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| TO: | CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON SEPTEMBER 26, 2017 |
| FROM: | WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER |
| SUBJECT: | UPDATE: EMPLOYEE ABSENTEEISM 2017 MID YEAR REVIEW |

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the following Report **BE RECEIVED** for information purposes.

It should be noted that Civic Administration proposes to move to an annual review and report on employee absenteeism.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Various verbal and written reports regarding employee absenteeism.

BACKGROUND

UPDATE ON EMPLOYEE ABSENTEEISM

The Corporation is committed to ensuring a safe and healthy workplace for its employees. In the area of Sick, Short Term Disability (STD), Long Term Disability (LTD) and Workplace Safety and Insurance Board (WSIB) Claims Management and Return to Work, Civic Administration works to implement strategies that improve accountability for and management of such health related absences.

1. Claims Management (Sick, STD, LTD, WSIB)

The Corporation manages Sick, STD, LTD and WSIB claims by ensuring employees who are absent provide sufficient documentation to the Corporation and insurer (if applicable) to support their claim for benefits. The process also includes investigating claims which the Corporation feels are not compensable under the *Workplace Safety and Insurance Act (WSIA)* or do not qualify for benefits under the STD/LTD contracts of insurance, the applicable collective agreement, and/or applicable policies and/or procedures.

For WSIB claims, Civic Administration conducts an investigation and analyzes the accident information to ensure management reviews, investigates, and understands the accident details and considers the necessary steps to prevent future occurrences.

During the lifetime of a claim Civic Administration maintains regular communication with the employee, manager, and insurer (if applicable) to ensure:

- ongoing medical documentation is provided to support the absence;
- the employee is referred to the appropriate health care provider;
- the employee is seeking and adhering to the recommended treatment plan;
- appropriate benefits are issued in accordance with the *Workplace Safety and Insurance Act (WSIA)*, contracts of insurance, applicable collective agreement, and applicable policies and/or procedures; and
- modified work is offered, as required, ensuring an early and safe return to work.

2. Return to Work

The Corporation has a pro-active Return to Work Program based on a “functional” model. This model focuses on the employee’s abilities and capabilities, rather than their specific medical condition.

Generally, when the Corporation is notified of an employee’s illness or injury, the employee is contacted and provided documentation to take to their health care practitioner so their abilities and capabilities can be identified. Civic Administration makes contact with the employee’s manager to identify potential modified work options, if appropriate. Civic Administration also maintains a list of potential suitable modified work options that are available across the organization.

If the employee cannot be accommodated in his or her pre-disability position, alternative work may also be explored with the appropriate joint union – management Return to Work Committee, where applicable.

Reasonable attempts are made to ensure employees, who are medically fit to return to work, do so in a timely manner. Employee progress is monitored with the objective of returning the employee to their pre-disability position. If this is not possible, permanent accommodation outside their pre-disability position is considered.

3. Statistical Overview - Sick, STD, LTD, WSIB

a) Sick

All full time employees and some part time employees are eligible for paid sick leave. Sick leave is payable at 100% of an employee’s regular earnings to the extent of their sick leave credits. Sick leave earning provisions vary across employee groups. Eligibility for sick leave is dependent on an employee providing medical documentation in accordance with the applicable collective agreement and/or relevant policies and procedures.

For the period January 2017 through June 2017 the Corporation’s mean lost hours due to paid sick has slightly increased from 32.2 hours per employee in 2016 to 34.4 hours per employee in 2017 (see Appendix A.1).

Several employee groups have noted stability or a decrease in paid sick, however, two employee groups have noted an increase over the six (6) month period. Civic Administration will continue to monitor this over a longer period of time.

b) Short Term Disability

Within the Corporation there are a number of STD plans that vary based on employee group. Typically this benefit commences upon exhaustion of sick time or a five day waiting period, and pays between 60 to 75 percent of the employee’s pre-disability earnings. Medical documentation is provided by the employee to the insurer to determine if the employee qualifies for STD benefits in accordance with the relevant contract of insurance. Generally, if approved, STD benefits are payable for up to 26 weeks at which time the employee may be entitled to make application for LTD. During the STD period, medical documentation is required to determine ongoing entitlement.

