

Navigating attendance programs in unionized environments: Best practices and pitfalls

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Labour Spotlight Series

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Attendance management programs

Roxana Jangi

What is a Attendance Management Program

- Attendance Management Programs defined
- Rational of Attendance Management Programs
- General structure of Attendance Management Programs

Arbitral scrutiny and implementing enforceable Attendance Management Programs

- General KVP principles apply
- Specific elements of Attendance Management Programs
 - Clear definition of absenteeism
 - Clear definition of “culpable” and “non-culpable absenteeism”
 - When medical information is required and how it will be treated
 - Absence reporting systems
 - Appropriate warnings
 - Incorporate management discretion
 - Clear thresholds into and out of the program

Attendance Management Programs and Human Rights Considerations

- Attendance Management Programs must comply with Human Rights Legislation
- Accommodation
- Requests for Medical Information under Attendance Management Programs

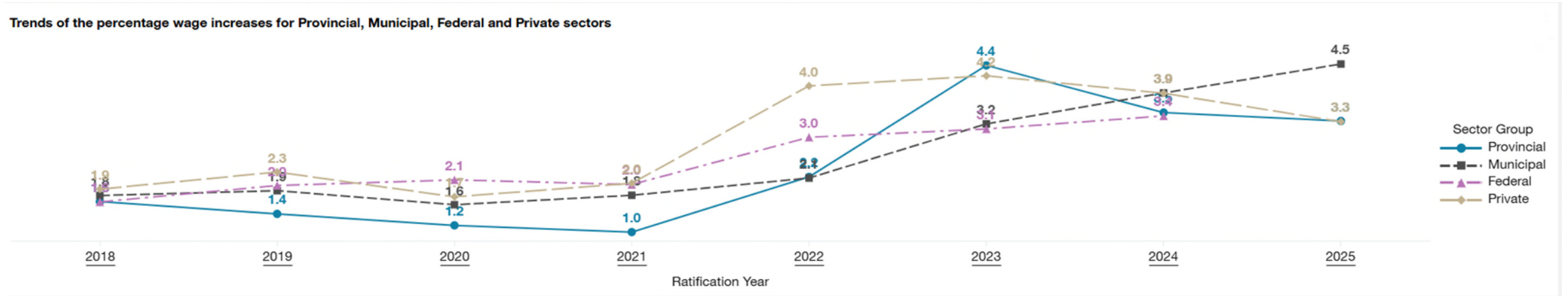


Bargaining table trends

Emily Kroboth

Wages, wages, wages

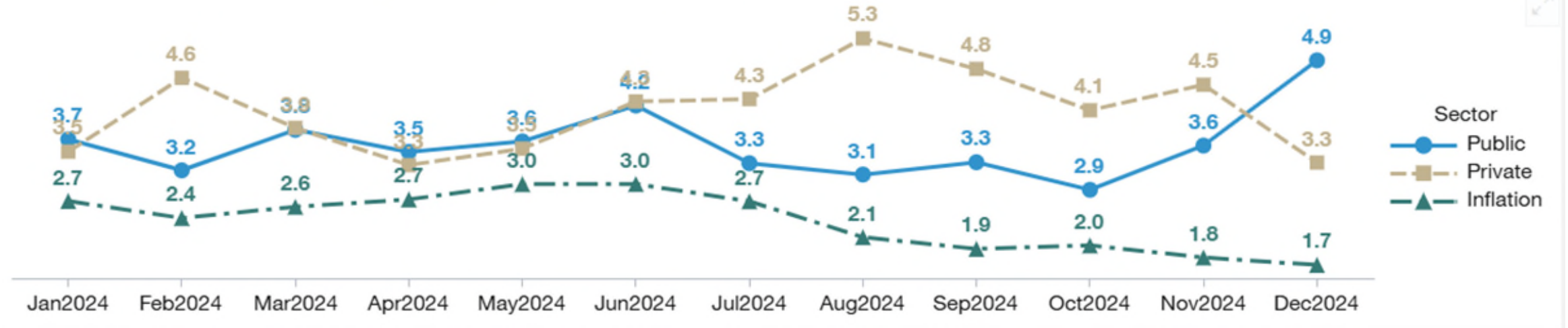
Wage increases in the public and private sector, 2018 - 2025



