGEMENT PROGRAM

Paula Allen, Vice President of Organizational Solutions & Training, **Shepell·fgi**

PREVENTING DISABILITY AND ABSENTEEISM THROUGH WELLNESS, ERGONOMIC/ACCESSIBLE DESIGN & DISABILITY PREVENTION

Jane E. Sleeth, Managing Director & Senior Consultant, **Optimal Performance Consultants**

Conference highlights

- Find out how leading organizations are successfully getting a handle on and reducing the costs of absenteeism
- Discover strategies and tools that your front-line managers can use to deal with absenteeism
- Get up to speed on the legal issues surrounding absenteeism management
- Discover the latest trends and developments regarding wellness programs designed to minimize absenteeism

Participating organizations

ALLAN SMOFSKY, INDEPENDENT WORKPLACE HEALTH STRATEGIST
BARBARA G. HUMPHREY PROFESSIONAL CORPORATION
BRUCE POWER
CASINO RAMA
CITY OF BARRIE
DELTA CHELSEA HOTEL
DM PARTNERS
ELCAN OPTICAL TECHNOLOGIES
HAMILTON NIAGARA HALDIMAND BRANT COMMUNITY CARE ACCESS CENTRE
HONTARIO - ONTARIO MINISTRY OF GOVERNMENT SERVICES
LEGACY BOWES GROUP
MCMASTER UNIVERSITY
NOLITOURS AND TRANSAT HOLIDAYS
NORTH YORK GENERAL HOSPITAL
ONTARIO MINISTRY OF REVENUE
ONTARIO POWER GENERATION
ONTARIO PROVINCIAL POLICE ASSOCIATION
OPTIMAL PERFORMANCE CONSULTANTS
PESCE & ASSOCIATES, HUMAN RESOURCES CONSULTANTS
ROGERS COMMUNICATIONS
ROUGE VALLEY HEALTH SYSTEM
SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU) LOCAL 1
SHEPELL-FGI
SLEEP COUNTRY CANADA
SOBEYS ONTARIO
SUN LIFE ASSURANCE COMPANY OF CANADA
THE OCCUBUS PROJECT
TORONTO STAR
TOWERS WATSON
UNIVERSITY HEALTH NETWORK

"Sharing ideas with HR professionals gave me a better understanding of the issues."

- Michael Gray,
Durham Catholic
District School Board

"All the information was an excellent reference to my issues; will take practices and try to implement."

- Pat Lawyer,
NAV Canada

"Amount of speakers and networking opportunities excellent. Highly organized conference!"

"Very useful."

- Roshni Bavan,
Gay Lea Foods Cooperative

"Good to see best practices and what other companies are doing."

- Ruth Lanktree,
Canadian Blood Services

Dear Colleague:

In Canada alone, employee absenteeism accounts for an estimated \$100 billion in lost revenue for companies and organizations in both the public and private sectors. As the modern workplace continues to evolve, effective attendance management policies must also change with the times or run the risk of suffering debilitating losses in productivity.

In order to get a solid handle on this costly issue, employers from across the country, regardless of sector, are now being forced to take a proactive approach to a host of modern concerns that appear to be the root causes of employee absenteeism. Stress-related concerns, substance abuse and mental health issues are but a few of the problems facing today's attendance managers.

In our 17th annual conference on Managing Absenteeism in the Public and Private Sectors, leading experts in the field will discuss the latest trends and developments in attendance management programs, as well as effective and innovative strategies designed to reduce absenteeism and increase productivity in today's modern workplace.

- Discover effective and legal solutions to a host of difficult and delicate scenarios within the challenging world of attendance management
- Learn how to distinguish between legitimate and excessive disability absences
- Develop a proactive attendance strategy that revolves around maintaining job satisfaction and enhancing the quality of life among employees
- Promote individual and organizational health in order to ensure effective attendance management and competitiveness within an aging and changing workforce
- See how cooperation and trust between union and management has a direct impact on absenteeism

You will gain practical insights on the latest techniques in attendance management from a host of leading Canadian employers and labour unions in both the public and private sectors, including: Bruce Power, City of Barrie, Delta Chelsea Hotel, ELCAN Optical Technologies, Hamilton Niagara Haldimand Brant Community Care Access Centre, HROntario - Ontario Ministry of Government Services, McMaster University, Nolitours and Transat Holidays, Ontario Ministry of Revenue, Ontario Power Generation, Ontario Provincial Police Association, Rogers Communications, Rouge Valley Health System, Service Employees International Union (SEIU) local 1, Sleep Country Canada, Sobeys Ontario, Toronto Star and University Health Network.