For the period January 2017 through June 2017 the Corporation’s mean lost hours due to STD claims has slightly increased from 5.7 hours per employee in 2016 to 8.4 hours per employee in 2017 (see Appendix B.1).

Similar to paid sick, several employee groups have noted stability or a decrease in STD, however, two employee groups have noted an increase over the six (6) month period. Civic Administration will continue to monitor this over a longer period of time.

The Corporation’s Claims Management and Return to Work Programs continue to focus on ensuring employees an early and safe return to work and in the first half of 2017, 44 active claims were closed during that period (see Appendix B.2).

c) Long Term Disability Claims

Upon exhaustion of STD benefits, or sick leave benefits for those employee groups who do not have STD benefits, employees may be entitled to make application for LTD benefits. LTD benefits typically pay between 66 to 75 percent of an employee’s pre-disability earnings. Further medical documentation is required to determine if the employee qualifies for LTD benefits in accordance with the relevant contract of insurance. If approved, the first years of LTD benefits are assessed

based on an employee's ability to perform their own job. Generally, after two years, LTD benefits are assessed based on an employee's ability to perform any job.

For the period January 2017 through June 2017 the Corporation's mean lost hours due to LTD claims has remained relatively stable at 21.10 hours per employee in 2016 to 23.0 hours per employee in 2017 (see Appendix C.1).

It is important to note that the Corporation has approximately 35 employees on LTD whom the insurance carrier has deemed "unlikely ever to return to work." These are claims in which there is no reasonable likelihood that the employee will ever return to work with or without active claims management. With the removal of these LTD claimants, the Corporation's mean lost hours due to LTD claims has decreased from 8.2 hours per employee in 2016 to 7.4 hours per employee in 2017 (see Appendix C.2).

d) Workplace Safety and Insurance Board Claims

WSIB benefits are payable to any employee who is deemed to have incurred a workplace injury or illness as determined by WSIB. In order to qualify for WSIB loss of earning benefits, employees are required to submit medical documentation to authorize any absences. WSIB loss of earning benefits are typically paid at 85% of an employee's pre disability net earnings.

For the period January 2017 through June 2017, the Corporation's mean lost hours due to WSIB claims has slightly increased from 4.7 hours per employee in 2016 to 6.2 hours per employee in 2017 (see Appendix D.1). Similar to LTD, it is important to note that the Corporation has approximately 5 full time employees on WSIB whom the insurance Carrier has deemed "unlikely ever to return to work." These are claims in which there is no reasonable likelihood that the employee will ever return to work with or without active claims management. With the removal of these WSIB claims the mean lost hours due to WSIB remains relatively stable at 2.3 hours per employee in 2016 and 2.9 hours per employee in 2017 (see Appendix D.2.).

The Corporation's Claims Management and Return to Work Program focuses on ensuring employees an early and safe return to work. This has resulted in a return to work rate of close to 99% (see Appendix D.3.).

SUMMARY

Civic Administration remains committed to continuous improvement with respect to attendance management. Appropriate, focused and strategic action has been taken to reduce the level of Paid Sick leave in the workplace. As a result of Civic Administration's action, the City of London's absenteeism, related to paid sick, has dropped from an average of 74.8 hours per employee in 2007 to 61.8 hours per employee in 2016 which equates to a decrease of 13 hours per employee and results in over \$1 million per year less being paid to employees in sick leave benefits.

For several years, Civic Administration has provided detailed information regarding the level of absenteeism across all employee groups for mid-year (January to June), as well as year-end (January to December). Given the importance of looking at this data over an entire year, rather than a six (6) month period, Civic Administration is recommending that employee absenteeism be reported on a year-end basis only for the period January to December.