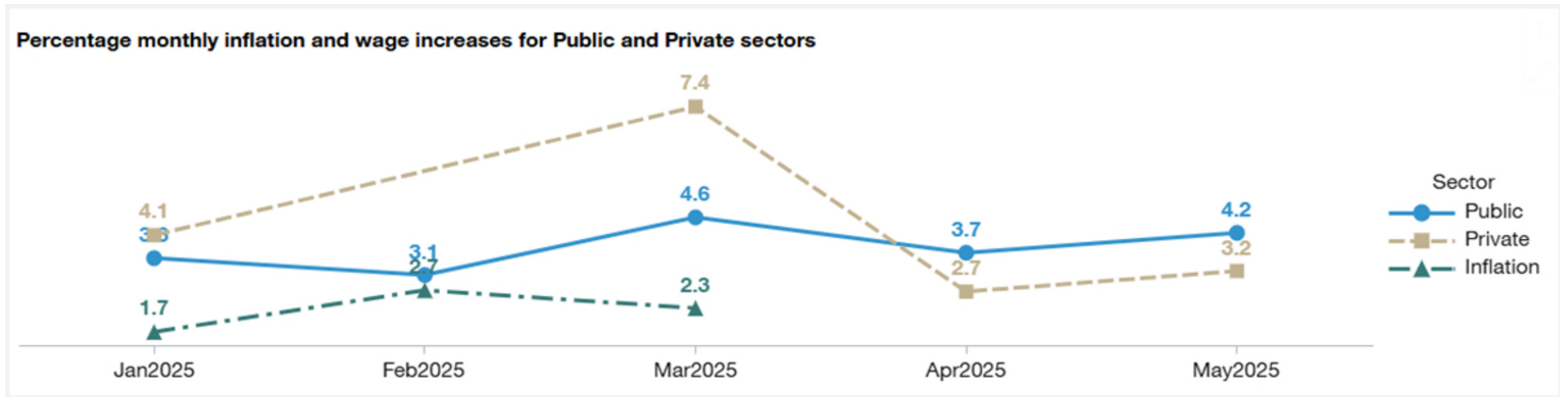
Average wage increase in 2025 (so far): 3.9%

2024 wages compared to inflation

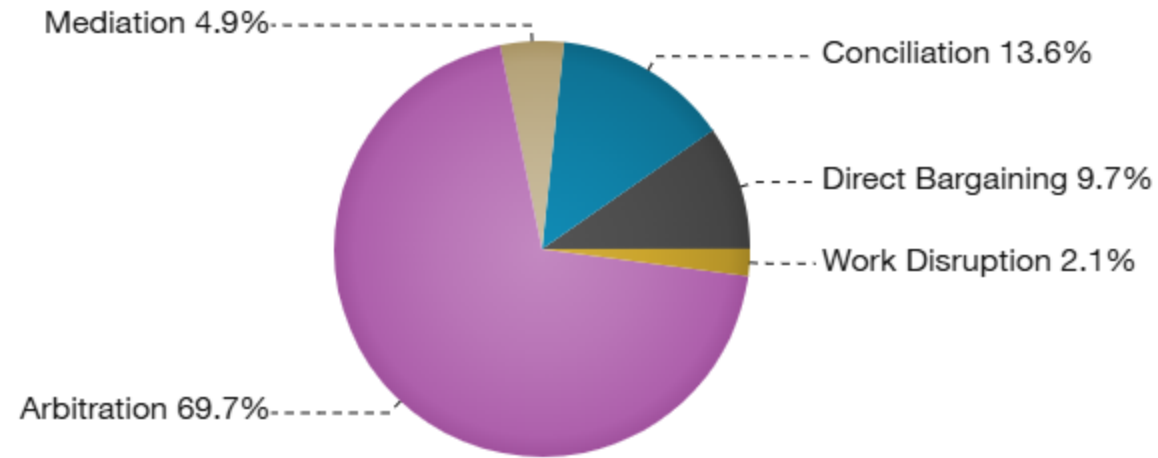
Percentage monthly inflation and wage increases for Public and Private sectors