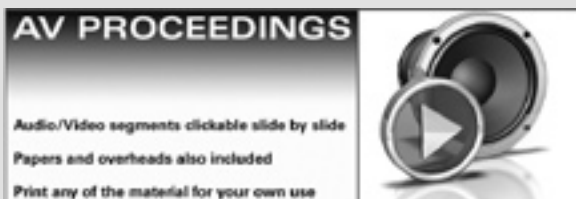
This unique event will provide attendees with the solid practical knowledge and experience needed to create a sound and integrated approach towards absenteeism awareness and management in order to reap the rewards of higher productivity and employee engagement.

Register now by calling (416) 665-6868 or 1-800-363-0722.

P.S. Do not miss our optional workshops where you will learn how to develop an integrated attendance management program as well as how to prevent disability and absenteeism through wellness, ergonomic/accessible design and disability prevention.

Who should attend

Human Resources and Organizational Development Professionals
Benefits Administrators
Occupational Health & Safety Managers
Medical & Healthcare Professionals
Union Executives



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ATTENDANCE MANAGEMENT POLICIES & PROGRAMS

Angelo M. Pesce, Principal Consultant,
Pesce & Associates, Human Resources Consultants

SESSION 1

Monday, March 28th

9:00-9:45

CASE STUDY: BRUCE POWER'S SUCCESSFUL INTEGRATED APPROACH TO REDUCING ABSENTEEISM

*Ian McGinty, Executive Vice President, Human Resources,
Bruce Power
Donna Pettigrew Pegg, Department Manager, Human Resources,
Bruce Power*

Bruce Power has made significant headway in reducing absenteeism in the last several years through the establishment of a very integrated programmatic approach based on commitment to employee engagement through wellness. In fact, absenteeism has fallen by 42% since the integrated approach. This case study will delve into and discuss some of Bruce Power's leading programs that have led to its continued success.

- Establishing a walk-in medical clinic on company premises
- Developing an Attendance Assistance Program in partnership with its largest union (Power Workers Union)
- Developing indicators for measuring successes
- Lessons learned

9:45-10:30

PREVENTIVE & REACTIVE ATTENDANCE MANAGEMENT STRATEGIES

Craig Smith, Director, Human Resources, Sobeys Ontario

Individuals in leadership positions have an enormous impact on the attendance patterns of their staff. These managers and directors have a double role to play: first in creating a workplace environment that makes people want to come to work, and then in dealing with both abuses and legitimate absences as they arise. This presentation will share preventive and reactive strategies at the manager and frontline leader level, including a look at:

- Incorporating both preventive and reactive measures into your managers' overall attendance management strategy
- Discussing the impacts of absenteeism with management and staff
- Establishing an integrated communications framework regarding attendance programs and policies
- Determining evaluation measures and incentives for managers who comply with attendance programs
- Best practices for managers faced with unjustified absences
- Implementing a training framework
- Attendance management as a factor in employees' performance evaluation

10:30-11:00 NETWORKING BREAK

11:00-11:45

CASE STUDY: DEVELOPING AND IMPLEMENTING A PROACTIVE ATTENDANCE SUPPORT PROGRAM AT ROUGE VALLEY HEALTH SYSTEM

*Karen Clark, Director, Occupational Health, Safety & Wellness,
Rouge Valley Health System*

Effective attendance management programs are proactive, not reactive. How does one develop such a system? What are the key elements of an efficacious program? When should your existing program be refined? This presentation will detail the necessary components of an effective proactive attendance support program, drawing in particular from programs that have been successfully implemented at Rouge Valley Health System.