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| PREPARED BY: | RECOMMENDED BY: |
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| GARY BRIDGE MANAGER III, HUMAN RESOURCES AND CORPORATE SERVICES | WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER |

Appendix A.1 Paid Sick - Mean Lost Hours 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|-------|-------|------|-------|-------|-------|-------|-------|-------|-------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 60.9 | 52.1 | 49.7 | 47.5 | 51.4 | 51.6 | 52.1 | 57.0 | 46.9 | 55.9 | 29.5 | 29.1 |
| CUPE 107 | 80.7 | 67.4 | 64.2 | 69.4 | 70.3 | 69.7 | 68.6 | 63.9 | 72.9 | 66.9 | 34.4 | 40.9 |
| DEARNESS SEIU LOCAL 1.ON | 33.6 | 21.6 | 67.9 | 50.6 | 45.2 | 36.2 | 27.8 | 52.2 | 66.1 | 25.7 | 11.1 | 10.1 |
| DEARNESS UNIFOR 302 (CAW) | 81.9 | 52.3 | 57.9 | 71.0 | 57.0 | 53.5 | 54.7 | 50.9 | 45.4 | 54.8 | 28.3 | 29.2 |
| FIRE, CM | 66.7 | 66.5 | 62.0 | 101.3 | 63.4 | 98.5 | 73.0 | 70.4 | 95.5 | 109.4 | 56.3 | 44.5 |
| FIRE, PV | 83.9 | 70.6 | 70.1 | 66.1 | 55.5 | 64.0 | 66.3 | 76.7 | 71.9 | 52.1 | 34.7 | 30.6 |
| FIRE SP | 123.4 | 101.6 | 99.4 | 96.8 | 90.8 | 80.2 | 103.5 | 101.0 | 101.6 | 104.5 | 52.3 | 42.6 |
| MANAGEMENT | 44.5 | 33.6 | 37.6 | 35.8 | 35.3 | 40.0 | 37.7 | 46.5 | 40.3 | 37.4 | 20.7 | 28.1 |
| RNFT | - | - | 97.0 | 89.7 | 174.8 | 183.5 | 87.7 | 78.2 | 40.6 | 57.6 | 45.3 | 23.0 |
| MEAN | 74.8 | 61.0 | 60.2 | 60.7 | 60.0 | 59.1 | 61.6 | 63.2 | 60.4 | 61.8 | 32.2 | 34.4 |

Appendix B.1 - Short Term Disability - Mean Lost Hours 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|------|------|------|------|------|--------|------|---------|------|------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 13.3 | 19.0 | 21.5 | 12.7 | 16.5 | 17.5 | 16.5 | 14.2 | 23.1 | 23.4 | 10.9 | 11.6 |
| CUPE 107 | 15.0 | 10.3 | 9.6 | 9.1 | 4.8 | 21.3 | 12.9 | 26.1 | 12.9 | 12.4 | 5.0 | 15.0 |
| DEARNESS SEIU LOCAL 1.ON | 56.0 | 88.1 | 7.6 | 27.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 24.0 | 20.4 | 10.0 |
| DEARNESS UNIFOR 302 (CAW) | 31.4 | 38.2 | 56.6 | 54.9 | 39.3 | 54.8 | 49.0 | 39.0 | 53.8 | 16.6 | 0.9 | 9.0 |
| FIRE, CM | 0.0 | 0.0 | 0.0 | 36.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| FIRE, PV | 0.0 | 7.7 | 27.4 | 25.4 | 2.4 | 36.0 | 37.7 | 27.2 | 3.1 | 33.4 | 0.0 | 0.2 |
| FIRE SP | 3.2 | 6.1 | 0.0 | 1.7 | 9.8 | *(1.4) | 2.2 | 6.1 | 11.9 | 8.3 | 5.4 | 4.1 |
| MANAGEMENT | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| RNFT | - | - | 0.0 | 12.0 | 0.0 | 0.0 | 0.0 | 212.0** | 0.0 | 0.0 | 0.0 | 0.0 |
| MEAN | 10.5 | 12.3 | 13.0 | 10.4 | 10.5 | *14.3 | 12.3 | 15.0 | 15.7 | 13.4 | 5.7 | 8.4 |