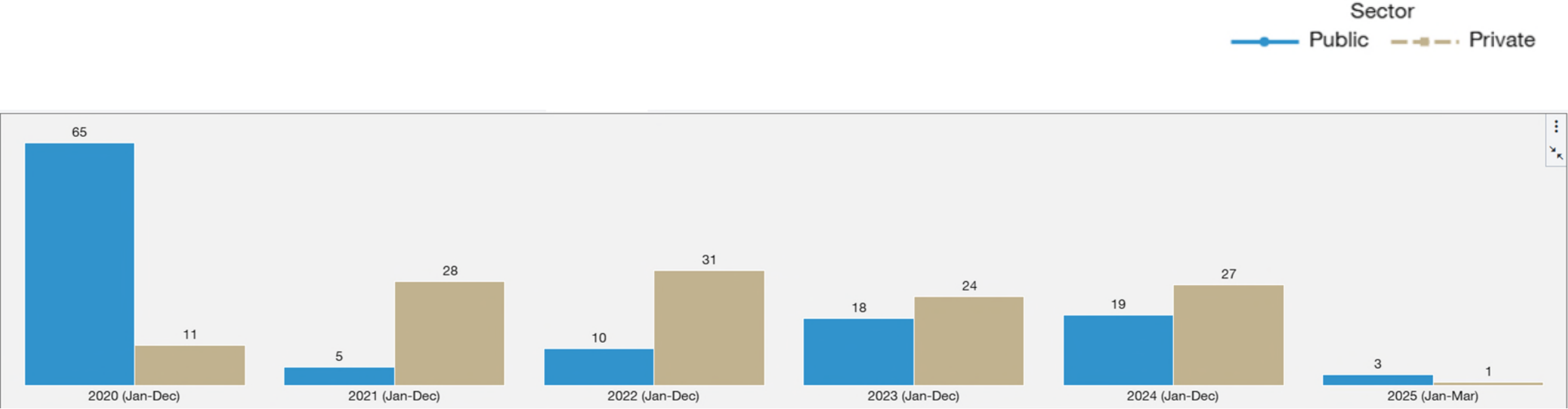
2025 Wages compared to inflation



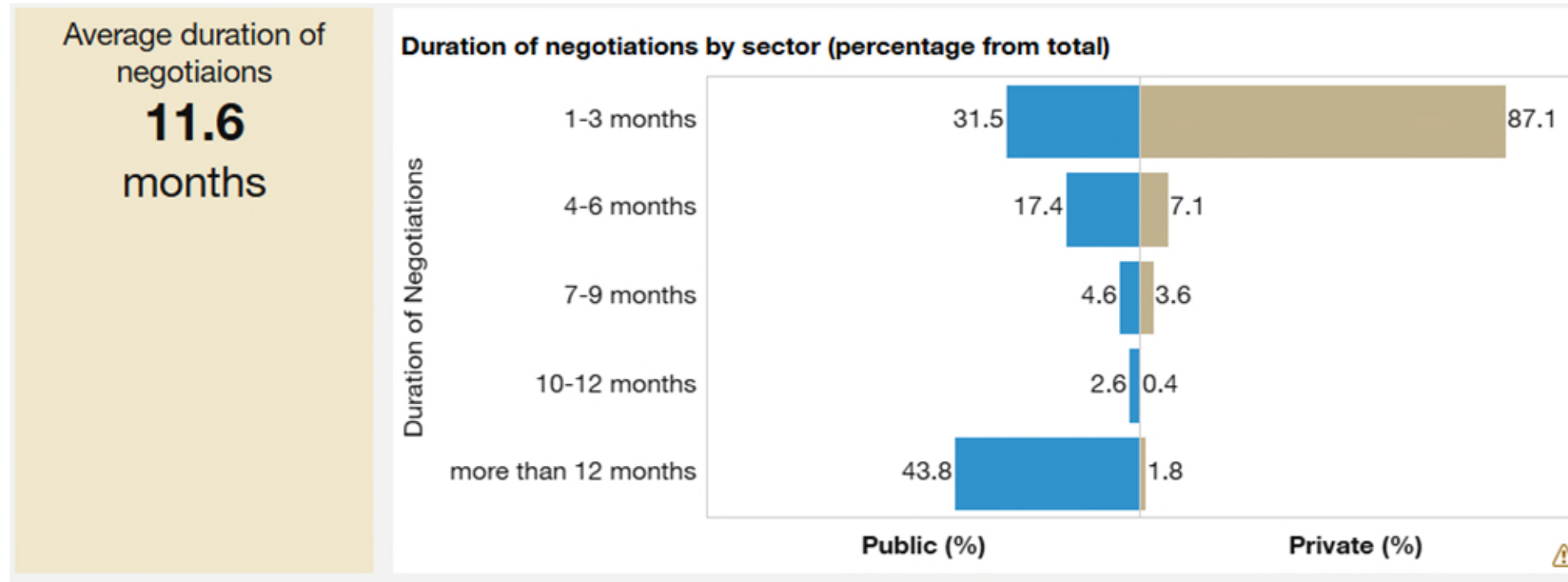
How were settlements reached in 2024?