- Addressing the root causes of absenteeism
- Identifying the extent of the problem within the organization
- Setting realistic goals for improved attendance
- Aligning program parameters with organizational goals
- The necessity of consistent program application
- Refining an existing program: when, why, how?
- The next wave of employee absenteeism programs

11:45-12:30

PANEL: TREATING ABSENTEEISM IN A UNIONIZED WORKPLACE

*Angelo M. Pesce, Principal Consultant, Pesce & Associates,
Human Resources Consultants
Brad Philp, Chief of Staff,
Service Employees International Union (SEIU) local 1
Victor Trotman, Director Labor Relations, University Health Network
Katrina McArthur, Wellness Programs Manager,
Ontario Power Generation
Bud Harvey, Director, People Resources, Delta Chelsea Hotel
Karl Walsh, President, Ontario Provincial Police Association*

Managing employee absenteeism is a difficult task in the best of situations. Implementing effective strategies within a unionized environment can be all the more challenging. This panel discussion will bring together management and labour representatives to debate strategies and best practices to treat absenteeism in the workplace.

- Seeking solutions through collaboration in order to solve attendance issues
- Emphasizing the value of employees as individuals: giving them more responsibility in reducing absenteeism
- Crafting and executing alternate work arrangements that encourage employee attendance
- Obtaining buy-in from management and labour
- Best practice for reviewing the cultural fit of your policy
- How companies may use absenteeism as an excuse to terminate legitimately ill employees

12:30-1:30 LUNCH

DEALING WITH EXISTING ABSENTEEISM ISSUES

Milé Komlen, Director, Human Rights & Equity Services,
McMaster University

SESSION 2

Monday, March 28th

1:30-2:15

**ABSENTEEISM AND THE DUTY TO ACCOMMODATE:
MAKING THE LAW YOUR ALLY IN ABSENTEEISM MANAGEMENT**
Tamara Johnson, Labour Relations Manager, Toronto Star

The common law, labour and employment legislation, and human rights and privacy laws are usually seen as limits on managing absenteeism. However, proper attention to the legal limits, combined with an understanding of employee obligations, can make the law a powerful ally.

- Doctrine of frustration
- Excessive absenteeism, duty to accommodate and frustration of contract
- Severance obligations and frustration of contract
- Deemed termination clauses

2:15-3:00

**GENERAL ISSUES AROUND ABSENTEEISM,
PRESENTISM AND EMPLOYEE ENGAGEMENT**
*Milé Komlen, Director, Human Rights & Equity Services,
McMaster University*

Managing a multigenerational workforce offers opportunities and challenges. Not only are each generation's values, work styles and lifetime experiences different, but so are their goals and needs from their employer. By reviewing the attributes of each generation, an organization can create absence management, employee engagement and wellness programs that align benefits with the needs of each group.

- New priorities of Generations X and Y
- Is absenteeism more rampant among the Y generation?
- How certain programs apply to different generations
- How each generation defines "wellness"
- Changing management style to appeal to Generation Y without sacrificing your organizational culture and values

3:00-3:15 NETWORKING BREAK

3:15-4:00

**PANEL DISCUSSION: TRAINING MANAGERS TO
DEAL WITH ABSENTEEISM**

*Mike A. Cuma, Partner, Human Resources and Labour Relations,
Legacy Bowes Group*
Brett Abram, Director Human Resources, Sleep Country Canada
*Josée Bourdages, Customer Experience and Service Strategy
Director, Rogers Communications*
*Jessica Gobran, Abilities Management Specialist, Occupational
Health & Safety, North York General Hospital*

Front-line managers play a key role influencing the work attendance patterns of their staff. This panel discussion will explore the skills managers need when implementing best practices of attendance management.

