

Human Resources

Attendance Management Policy & Procedure



Stockton-on-Tees
BOROUGH COUNCIL

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Attendance Management Policy

**This policy and related procedures applies to all Council staff excluding:
1staff recruited by and working in schools with a delegated budget.
Employees, other than those detailed above, must adhere to this policy.**

Further advice on any aspects of this policy can be obtained from the Human Resources Service.

Aims and Principles

Employees are essential to the delivery and maintenance of quality services to our customers. The effective management of staff attendance is an important element of this.

The Council will endeavour to provide guidance and support where appropriate and will promote a positive and preventative approach to managing absence.

Measuring and reviewing sickness absence accurately are key elements of successful attendance management.

The Council will record all sickness absence, including the reasons and duration. Data will be collected and analysed to identify particular patterns of absence, use of management interventions and the overall cost of sickness absence. Annual targets will be set for reducing absence and benchmark our performance against other employers.

Failure to comply with this policy could result in absence from work being considered as unauthorised, resulting in occupational and statutory sick pay being withheld and in serious cases or for repeated breaches of the procedure, the Council's Disciplinary Policy may be followed.

-
-
- **1. Certification**

- The following table outlines the certificates required to cover for periods of sickness absence. Managers should contact employees when a period of absence is not covered by a fit note.

| Period of absence | Required certification |
|---|---|
| 1st day up to and including 7 calendar days | Return to Work/Self certification form |
| 8 days or more | Medical certificate from GP Fit note showing date fit to return to work |

The statement of fitness for work or ‘fit note’ – will mean doctors can advise that the patient is either:

- Not fit for work
- May be fit for work

A doctor will give a ‘may be fit for work’ statement if they think that an employee’s health condition may allow them to work as long as they are given the appropriate support.

If a doctor uses this option, they will give advice about the effects of the patients health condition and, if appropriate, some suggestions about the types of adjustment or adaptations that should be considered to help the employee back to work.

Although the Council does not have to act on the doctor's advice, every effort should be made to make the changes necessary to help the employee return to work and so reduce unnecessary sickness absence.

If for any reason the line manager cannot make the changes necessary to support the employee's return to work, then - for sick pay purposes – the manager should consider the statement as if the doctor had advised that the employee is 'not fit for work'. The employee does not need to return to the doctor for a new statement to confirm this.

2. Occupational Sick Pay

Occupational sick pay will be paid in accordance with the employee’s contract of employment and their conditions of service.

This should not be taken to mean that high levels of sickness absence are acceptable. The Council reserves the right to terminate employment before the expiry of contractual sick pay, in accordance with the procedure for dismissal.

The National Scheme for sick pay provides for the following periods of full and half pay:-

| | |
|------------------------------------|---|
| During 1st year of service | 1 month's full pay and (after completing 4 months service) 2 months' half pay |
| During 2nd year of service | 2 months' full pay and 2 months' half pay |
| During 3rd year of service | 4 months' full pay and 4 months' half |
| During 4th and 5th year of service | 5 months' full pay and 5 months' half pay |
| After 5 years' service | 6 months' full pay and 6 months' half pay |

(The Council will not give any extension to the above national conditions)

As set out in the Burgundy Book, teachers' national sick pay entitlements are based on a sliding scale according to their length of service, as follows.

| | |
|--|---|
| During 1st year of service | Full pay for 25 working days and, after completing 4 calendar months' service, half pay for 50 working days |
| During 2nd year of service | Full pay for 50 working days and half pay for 50 working days |
| During 3rd year of service | Full pay for 75 working days and half pay for 75 working days |
| During 4th and subsequent years of service | Full pay for 100 working days and half pay for 100 working days |

3. Repayment of Sickness Payments in Cases of Accident

Where an employee is absent as a result of an accident there will be no automatic entitlement to sickness payment if damages may be recoverable from a third party.

As it is not always possible at the commencement of such absence to determine whether damages will in fact be recoverable, the Council will advance to the employee a sum equivalent to the normal sick pay to which he/she may be entitled, subject to the employee undertaking to repay the total amount of such a payment, (or a proportion thereof) represented in the amount of damages ultimately received.

It is the employee's responsibility to inform the line manager who will then liaise with Absence Services if the accident was not work related. In these cases Absence Services will send the employees an "Undertaking to Repay" form. Employees should ensure they complete and return this to Payroll as soon as possible after the absence has begun.

Employees will also be expected to reclaim from insurers associated medical expenses such as occupational health, physiotherapy and counselling.

4. Sickness during Annual Leave/Public Holiday

If an employee falls sick whilst on annual leave, then the period covered will be treated as sick leave provided a medical certificate is obtained and completed at the time and place of being ill, confirming the dates they would not have been fit enough to carry out their normal duties. The annual leave would be re-credited and the time recorded as sickness absence.

