



## Panel Discussion about Attendance Programs in K12

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British Columbia Association  
of School Business Officials  
(BCASBO)

# Agenda

01 Program Overviews by District

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02 Let's talk about the data

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03 Experiences with union partners & staff

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04 Impact of the program

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05 Questions for the panel?

# Panelists:

**Megan Zazelenchuk**

Senior Manager of Health, Wellness & Safety for  
Langley SD35.

**Harpinder Hothi**

Executive Director – Human Resources for  
Burnaby SD41.

**Lorelei Russell**

Executive Director – Finance for Vancouver  
SD39



# School District 35

Langley School District Attendance Support Plan

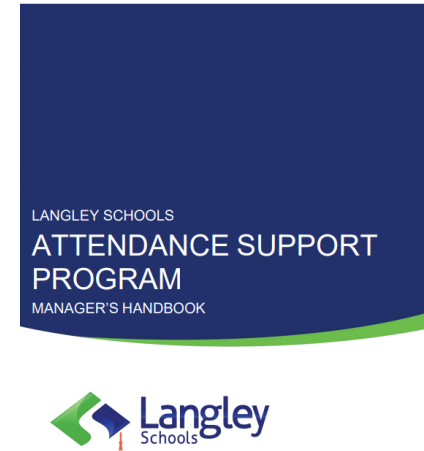
# Langley School District – Health & Wellness Support Plan



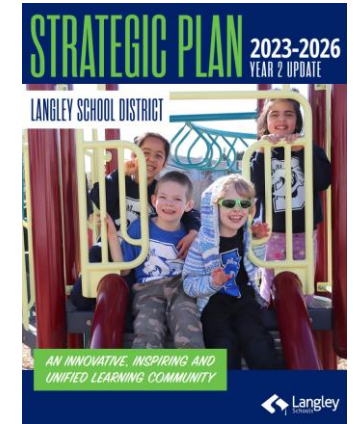
2015



2017



2024



2023-2026

# Attendance Management Program

## Soft Start - 2014



### Stakeholder Engagement

- District Leadership Team, Trustees, Unions, Administrators & Managers, Employees

### The Purpose:

A proactive plan to identify, support and empower employees who may be distressed and to provide them with support to help improve their wellbeing

### The Steps:

- Identify the Health and Wellness Concern
- Supportive meeting between Supervisor and Employee
- Supports Provided to Employees
- Follow Up Meeting
- HR Involvement as required throughout each step

### GAPS in Soft Start:

- Data
- Administrator/Manager training

# HEALTHY STAFF HEALTHY SCHOOLS



## Origins of the Project

- Began with four individuals from different roles united by a shared goal: supporting well-being in schools.
- Evolved into a collaborative district-wide passion project for sustaining well-being.

## Initial Focus

- Launched a district-wide learning series on social-emotional learning and well-being.
- Recognized that adults also need access to these skills

## Shift in Focus

- Prioritized staff well-being as the core project.
- First objective: Understand how prioritizing staff wellbeing directly influences and improves student wellbeing.

## Project Complexity and Growth

- Became more challenging and rewarding than anticipated.
- **HSHS Strategic Framework**
  - Staff Wellbeing Vision, Mission, Definition, Plan Criteria, Strategic Priorities



# HEALTHY STAFF HEALTHY SCHOOLS

## Strategic Priorities

The Healthy Staff Healthy Schools Strategy outlines the approach to achieve the staff well being vision. These priorities are indented to support and integrate with existing district support programs.

1. Create a Natural/Authentic Well Being Culture
  - Build a culture of care that leads the way to a workplace that values, respects and adapts to individual well being needs.
2. Take Care Of Our Staff
  - Improve our focus and delivery of preventative and active staff centered care.
3. Enhance Learning & Collaboration
  - New approaches to growing through collaboration sharing and idea generation.
4. Enhance Employer of Choice
  - A rewarding, respectful caring & supportive place to work

## Three Interconnected Parts

<b>Individual Actions</b> Actions that staff take to support their own well-being and the well-being of others.	<b>Collaborative Actions</b> Where groups of employees act to support staff well-being	<b>Systemic Actions</b> Actions by the school district to support staff well-being.
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# Attendance Management Program

2024

## Pillar in the Langley School District Health and Wellness Support Plan

### Prior to Formal Roll Out Stakeholder Engagement:

- District Leadership Team, Trustees, Unions, Administrators & Managers, Employees

### Purpose of the Attendance Support Program

- The Langley School District relies on employees to inspire learners and build student confidence. Regular employee attendance is essential to achieving this.
- Identifies and supports employees with higher-than-normal absences, promoting wellness and consistent attendance to benefit students.
- Encourages open discussions between managers and employees about strategies for improved attendance.
- **Important:** The program does not require employees to share confidential medical information with their supervisor.