*result of historical change

**Due to the small employee group, one employee absence can have a significant impact

Appendix B.2 - Short Term Disability – Opened and Closed Claims

| Year | Total Open Claims | Total Claims Closed/RTW |
|------------------|-------------------|-------------------------|
| 2007 | 61 | 54 |
| 2008 | 70 | 60 |
| 2009 | 71 | 68 |
| 2010 | 70 | 88 |
| 2011 | 81 | 91 |
| 2012 | 78 | 81 |
| 2013 | 67 | 63 |
| 2014 | 79 | 76 |
| 2015 | 76 | 81 |
| 2016 | 89 | 79 |
| Jan to June 2016 | 48 | 38 |
| Jan to June 2017 | 57 | 44 |

Note: this chart reflects the number of claims opened and closed in a year

Note: total claims closed/RTW may include claims opened in prior years

Appendix C.1 Long Term Disability – Mean Lost Hours 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 32.1 | 31.4 | 43.2 | 55.2 | 49.6 | 55.3 | 56.7 | 58.4 | 57.2 | 62.1 | 31.4 | 33.4 |
| CUPE 107 | 86.5 | 75.2 | 67.0 | 28.0* | 52.2 | 51.6 | 54.4 | 50.3 | 46.1 | 34.6 | 23.1 | 23.6 |
| DEARNESS SEIU LOCAL 1.ON | 0.0 | 87.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| DEARNESS UNIFOR 302 (CAW) | 94.6 | 107.7 | 129.3 | 189.5 | 186.5 | 143.1 | 142.7 | 157.2 | 127.1 | 137.6 | 69.3 | 64.3 |
| FIRE, CM | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| FIRE, PV | 0.0 | 0.0 | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 27.0 |
| FIRE SP | 0.0 | 0.5 | 6.2 | 1.3 | 4.0 | 5.7 | 0.7 | 0.0 | 4.9 | 16.9 | 7.0 | 9.5 |
| MANAGEMENT | 29.9 | 17.9 | 15.7 | 15.6 | 13.0 | 10.1 | 11.7 | 3.9 | 5.5 | 5.4 | 2.1 | 4.9 |
| RNFT | - | - | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 16.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| MEAN | 42.4 | 38.3 | 41.5 | 38.5* | 42.3 | 41.4 | 42.2 | 41.2 | 38.9 | 40.1 | 21.1 | 23.0 |

*Note: includes a significant historical adjustment as a result of a WSIB appeals decision

Appendix C.2 - Long Term Disability **WITHOUT** Claims which have been deemed “Unlikely to Ever Return to Work” – Mean Lost Hours 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|------|------|------|------|------|------|------|------|------|--------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 9.6 | 9.1 | 13.1 | 17.7 | 14.0 | 20.6 | 12.7 | 14.3 | 17.4 | 24.5 | 13.5 | 11.7 |
| CUPE 107 | 12.1 | 9.9 | 10.2 | 11.3 | 6.3 | 14.4 | 12.3 | 13.7 | 14.4 | (4.1)* | 4.5 | 4.6 |
| DEARNESS SEIU LOCAL 1.ON | 0.0 | 82.7 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| DEARNESS UNIFOR 302 (CAW) | 15.1 | 23.4 | 48.9 | 84.2 | 53.5 | 48.0 | 45.2 | 42.0 | 23.9 | 23.4 | 20.1 | 8.1 |
| FIRE, CM | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| FIRE, PV | 0.0 | 0.0 | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 27.2 |
| FIRE SP | 0.0 | 0.5 | 6.2 | 1.3 | 4.0 | 6.3 | 0.7 | 0.0 | 4.9 | 16.9 | 7.1 | 9.5 |
| MANAGEMENT | 6.3 | 4.6 | 1.0 | 4.9 | 2.6 | 0.0 | 4.3 | 0.0 | 5.5 | 5.4 | 2.1 | 0.7 |
| RNFT | - | - | - | 0.0 | 0.0 | 0.0 | 0.0 | 16.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| MEAN | 8.1 | 7.9 | 10.7 | 14.7 | 10.2 | 14.0 | 10.6 | 10.5 | 12.4 | 12.3* | 8.2 | 7.4 |

*Note: Include a significant historical adjustment as a result of a WSIB appeals decision