In the event that an employee falls sick immediately prior to pre-booked annual leave and does not return to work before the annual leave period starts, then the employee's continued absence will be recorded as annual leave, except on production of a medical certificate, confirming that the employee was not fit for work during the period in question.

Employees who are ill during a bank holiday cannot reclaim the bank holiday leave.

5. Taking a Holiday whilst on Sick Leave

Employees who wish to take a holiday whilst on sick leave may be required to provide written evidence from a doctor/hospital that the holiday will not be detrimental to their recovery. They must also discuss this with their manager, who will seek advice from HR, in advance of booking the holiday. The period of the holiday is still classed as sick leave unless the employee requests annual leave.

6. Accrual of Annual Leave during periods of absence

Employees will accrue annual leave during periods of sickness absence. Carry over of untaken annual leave to the following leave year will be discussed with employees on an individual basis in line with the Working Time Regulations.

7. Maintaining Contact during Absence

When an employee is absent from work as a result of sickness it is important that contact is maintained between the manager and employee.

During the early stages of sickness absence regular telephone contact should be maintained. If absence continues or is likely to continue beyond 4 weeks, arrangements should be made for the manager to meet with the employee to update on their current state of health, consider the likelihood of a return to work or otherwise and identify if there is any support the Council can offer.

8. Trigger Points

These are a useful way of indicating to employees and managers when sickness absence levels are becoming a cause for concern and where further action may be necessary.

The Council's triggers are:

- Two absences of any duration in any three-month period.
- Seven working days in a rolling year.
- Long term absence of 4 weeks or more.
- Absence that causes concern.

9. Attendance Review Meeting

It is essential that Managers manage any sickness absence appropriately, consistently and effectively.

A formal attendance review meeting to discuss attendance may be convened once an employee has met a sickness trigger point and give consideration to employee support and adjustments that could be made. However, this does not prevent managers from recommending and accessing appropriate interventions before the employee reaches the trigger points, if this would be helpful in preventing future absence.

Employee support, or a combination of interventions, may be appropriate depending on each case and may be repeated during the course of the absence (or on the employee's return to work where appropriate). Managers

should discuss relevant interventions with HR.

10. Available Support

Counselling Services:

Employees may find it helpful to access counselling services to discuss any work related or personal difficulties that may be contributing to the absence. The Council has an external contract with Alliance Workplace Counselling who provide confidential counselling sessions to all employees. Employees can self-refer by telephoning 0800 107 5880.

Occupational Health:

The Council's Occupational Health Service provides up-to-date, professional medical advice to managers to help them make informed decisions about an employee's health in relation to their work. Occupational Health will provide a medical opinion on the case.

It is important to emphasise that managers do not need to wait until the employee has reached a trigger point before a referral is made to Occupational Health.

Failure to attend an Occupational Health appointment, without a valid reason, may result in a charge being made to the employee for the missed appointment. If appointments are missed, decisions about continued employment will be based on the medical information available at that time.

Physiotherapy and Podiatry Services

Employees may access physiotherapy sessions, subject to referral and approval by their manager. The employee will need to have indicated that they have contacted their GP for medical advice and confirm that they are accessing the Council's service whilst awaiting a referral through their own GP/NHS service. Failure to attend an appointment, without a valid reason, may result in a charge being made to the employee for the missed appointment.

Other (training courses etc):

Training courses which may be of benefit to the employee can be discussed as part of managing the concerns with absence e.g. Assertiveness training, Coping with Change and Pressure in the Workplace.

Adjustments may include:

Reduced Hours (Temporary/permanent)
Flexible Working- link with policy
Holiday Purchase- link with policy

Phased Return to Work:

Where an employee has had a long-term period of sickness absence the Council may agree to a "phased return" to ease the transition back to work. This may include a variation to duties, where this can be accommodated, or a reduction in hours, where appropriate.

Where medical opinion, for example from Occupational Health or GP, advises that a phased return on reduced hours would facilitate an EARLY return to work, the employee will receive at least the same pay as they would have should they have remained absent from work throughout the phased return period. Where an employee works more hours than their equivalent sick pay entitlement they will receive pay equivalent to those hours worked.

If an employee returns to work whilst in full pay, but half pay will commence during their phased return, pay will be as follows:

Full pay for remainder of entitlement period, then half pay or the number of hours worked (whichever is greater) for the remaining period of the phased return.

The principles above also apply to an employee receiving half pay on returning to work and nil pay would commence during their phased return. If an employee is in nil pay they would receive pay for the actual hours worked.

If an employee wishes to avoid an impact on pay, the use of annual leave can be considered if applicable.