- Training techniques for building skill in discussing attendance concerns: what to say and what not to say
- Helping managers follow best practice steps in a manner that complies with human rights and recent case law/arbitration
- Using a framework that follows principles of adult education

4:00-4:45

**CASE STUDY: TRACKING AND MONITORING ABSENTEEISM
AT NOLITOURS AND TRANSAT HOLIDAYS**
*Suzanne Diefenbaker, Director, Customer Care Centre,
Nolitours and Transat Holidays*

Employers are interested in reducing the amount of time spent in managing planned and unplanned absences and in improving their absence program's effectiveness. Systems solutions can help organizations track time, analyze trends and patterns, and enable them to be proactive managing absenteeism. This discussion will explore how Nolitours and Transat Holidays electronically tracks absenteeism in its call centres.

- Analyzing employee patterns, trends and deviations
- Start-up tips: implementing an automated tracking system
- Quantitative absenteeism data and qualitative information
- Common benefits and return on investment

4:45-5:30

**REWARD & RECOGNITION PROGRAMS TO IMPROVE
ATTENDANCE AT ELCAN OPTICAL TECHNOLOGIES**
*Michael W. Nihill, Global Director Human Resources,
ELCAN Optical Technologies*

Nothing raises employee morale more than a sincere thank you from the employer. That is the objective of employee reward and recognition programs. What's more, these programs promote the adoption of key behaviours in the organization, such as improved attendance. This presentation will illustrate how reward and recognition programs at ELCAN Optical Technologies help reduce rates of absenteeism.

- Targeting employees with excessive STD absences
- Enhancing reward and recognition programs for perfect attendance
- Recurring year-over-year absenteeism trends
- Attendance management as a factor in employees' performance evaluation

RIGHTS & RESPONSIBILITIES

Dara Taylor,
DM Partners

SESSION 3

Tuesday, March 29th

9:00-9:45

DISABILITY AND ABSENTEEISM MANAGEMENT IN THE CURRENT LEGAL CONTEXT

*Barbara G. Humphrey, Principal,
Barbara G. Humphrey Professional Corporation*

Employers have an interest in effective and legally compliant approaches to disability and absenteeism management. Tribunal and arbitral decisions continue to strike down attendance management policies and to rule terminations and returns to work discriminatory. The message: employers are struggling with the legal context in which disability and absenteeism must be managed. This presentation will examine the key features of the legal developments that impact sustainable approaches to disability and absenteeism management.

- Avoiding a discriminatory Attendance Management Policy/Program
- Managing the risk of discriminatory terminations
- Managing the risk of discriminatory return to work activity
- Understanding and managing the critical medical documentation challenge
- Strategies to support effective and compliant disability and attendance management

9:45-10:30

PANEL DISCUSSION: TAKING ON RISING MENTAL HEALTH ISSUES IN TODAY'S WORKPLACE

*Deborah Taylor-Suttie, Organizational Health Consultant,
Sun Life Assurance Company of Canada
Jennette Frost, Director, Records and Operations Customer Service
Branch, Ontario Ministry of Revenue
Allan Smofsky, Independent Workplace Health Strategist*

Ask any attendance manager what the leading causes of employee absenteeism are within their organization today and the answer will frequently be mental health concerns. Traditional reactive strategies are no longer effective when dealing with mental health issues. Companies must learn to be extremely proactive in their approach if they wish to effectively manage absenteeism related to this growing concern. This panel discussion will focus on how to effectively handle employee absenteeism due to mental health problems in the workplace.

- The impact of mental health on your workplace
- Strategies to prevent and manage mental health issues in the workplace
- Training managers to identify and address the early warning signs of mental health issues in an employee
- How to communicate effectively with an employee with mental health issues
- Accommodating employees with mental health issues from short or long-term absences

10:30-11:00 NETWORKING BREAK

11:00-11:45

DEVELOPING TEMPORARY, TIME-LIMITED AND PROGRESSIVE PLANS FOR A SMOOTH TRANSITION BACK TO WORK

*Dara Taylor, DM Partners
Gail A. Lynch, Manager - HR Advisory Services Central – Oshawa,
HROntario - Ontario Ministry of Government Services*

Regardless of root cause, employees that remain absent from the workplace for an extended period of time pose a threat to productivity levels, morale and bottom line of your organization. It is paramount that an effective Return-to-Work program be implemented to ensure employees return to the workplace as quickly as possible, and at a minimal cost. This presentation will examine best practices for developing temporary, time limited and progressive plans to ensure a smooth transition back to the workplace for injured and ill employees.