Appendix C.3 - Long Term Disability – Opened and Closed Claims

| Year | Total Open Claims | Total Claims Closed/RTW |
|------------------|-------------------|-------------------------|
| 2007 | 67 | 21 |
| 2008 | 66 | 17 |
| 2009 | 66 | 11 |
| 2010 | 75 | 22 |
| 2011 | 70 | 18 |
| 2012 | 80 | 23 |
| 2013 | 75 | 22 |
| 2014 | 75 | 24 |
| 2015 | 79 | 24 |
| 2016 | 75 | 24 |
| Jan to June 2016 | 65 | 15 |
| Jan to June 2017 | 75 | 7 |

Note: this chart reflects the number of claims opened and closed in a year
Note: total claims closed/RTW may include claims opened in prior years

Appendix D.1 - WSIB – Mean Lost Hours - 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|------|------|------|-------|------|------|------|------|------|------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 3.8 | 2.3 | 4.2 | 5.6 | 5.2 | 2.7 | 3.3 | 2.1 | 0.8 | 0.8 | 0.1 | 2.9 |
| CUPE 107 | 30.9 | 34.0 | 28.1 | 52.4* | 28.4 | 19.1 | 16.7 | 17.6 | 21.5 | 31.3 | 10.1 | 13.7 |
| DEARNESS SEIU LOCAL 1.ON | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9.8 | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 |
| DEARNESS UNIFOR 302 (CAW) | 41.9 | 61.7 | 25.8 | 27.0 | 18.7 | 18.7 | 19.7 | 24.1 | 36.0 | 11.8 | 6.9 | 4.8 |
| FIRE, CM | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 15.7 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| FIRE, PV | 21.8 | 17.5 | 65.9 | 0.0 | 4.9 | 9.2 | 4.2 | 0.0 | 30.1 | 86.3 | 42.9 | 53.7 |
| FIRE SP | 1.8 | 9.2 | 13.9 | 9.6 | 11.7 | 20.8 | 18.6 | 18.7 | 21.7 | 14.2 | 7.3 | 6.0 |
| MANAGEMENT | 0.3 | 0.4 | 0.0 | 0.1 | 0.0 | 0.8 | 1.1 | 1.3 | 0.4 | 0.8 | 0.6 | 0.5 |
| RNFT | - | - | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| MEAN | 11.9 | 14.3 | 13.1 | 17.6* | 11.4 | 10.1 | 9.2 | 9.2 | 11.1 | 11.7 | 4.7 | 6.2 |

*Note: includes a significant historical adjustment as a result of a WSIB appeals decision

Appendix D.2 – WSIB **WITHOUT** Claims which have been deemed “Unlikely to Ever Return to Work” – Mean Lost Hours - 2007 – June 2017

| Employee Group | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Jan to June 2016 | Jan to June 2017 |
|---------------------------|------|------|------|------|------|------|------|------|------|------|------------------|------------------|
| | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs | Hrs |
| CUPE 101 | 3.8 | 2.3 | 4.2 | 5.6 | 2.8 | 0.3 | 0.9 | 2.1 | 0.8 | 0.8 | 0.1 | 2.9 |
| CUPE 107 | 27.0 | 30.1 | 15.7 | 5.4 | 12.4 | 5.0 | 4.6 | 5.0 | 4.9 | 14.6 | 1.8 | 4.8 |
| DEARNESS SEIU LOCAL 1.ON | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9.8 | 0.1 | 2.1 | 0.0 | 0.0 | 0.0 |
| DEARNESS UNIFOR 302 (CAW) | 41.9 | 61.7 | 25.8 | 27.0 | 18.8 | 18.7 | 19.9 | 24.1 | 36.0 | 11.8 | 6.9 | 0.1 |
| FIRE, CM | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 15.7 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| FIRE, PV | 21.8 | 17.5 | 65.9 | 0.0 | 4.9 | 9.2 | 0.0 | 0.0 | 30.1 | 86.3 | 43.3 | 26.3 |
| FIRE SP | 1.8 | 9.2 | 13.9 | 3.5 | 5.4 | 3.0 | 1.6 | 5.8 | 8.6 | 7.5 | 4.0 | 1.7 |
| MANAGEMENT | 0.3 | 0.4 | 0.0 | 0.1 | 0.0 | 0.8 | 1.0 | 1.4 | 0.4 | 0.8 | 0.6 | 0.5 |
| RNFT | - | - | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| MEAN | 10.9 | 13.3 | 10.0 | 5.2 | 5.9 | 3.2 | 3.0 | 4.4 | 5.3 | 6.9 | 2.3 | 2.9 |