For example:-

A full time employee returns on a phased basis one week before they are due to go into half pay. Pay during a 4 week phased return to work is detailed below:-

| Week | Hours Worked | Sick pay entitlement | Actual Pay (hours) |
|------|--------------|----------------------|--|
| 1 | 15 hours | Full pay | 37 hours i.e. employee receives sick pay entitlement of full pay |
| 2 | 20 hours | Half pay | Employee receives 20 hours pay |
| 3 | 25 hours | Half pay | 25 hours i.e. worked 7.5 hours more than sick pay entitlement therefore receives pay for hours worked |
| 4 | 30 hours | Half pay | 30 hours i.e. worked 11.5 hours more than sick pay entitlement therefore receives pay for hours worked |

Where a phased return has not been recommended by Occupational Health or an extension beyond 4 weeks is needed the employee will need to use annual or flexi leave to accommodate reduced hours.

11. Case Review Hearing (to be read in conjunction with Procedure for conducting a case review hearing)

Case Review Hearing

Although not an exhaustive list, generally a case review hearing will be arranged where:-

- sustained improvement has not been achieved, despite interventions, as part of short term absence management;
- If improvement has been made but overall sickness record is a cause for concern
- following return to work after a long term absence, there are concerns regarding the employees attendance record;
- Occupational health advise that the employee will not be able to return to their job or are unlikely to return to work in a reasonable timescale (usually part of managing long term absence);
- an employee is unable to perform their job role effectively due to their health/medical condition;
- there are concerns that an employees health/medical condition is a risk to themselves or others if they remain in their job role;
- an employee remains absent from work where advice has been received from Occupational Health that they are fit for work.

The case review hearing will consider whether there are any further actions that the Council can take to assist the employee in continuing their employment and maintaining their attendance at work or whether a sanction is require, which could include termination of employment.

POSSIBLE OUTCOMES:

No sanction but a continuation of review.

Management guidance and a continuation of review: If management guidance is required the line manager will make arrangements to do this at the earliest opportunity. The details of this will be confirmed in writing and a copy will be retained on the personal file and can be referred to in the future. There is no right of appeal against management guidance. Where management guidance is given following the outcome of a case review hearing, the Hearing Officer will explain their decision to the employee.

Written Warning and a continuation of review: Where it is considered that a written warning is appropriate the employee will be made aware of the Council's expectations for their future attendance. The employee will also be informed of their right of appeal and the consequences of any future attendance issues, which could be a final written warning or dismissal.

Final Written Warning and a continuation of review: Where there is a failure to improve attendance at work following a written warning, or where the employee's absence record is considered to justify a final written warning in its own right the employee will be made aware of the Council's expectations for their future attendance. The employee will also be informed of their right of appeal and the consequences for the future, which could result in their dismissal.

Dismissal with notice: Where there is a failure to improve attendance at work following a written or final written warning or where the circumstances are considered to justify dismissal in its own right the employee's employment will be terminated with appropriate statutory notice. The employee will be informed of their right of appeal.

Alternative to Dismissal: Depending on the circumstances of the dismissal it may, in exceptional situations, providing a vacancy exists at the time of dismissal, be possible to offer the employee an alternative to dismissal. Where an alternative job results in a drop in salary, this will be effective immediately and without salary protection.

Redeployment: Employees are eligible to be considered for redeployment when they are at risk of termination of employment for health reasons. Consideration will be given to reasonable adjustments for health reasons in accordance with the Equality Act 2010. Further information can be found in the Redeployment Policy.

Duration of Warnings: The following time limits for warnings will apply:

- Written Warning 12 Months
- Final Written Warning 18 Months

Appeals:

- Can be lodged against a written warning, final written warning and dismissal.
- Must be made within seven calendar days of receipt of the letter confirming the sanction.
- Must be sent to the Corporate Director using the pro forma provided and must include the reason(s) for the appeal.
- Against written warnings will be chaired by an officer other than the officer issuing the original sanction together with a representative from Human Resources.

- Against dismissal will be heard by the Employee Appeals Panel advised by representatives from Legal Services and Human Resources.
- Under the Council internal procedures decisions of the Appeals Panel are final.

The outcome of the appeal will replace the record, of the original decision, on the personal file of the employee.

12. Conduct Cases

Sickness absence may become a conduct issue to be addressed under the Disciplinary Procedure if the employee has an absence or patterns of self-certificated sickness absence (or indeed absence certified by a medical certificate) that cause management concern in terms of the genuineness or circumstances of the absence. Managers must seek advice from HR before taking any action in this respect.

A potential conduct case involves an investigation into the absence(s) and will be managed in accordance with the Disciplinary Policy and Procedure. This may result in sanctions up to and including dismissal, the non-payment of occupational and statutory sick pay and a break in pensionable service equivalent to the period of absence.

Employees have a right of appeal against any disciplinary sanction issued as detailed in the Disciplinary Policy and Procedure.