- Modified work arrangements: short-term alternative work schedules
- Smooth transitioning: from alternative arrangements to full-time duties
- Accommodation does NOT have to be perfect to be accepted
- The parallel process of RTW and Work Performance & Attendance

11:45-12:30

CASE STUDY: INTEGRATED ABSENCE MANAGEMENT SOLUTIONS AT THE CITY OF BARRIE

*Samara Kaplan, Director of Human Resources, City of Barrie
Steve Kullman, Manager of Safety & Wellness, City of Barrie*

The cause of absence is varied and often complex. As a result, an increasing number of employers are now focusing on promoting integrated absence management solutions as means of reducing absence costs. Effective solutions address both the organizational and individual factors that drive absences, while supporting managers in the administration and awareness. A key element of managing absences effectively must include accurate assessment and monitoring of the problem. This discussion will include:

- Understanding the drivers of absenteeism
- Organizational factors in absenteeism
- Developing a system to address the root cause
- Strategic use of metrics

12:30-1:30 LUNCH

ADDRESSING THE ROOT CAUSES OF ABSENTEEISM

Keri Alletson, Consultant,
Towers Watson

SESSION 4

Tuesday, March 29th

1:30-2:15

ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE HEALTH - ABSENT OR PRESENT

Keri Alletson, Consultant, Towers Watson

Is your organization contributing directly or indirectly to its own absenteeism problems? How much of a link exists between oppressive managing or micromanaging and casual absenteeism? This discussion will explore how common organizational factors can often add to attendance problems - or even create them.

- How to identify links between workplace conditions and absence
- Measuring the impact of a negative culture on workforce behaviour
- Ideas to help you take workforce well-being to the next level

2:15-3:00

CASE STUDY: LEVERAGING EMPLOYEE ENGAGEMENT TO REDUCE ABSENTEEISM AT CASINO RAMA

Kelly Lister, Director, People, Casino Rama

If you are not maintaining a workplace culture that makes employees want to come to work, to be accountable and to be engaged, you may be unknowingly contributing to your own absenteeism concerns. By redesigning your organizational culture to instill high levels of employee accountability and loyalty, a culture of positive attendance becomes possible. This case study presentation will discuss how Casino Rama's employee engagement initiatives have had direct benefits on reducing casual employee absenteeism.

- Identifying what really motivates and inspires employees
- Channeling employee enthusiasm into increased attendance
- Redesigning workplace culture to foster employee accountability, trust and commitment

3:00-3:30 NETWORKING BREAK

3:30-4:15

BOOSTING EMPLOYEE COMMITMENT

Dr. Sheila Jaggard, Senior Director of Human Resources and Organizational Development, Hamilton Niagara Haldimand Brant Community Care Access Centre

Key factors that need to be considered when reviewing employee attendance relate to the relationship between employee health status, commitment and the work environment. This presentation will discuss why employees take time off and will provide a framework for employers to utilize when developing organizational strategies to drive improvement in employee productivity and well being and, as a result, achieve considerable cost savings.

- What factors influence employee commitment to work and absence rates
- Paid time-off plans as a tool for engaging employees and managing unscheduled absences: making the financial case for implementation
- Taking a strategic approach to managing time off: best practices for decreasing employee absenteeism and driving productivity
- Planning for potential health crises and their direct impact on absence plans and organizational productivity
- Attendance reward recognition
- Instilling personal accountability in employees: is absenteeism being used as time-off?
- The concept of innocent absenteeism

4:15-5:00

LEVERAGING OCCUPATIONAL MEDICINE IN DISABILITY CASES

Dr. Michael Schweigert, Occupational Medicine Specialist, The Occubus Project

An emerging medical specialty in Canada, occupational medicine is dedicated to understanding the interaction between work and health and disability issues. Occupational medicine specialists provide a high level of expert medical assessment in the evaluation of employee health issues as well as developing strategy in the prevention and management of disability in the workplace. This interactive presentation uses a case study approach, focusing on issues where occupational medicine specialists can contribute in regards to addressing complicated occupational health issues faced by organizations. Participants are strongly encouraged to bring cases for discussion.