Appendix D.3 - WSIB – Returned to Work %

| Year | Claims | Returned to Work | % Returned to Work |
|------------------|--------|------------------|--------------------|
| 2007 | 344 | 344 | 100% |
| 2008 | 290 | 289 | 99% |
| 2009 | 300 | 300 | 100% |
| 2010 | 239 | 238 | 99% |
| 2011 | 263 | 262 | 99% |
| 2012 | 247 | 245 | 99% |
| 2013 | 225 | 224 | 100% |
| 2014 | 234 | 232 | 99% |
| 2015 | 265 | 263 | 99% |
| 2016 | 207 | 205 | 99% |
| Jan to June 2016 | 104 | 103 | 99% |
| Jan to June 2017 | 96 | 96 | 100% |

Note: this chart reflects the number of claims opened during a year and how many of those same claims have returned to work

Appendix E.1 – Percentage of Time off for Paid Sick, STD, LTD and WSIB – Jan to June 2017

| Employee Group | Paid Sick % | STD % | LTD % | WSIB % | Total % |
|---------------------------|-------------|-------|-------|--------|---------|
| CUPE 101 | 3.3% | 1.3% | 3.8% | 0.3% | 8.7% |
| CUPE 107 | 3.9% | 1.4% | 2.3% | 1.3% | 9.0% |
| DEARNESS SEIU LOCAL 1.ON | 1.0% | 1.0% | 0.0% | 0.0% | 1.9% |
| DEARNESS UNIFOR 302 (CAW) | 2.8% | 0.9% | 6.2% | 0.5% | 10.4% |
| FIRE, CM | 10.0% | 0.0% | 0.0% | 0.0% | 10.0% |
| FIRE, PV | 6.1% | 0.0% | 2.7% | 5.4% | 14.2% |
| FIRE, SP | 3.9% | 0.4% | 0.9% | 0.6% | 5.8% |
| MANAGEMENT | 3.1% | 0.0% | 0.5% | 0.1% | 3.7% |
| RNFT | 2.2% | 0.0% | 0.0% | 0.0% | 2.2% |
| MEAN | 3.6% | 0.9% | 2.4% | 0.6% | 7.5% |

Appendix E.2 – Percentage of Time off for Paid Sick, STD, LTD and WSIB – Jan to June 2017 **WITHOUT** Claims which have been deemed “Unlikely to Ever Return to Work”

| Employee Group | Paid Sick % | STD % | LTD % | WSIB % | Total % |
|---------------------------|-------------|-------|-------|--------|---------|
| CUPE 101 | 3.3% | 1.3% | 1.3% | 0.3% | 6.2% |
| CUPE 107 | 3.9% | 1.3% | 0.4% | 0.5% | 6.1% |
| DEARNESS SEIU LOCAL 1.ON | 1.0% | 1.0% | 0.0% | 0.0% | 1.9% |
| DEARNESS UNIFOR 302 (CAW) | 2.8% | 0.7% | 0.8% | 0.0% | 4.3% |
| FIRE, CM | 10.0% | 0.0% | 0.0% | 0.0% | 10.0% |
| FIRE, PV | 6.1% | 0.0% | 2.7% | 2.6% | 11.4% |
| FIRE, SP | 3.9% | 0.4% | 0.9% | 0.2% | 5.3% |
| MANAGEMENT | 3.1% | 0.0% | 0.1% | 0.1% | 3.2% |
| RNFT | 2.2% | 0.0% | 0.0% | 0.0% | 2.2% |
| MEAN | 3.6% | 0.8% | 0.8% | 0.3% | 5.4% |