The following list is not exhaustive and could warrant disciplinary action, up to, and including dismissal following an examination of the circumstances:

- Failure to comply with this policy/procedures;
- Engaging in activities that might delay recovery or exacerbate the illness or injury;
- Engaging in other employment whilst absent due to sickness (unless the nature of the illness prevents them from working in one employment contract but not in others).

Further information is available from HR and the Council's [Disciplinary Policy and Procedure](#).

13. Health Issues which do not lead to absence from work

There may be occasions where an employee is suffering from health issues, but this does not lead to them being absent from work. If the employee believes that their health is impacting on their ability to do their work they should raise this with their line manager.

The line manager should discuss the matter with the employee and explore whether any additional support can be provided to the employee. Depending on the circumstances it may be appropriate to refer to Occupational Health or associated services for advice.

Attendance Management Procedure

1. Notifying absence

It is essential for line managers to know when an employee is unable to attend work due to illness.

Employees must telephone their line manager/supervisor/designated contact point every day of any absence for the first seven days, unless otherwise agreed with their manager/supervisor, or until a doctor's note is produced. Employees must telephone as soon as possible before the time they are normally due to start work, to advise that they will not be attending work that day. In exceptional cases (e.g. the employee is receiving hospital treatment/admitted to hospital or physically unable to telephone personally) someone else may telephone on their behalf.

- The line manager/supervisor must complete the Day 1 Reporting Form with the following information;
- The employee's name/ pay number/job title
- The exact day that the illness began, including Saturdays, Sundays, holiday or rest day for Statutory Sick Pay (SSP) purposes. The first working day will be used for absence monitoring purposes
- The nature of the illness/absence – unwell is not sufficient
- The likely duration of the absence
- Other jobs held by the employee in the Council and whether they will be absent from all jobs. The employee must also notify their other supervisor/manager accordingly
- The address at which they can be contacted during the absence if different from the normal home address and a contact telephone number.

The line manager/supervisor must complete the **Day 1 Reporting Form** from the intranet and must complete the work pattern section. The Day 1 Reporting Form must be saved by the line manager/supervisor, as it will also be used for the return to work meeting.

The Day 1 Reporting Form must be emailed to Absence.Services@xentrall.org.uk on the first day of absence. Absence Services will email the line manager/supervisor to confirm receipt.

It is the employees responsibility to ensure all certificates are submitted on time and without a break in dates if the absence continues where applicable. Failure to do so could result in the Council withholding pay. Employees should also contact their Line Manager before the end of the medical certificate with details of expected intentions i.e. further medical certificate or return to work.

2. Return to Work

Upon return to work following sickness absence the line manager should arrange to meet privately with the employee within a reasonable period. If, there is a delay in holding the meeting, the line manager/supervisor must email Absence Services to advise that the absence has ended.

The purpose of the meeting will be to:

- Welcome the employee back to work, ensure that there is an accurate record of the absence and certification, and update the employee on work issues.

- Provide the opportunity to discuss any underlying issues that may be causing the absence so that support can be provided where possible.

Once the meeting has been held, the line manager must complete the Return to Work/Self Certification form and return it electronically to Absence.Services@xentrall.org.uk. A copy should also be given to the employee for them to confirm the accuracy of the information.

The Return to Work Interview Checklist (WARM) provides a framework for Managers in conducting Return to Work interviews (Appendix 1).

3. Dealing with Frequent Short-term Absence (Read with Managing Attendance flowchart at Appendix 2)

These are absences that are normally sporadic and attributable to minor ailments, which in many cases are unconnected.

Although it is important to allow flexibility according to the circumstances of each case, managers must consider the employees overall sickness record at this stage.

- If the overall sickness record is good inform the employee that on this occasion no formal monitoring is required, however, make them aware if they have hit a trigger point and in the event of any further absences this decision will be re-considered.
- If the overall sickness record is a cause for concern and /or they have hit a trigger point, inform the employee that a formal attendance review meeting will be arranged.

The manager must write to the employee to confirm the arrangements for such meetings. Employees can be accompanied by a work colleague or Trade Union representative if they wish. The purpose of the attendance review meeting is to explore opportunities to improve attendance, understand reasons for absence as well as address any support that could be put in place to reduce levels of sickness absence and to set targets for improvement. Employees are encouraged to discuss any difficulties they have between work commitments and home. Managers should outline options available under the **Council's Flexitime Scheme** and/or other leave policies.

- Possible outcomes of the meeting could include, seeking Occupational Health advice, identify and implement support mechanisms, reasonable adjustments and a further review meeting to review progress. Employees are expected to heed the advice and comply with the recommendations. Employees will be informed of the improvement required and advised of the possible consequences if this is not achieved, which could include a case review hearing. The meeting should be followed up in writing and a copy of the letter sent to HR Advisory.
- If improvement is made, advise employee no further meetings required unless absence record becomes cause for concern.
- If there is insufficient improvement in the employee's attendance, a further meeting should be arranged.. This meeting will reaffirm the issues previously discussed and address any additional support that could be put in place to reduce levels of sickness absence to reaffirm the need for improvement. Employees will be advised of the possible consequences if this is not achieved, and the meeting will be followed up in writing.