### Supports Provided to Employees

- EFAP - BCTF Wellness - H&W District Support

### Barriers

- Data

# School District 41

Name of your attendance program Overview

# Employee Attendance Support Program – the Why



Timeline: 2013 ----- 2015 ----- 2025



The **Attendance Management Program** provides the district the ability to meet its key organizational priority of focusing on “**students first**” by providing continuity of learning. It also promotes employee wellness engagement while being fiscally responsible.

# Attendance Management Program - the How?

## 1. Determined what was in scope and out of scope – October 2024

- In Scope – Sick and Unpaid Sick Absences.
- Out of Scope – Long Term Sick Absences / Disability Claims and WorkSafe Claims. Managed through Disability Management Program.

## 2. Reviewed Best Practices in Public Sector – October 2024

Municipal Government, Health Care, Post – Secondary (UBC / SFU) , BCPESA, Other School Districts

## 3. HR determined Program Structure and Elements – November 2024

- Peer Group Averages
- Informal and Formal process
- Administered by Administrators / Managers
- Rolling 12 month calendar
- 3-month intervals between meetings
- Long enough of an Informal process to allow for improvement

# Attendance Management Program - the How?

4. **Determined Peer Groups** - November 2024

5. **Data Collection** - November 2024 onwards

6. **Stakeholder Engagement** – December 2024 onwards

- External Stakeholder Engagement
- Internal Stakeholder Engagement
  - Senior Management
  - Working Group of Administrators / Business Services Managers/Directors
  - Partner Groups - monthly

7. **Developed Resources** - December 2024 to March 2025

- Manual
- Letters
  - Entry into Program, Informal Meeting 1, 2, 3, Exit from Informal, Entry into Formal, Formal Meeting 1, 2, 3
- Frequently Asked Questions – Employees and Administrators/Managers
- Brochure with supports
- Administrator/ Manager Guidelines

# Attendance Management Program - the How?

8. Introduced to all Exempt personnel – April 2025
9. Board Approval (anticipated cost savings added to the Budget) - May 2025
10. Trained all Administrators / Managers - May 2025
11. Superintendent introduced Attendance Management Program to All Staff – June 2025
12. Administrators/Managers introduced Attendance Program at staff meetings – June 2025
13. Implemented Program - employees enter Informal Meeting #1 - October 2025
  - a. Premeeting between HR and Administrator/Manager to discuss employee calendars and reasons for absences - case by case review.
  - b. HR determines entry
  - c. HR communicates decision to Administrators/Managers who then issue the entry letter to employee.

# School District 39

Attendance Support Program Overview

2013 to 2023

# Employee Attendance Support program aligned with strategy:

1. Students fully engaged in learning.
2. All students are included and have the opportunity to succeed.
3. Our communities, families and educational partners are effectively engaged in supporting student success.
4. Our school district is efficient, effective and sustainable.

# Three part strategic initiative

## Wellness Supports

Employee Family Assistance Program

Enhanced counselling including Depression Care

Lifespeak on Demand

Community based professional support agencies

Resource informational pamphlet

Training on Professional Development Days

## Disability Management

Enhanced adjudication and expertise

Strengthened relationship and participation with BCTF Health & Wellness and Public Employee Benefits Trust Joint Early Intervention Services – including promotions to raise awareness for employees and their supervisors

Increased opportunities for temporary workplace modifications and earlier return to work options

## Attendance Support

Approach – “We care”

Non-culpable absences

Not disciplinary – union rep not required but can be invited at employee’s discretion

Peer group averages

Incidental absences only (excluded all leaves)

Conversation based, resource referral program, including disability management

No termination

# Key Actions

- Change Management – required all employees to self report absences with defined reason codes
- Trained all Supervisor/Principals on the program and provided specific sensitive conversation training
- Developed and refined the data collection, analysis and reporting
- Went to every school and workplace to introduce the program & part of onboarding
- Defined confidentiality guidelines and procedures to maintain privacy
- Communicated key messages about the program to all staff and stakeholders



1. Human Resources conducted the review phase – analyze data & prepare reports
2. Supervisors were required to demonstrate they noticed and cared and to provide Wellness Support brochure
3. Wellness Advisor met to inquire if there was anything the employer could do to support them in attending work regularly and consistently

# Sample of the Confidential Employee Report

## Private and Confidential Employee Absence Summary

<b>Employee Name:</b>		<b>EE#:</b>	
<b>Position:</b>		<b>Location:</b>	School
<b>Period:</b>	Mar 1/XX	to	Feb 28/XX

<b>Peer Group Average:</b>	
<b>Sum of your absences:</b>	
<b>Total Occurrences:</b>	
<b>How you compare to Peers:</b>	> 95%

## Absence data

Reporting period	# of occurrences	# of different subs
March 20XX	2	2
April 20XX	5	2
May 20XX	7	5
June 20XX	3	3
July 20XX		
August 20XX		
September 20XX	0	0
October 20XX	5	5
November 20XX	2	1
December 20XX	3	1
January 20XX	2	2
February 20XX	3	3
<b>YTD Totals*</b>	<b>32</b>	<b>24</b>