Work Disruptions, 2020 - 2024



How long did negotiations last in 2024?

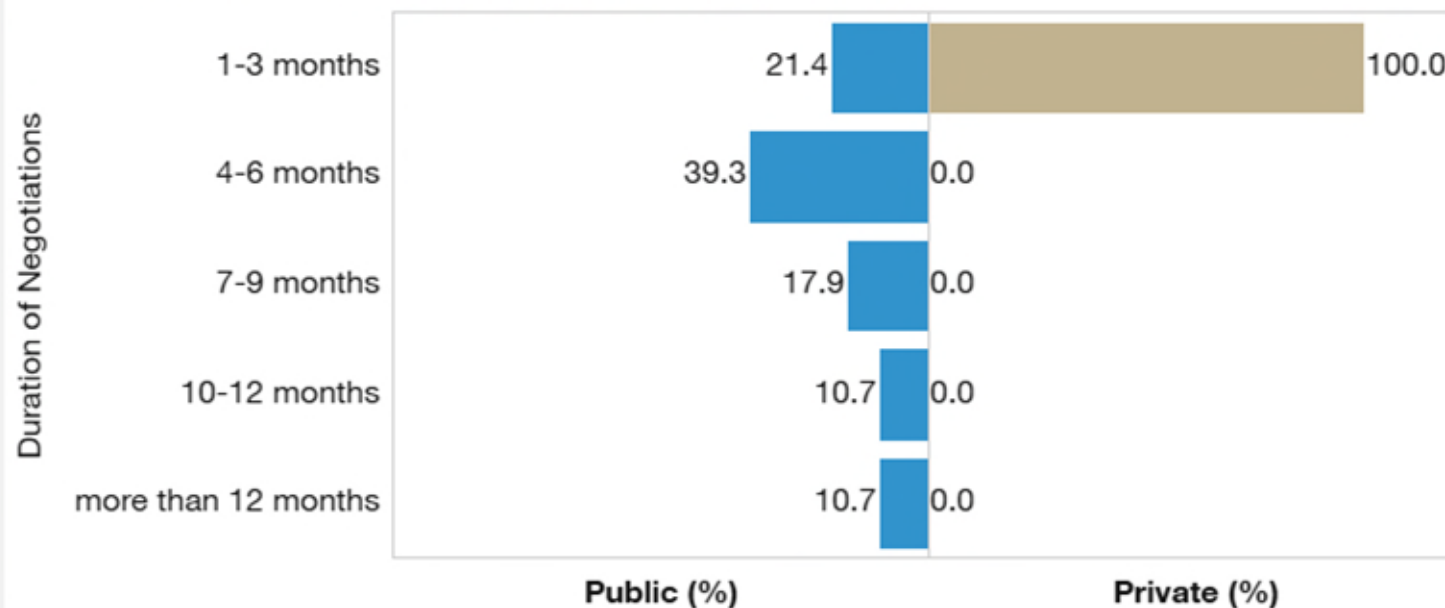


How long are negotiations lasting in 2025?

Average duration of negotiations

6.2
months

Duration of negotiations by sector (percentage from total)



Thank you



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