If there is insufficient improvement following the further attendance review meeting a case review hearing should be held. If however there are concerns regarding an employees overall attendance then the employee will be advised at this further review meeting that a case review hearing will be scheduled.

4. Dealing with Long Term Absence (Read with flowchart at Appendix 3)

Long term is defined as:

- Absence of more than four calendar weeks with no immediate prospect of return, or
- Repeated shorter spells linked to one specific medical problem e.g., hospitalisation, an operation, ongoing therapy etc.

The manager should arrange to meet with the employee on a regular basis. The purpose of the meetings will be to understand their current state of health, discuss reports following any consultation with Occupational Health, consider the likelihood of a return to work or otherwise and identify if there is any further support that can be offered.

Where it is expected that absence will be ongoing, consideration should be given to obtaining a medical opinion from Occupational Health. The purpose of gaining advice will be to provide an indication of the likely duration of the employee's absence and whether any steps can be taken to help the employee make a successful return to work.

The following guidance will apply in Long Term Absence Management.

Absence up to week 4

- Manager to determine reason for the absence.
- Offer support to the employee e.g. counselling, physiotherapy.
- Contact HR to discuss the case if necessary.
- Manager to maintain contact with the employee.

Absence beyond 4 weeks

When an absence continues beyond four weeks with no date for a return to work the manager should arrange to meet with the employee at a suitable venue.

The purpose of the meeting is to:

- Obtain up to date information with regards to the reason for the absence, any medication that has been prescribed and/or treatment received;
- Offer support e.g. physiotherapy, counselling etc.;
- Refer to Occupational Health if applicable;
- Obtain timescales for a return to work;
- Agree how contact will be maintained and the frequency of the contact;
- Update the employee on any changes that have occurred whilst the employee has been absent.

Managers should keep a written record of the meeting and confirm the points discussed in writing to the employee.

If a referral to Occupational Health is required the manager must contact HR regarding the referral. Following the receipt of the Occupational Health report the manager should meet with the employee to discuss the report.

The manager should continue to maintain contact with the employee and meetings should be held every three to six weeks depending on the circumstances of the absences.

Managers should keep a written record of the meetings and confirm the points discussed in writing to the employee.

If there is no indication of a date for a return to work in the foreseeable future managers should arrange a further meeting at an appropriate stage, and advise that a Case Review Hearing will be arranged.

If the overall sickness record is cause for concern, inform the employee that a formal attendance review meeting will be arranged.

Before arranging a Case Review Hearing the following steps must have been taken:

- A recent medical report obtained.
- The employee informed in writing that a case review hearing would be arranged if there is no indication of a date for a return to work in the foreseeable future.
- That the outcome of the case review hearing could be dismissal has been discussed with the employee at least once in a meeting prior to the hearing.
- Alternative employment has been explored.
- Reasonable adjustments to the workplace/job have been considered.

5. Case Review Hearing for both short and long term absence

Employees will be given a minimum of seven days advance notice to attend and they have a right to be accompanied.

The hearing will be chaired by the Hearing Officer of sufficient seniority to have delegated authority to take any necessary action. An HR representative will advise the Hearing Officer.

The employee will be provided with:

- A notification letter giving a minimum of seven days advance notice of the date of the hearing and invited to attend.
- The name of the Hearing Officer and the HR Business Partner, if appropriate.
- Informed of the purpose of the hearing.
- Details on how to submit any evidence they wish to be considered at the hearing. An evidence pack containing all documents to be used at the hearing.

The employee is expected to:

- Confirm their attendance and who, if applicable will be accompanying them,

- Provide any evidence to be presented at the hearing to the Hearing Officer at least 2 working days prior to the hearing.

In exceptional circumstances where the employee is unable, and would wish to attend the hearing, it may be adjourned to a later date. Where the employee is able to attend but chooses not to, the hearing may go ahead in their absence.

The Hearing:

The Hearing Officer will open the proceedings and hear the case. (The order of the proceedings is detailed in Appendix 4).

Before making a decision, the Hearing Officer should consider:

- Need for the work to be undertaken;
- Impact of employee’s absence on service delivery;
- Employee’s full absence record;
- Representations made by the employee and or their representative;
- Actions taken to enable the employee to continue in employment;
- Medical advice;
- Previous warnings or advice the employee has been given regarding their position;
- Support already offered;
- Any mitigating factors that may have been presented during the hearing.