- How the Occupational Medicine Specialist is able to work with management to reduce absenteeism
- The challenge of job stress-related mental health problems and disability
- The need to separate medical issues from labour issues
- How to improve employee well being and working conditions
- The principle of facilitating return to work placement based on the employee's state of health
- The benefits of retaining the services of an Occupational Medicine Specialist

OPTIONAL WORKSHOP A

Wednesday, March 30th - 9:00-noon

HOW TO DEVELOP AN INTEGRATED ATTENDANCE MANAGEMENT PROGRAM

Paula Allen, Vice President of Organizational Solutions & Training, Shepell-fgi

You need to develop an integrated attendance management program, but what is the right approach? This interactive workshop is designed to provide participants with a detailed understanding of how to develop such a program. Through proven approaches to managing and reducing absenteeism and absence duration, you will learn how to take the right steps in situation assessment, policy formulation, program development and administration. Take part in this workshop and learn about:

- Evaluating the scope and costs associated with absenteeism
- The structures and process for developing an integrated management program
- Management policies of intermittent, chronic and short-term absences
- Absence reporting and tracking mechanisms
- Attendance discipline policies

Paula is recognized in the marketplace for her deep expertise in disability management, workers compensation and the development of solutions and services in virtually every aspect of workplace health and absence management. Paula's leadership roles have included Director of Disability Management Operations, Business Leader of Disability Management business unit and Vice-President of Product Development. Currently she is Vice President of Organizational Solutions and Training, overseeing over 600 consultants and service providers. Paula frequently speaks at major conferences and provides media commentary on a wide range of workplace health issues. She supports several advisory groups related to drug and disability costs and, most recently, was appointed to the Sanofi-Adventis Health Care Advisory Board.

OPTIONAL WORKSHOP B

Wednesday, March 30th - 1:30-4:30

PREVENTING DISABILITY AND ABSENTEEISM THROUGH WELLNESS, ERGONOMIC/ACCESSIBLE DESIGN & DISABILITY PREVENTION

Jane E. Sleeth, Managing Director & Senior Consultant, Optimal Performance Consultants

A growing concern in today's workplace is the escalating cost of absenteeism and the serious problems affecting employees whereby their physical and mental health is negatively impacting job performance and/or the workplace is not supporting the health of the employee. Business cost factors such as decreased productivity, missed work hours, costs for retroactive corrective action and employee turnover need to be addressed. Studies on absenteeism rates show that up to 50% can be curbed by attending to employees' physical and emotional health as well as providing accessible and ergonomic design. Companies with accessible/ergonomically designed workplaces, disability prevention and wellness programs have discovered that when employees are healthy, they work effectively and take far fewer days from the workplace for illness, injury and "mental health" days. Join this interactive workshop to learn how to create a healthy work environment at all levels in order to engage new and current employees while reducing the growing costs of absence and illness in your organization.

- How ergonomic and accessible design coupled with Wellness & Disability Prevention programs really impact unscheduled absences from work
- Auditing your ergonomic, accessibility, wellness and disability prevention programs
- How these combined strategies improve employee recruitment and retention while reducing absenteeism
- How to really get the attention of decision-makers and front-line supervisors to ensure these strategies work
- Case studies – "this stuff really works" – the Return on Investment will assure funding

Jane Sleeth is Managing Director and Senior Consultant with Optimal Performance Consultants. She is one of the leading experts in the field and has published numerous articles and spoken nationally on the topics of Ergonomic and Universal design, disability prevention and wellness. She is Contributing Editor to Canadian Occupational Safety magazine and contributes regularly to Canadian HR Reporter magazine. She is author of the best selling book, "Return to Work Toolkit. A Reference for Employers," published by Carswell Publishing and the newly released "Back Injury Prevention for Managers," published by Carswell in 2011.

17th

March 28, 29 & 30, 2011, Toronto

Managing Absenteeism in the Public and Private Sectors

Get the latest best practices and emerging trends in attendance management to maximize productivity and reduce the escalating costs of absenteeism

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