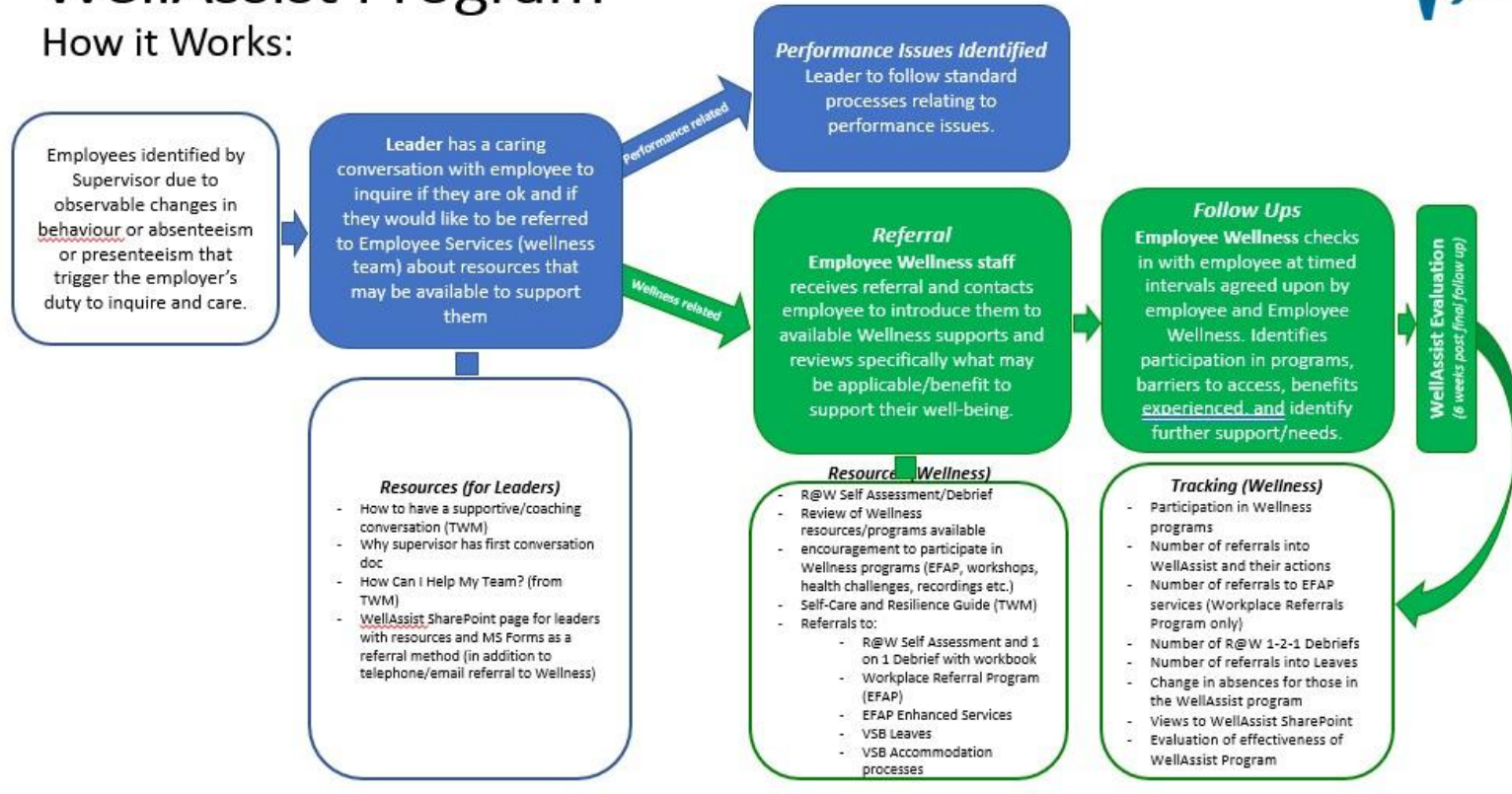
# Average incidental absence by peer group comparison year to year

2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
12.6	10.0	10.1	11.2	9.0	9.2
5.7	6.3	5.4	9.2	6.2	7.4
7.6	7.3	7.7	10.3	7.8	8.0
14.3	13.4	11.9	12.6	14.4	12.5
15.7	14.2	14.0	17.4	13.9	11.4
	14.0	13.3	14.4	13.8	12.5
18.6	18.8	16	18.1	16.4	14.8
11.5	9.7	9.7	10.7	9.1	9.7
11.8	12.2	9.8	11	8.8	8.9
11.6	13.8	17.3	15.1	10.1	11.7

# WellAssist Program

How it Works:

VS



Transitioned program after COVID 19 to Well Assist:

2021-2023

# Let's talk about the data....

- Records/Collection system
- Accurate
- Defensible
- Analytical consistency



Experiences with  
Union Partners  
and staff.....

Impact of the  
program.....



Your turn to ask a question?

THANK YOU !