On completion of the proceedings and following an adjournment for the Hearing Officer to consider the case presented, the employee will be advised of the decision, which will be confirmed in writing. Possible outcomes are detailed in the Policy section on page 9.

If it is decided that further action is appropriate this will be detailed in the letter and the situation will continue to be monitored with a further case review hearing convened if appropriate.

Appeals: (The order of the proceedings is detailed in Appendix 5).

- Can be lodged against a written warning, final written warning and dismissal.
- Must be made within seven calendar days of receipt of the letter confirming the sanction.
- Must be sent to the Corporate Director using the pro forma provided and must include the reason(s) for the appeal.
- Against written warnings will be chaired by an officer other than the officer issuing the original sanction together with a representative from Human Resources.
- Against dismissal will be heard by the Employee Appeals Panel advised by representatives from Legal Services and Human Resources where appropriate.
- Under the Council internal procedures decisions of the Appeals Panel are final.

Where an employee is unable to attend the Appeal Hearing

Where an employee is unable to attend an appeal they **MUST** inform the officer named in their letter arranging the appeal. The employee will be required to give the reason for non attendance and whether they want the hearing to proceed in their absence on the basis of a written submission, which must be received in advance of the appeal hearing date, or whether they would wish the appeal hearing to be rearranged.

If an employee does not attend the appeal hearing and has not notified the contact officer of their non attendance, as required above, it will be assumed that the employee does not wish to pursue their appeal and as such the appeal will be treated as withdrawn.

In exceptional circumstances the employee may not be able to notify the contact officer of their nonattendance prior to the appeal hearing. Provided that the employee gives reasons for the failure to provide advance notification of non attendance and these reasons are deemed exceptional, the appeal hearing may be re-convened.

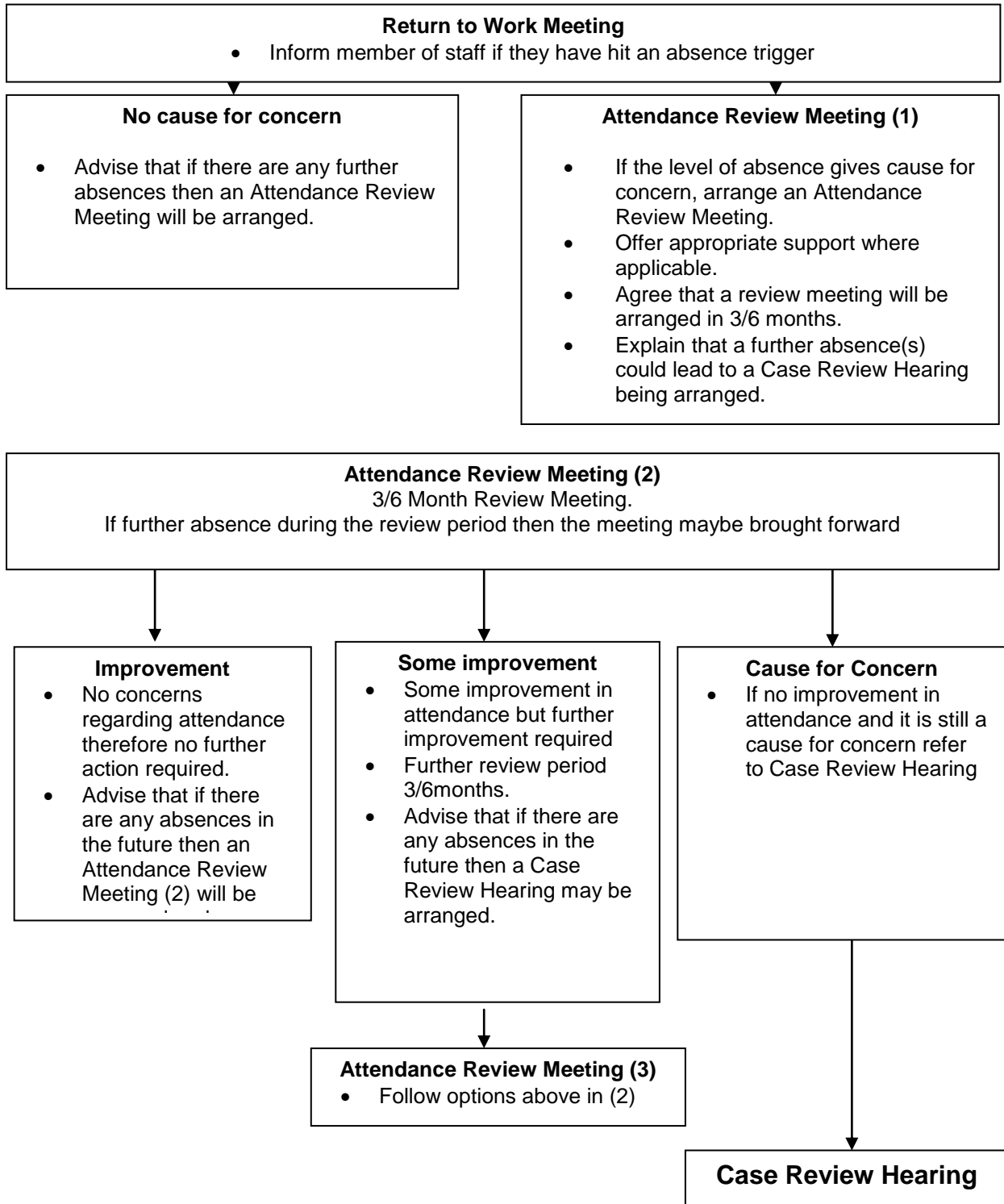
Appendix 1

The Return-to-Work Interview

| Preparation | The Interview | | | |
|--|--|---|--|---|
| | Welcome | Absence | Responsibility | Move On |
| <p>1. Prepare in advance of the meeting</p> <p>2. Gather all necessary information <i>Check employee sickness record is correct and reflects their days of work according to the correct work shift pattern. If duration is incorrect complete Work shift pro forma (XEN 7) from Absence Services and amend and return to them. Request amended Absence Record prior to meeting.</i></p> <p>3. Look at: Patterns / frequency Repetitive Reasons</p> <p>4. Be open minded</p> | <p>1. Do not pre-judge</p> <p>2. Be supportive</p> <p>3. Think about your body language.</p> <p>4. Welcome the employee back & let them know they have been missed.</p> <p>5. Explain the reason for the interview, what you'll be discussing and why.</p> <p>6. Establish that they are fit and ok to return to work.</p> | <p>7. Discuss the absence. Try to establish the real cause. <i>Did they see a GP? Are they taking medication?</i></p> <p>8. Was the Notification of Absence Procedure followed?</p> <p>9. Seek explanation for any apparent trends and patterns.</p> <p>10. Show them their absence record.</p> <p>11. Be prepared to challenge if not satisfied.</p> <p>12. Discuss the effect on the service and colleagues.</p> <p>13. If the problem relates to work it must be discussed.</p> <p>14. Discuss how absence can be resolved. <i>Consider adjustments to work if appropriate</i></p> | <p>15. Remind them it's their responsibility to attend work as per their contract.</p> <p>16. Ask them to take responsibility for their absence.</p> <p>17. Ask them what you can do to help.</p> <p>18. Is this a trigger absence? If yes, remind them of this. Attendance review meeting to be scheduled.</p> <p>19. Record the agreed actions and note on the RTW form (managers actions and employees actions).</p> <p>20. Agree a review date, which is to ensure things are still ok, even if they don't have any further absence.</p> | <p>21. It is important to finish on a positive note.</p> <p>22. Express confidence in their ability to keep to their commitment.</p> <p>23. Brief them on what has happened in the business during their absence and discuss what needs to be done to catch up, now that they have returned.</p> <p>24. Ensure the employee agrees with what's written on the RTW form and receives a copy.</p> |

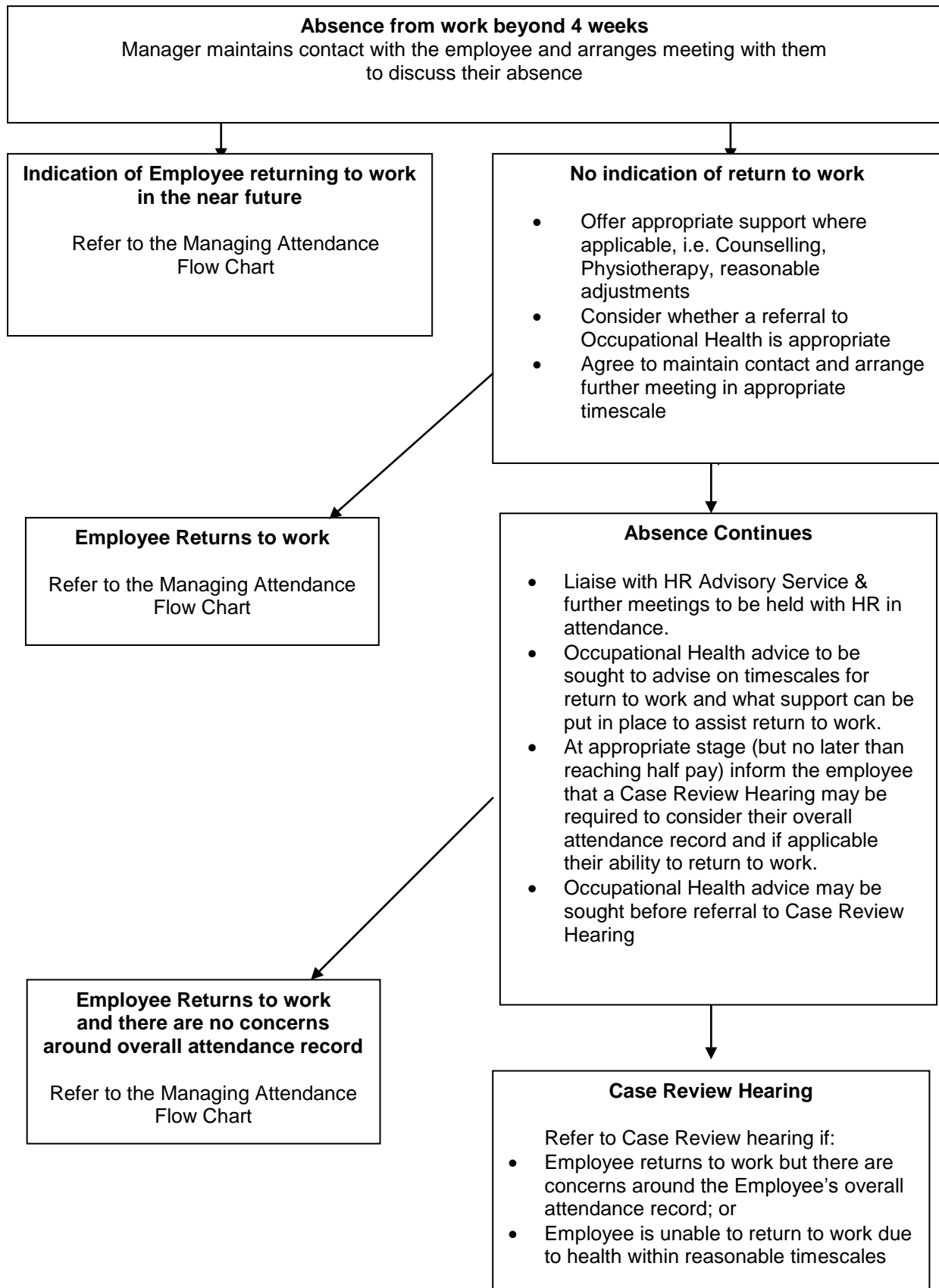
Managing Absence

Managing Attendance Flow Chart



Appendix 3:

Long Term Absence - Flow Chart



Appendix 4:

Conducting a Case Review Hearing

The Hearing Officer will be responsible for:

1. Introducing all parties.
2. Stating the purpose of the hearing.
3. Saying how the hearing will be conducted and any time constraints, which may apply.
4. Confirming that all parties have the same documentation.
5. Confirming the number and names of witnesses attending from both parties.
6. Requesting if any points of clarification are required.
7. Advising of the outcome and confirming in writing.

Management team (including HR Business Partner) will:

1. Present their case.
2. Respond to questions from the employee or the trade union representative, the Hearing Officer and HR representative.

The Employee and/or representative will:

1. Present their case.
2. Respond to questions from the Management team, the Hearing Officer and HR Representative.
3. The Hearing Officer will then ask the management team and the employee/representative to briefly summarise their respective cases. No new evidence can be submitted at this point.

The Management team, the employee and their representative withdraw from the hearing to allow the Hearing Officer and HR representative to consider the evidence and determine any action.

The Hearing will reconvene and the Hearing Officer will inform everyone of the outcome.

The Hearing Officer chairing the hearing may adjourn the proceedings at any stage if this appears necessary or desirable. If adjourning for the purpose of enabling further information to be obtained, the nature of that information will be specified. Any adjournment will normally be for a stated period.

Appendix 5:

Conducting an Appeal Hearing

The Hearing Officer will be responsible for:

1. Introducing all parties.
2. Stating the purpose of the appeal hearing.
3. Saying how the hearing will be conducted and any time constraints, which may apply.
4. Confirming that all parties have the same documentation.
5. Confirming the number and names of witnesses attending from both parties.
6. Requesting if any points of clarification are required.
7. Advising of the outcome and confirming in writing.

Management team (including HR Business Partner) will:

1. Present their case.
2. Respond to questions from the employee or the trade union representative, the Hearing Officer and HR representative.

The Employee and/or representative will:

1. Present their case.
2. Respond to questions from the Management team, the Hearing Officer and HR Representative.
3. The Hearing Officer will then ask the management team and the employee/representative to briefly summarise their respective cases. No new evidence can be submitted at this point.

The Management team, the employee and their representative withdraw from the hearing to allow the Hearing Officer and HR representative to consider the evidence and determine any action.

The Hearing will reconvene and the Hearing Officer will inform everyone of the outcome.

The Hearing Officer chairing the hearing may adjourn the proceedings at any stage if this appears necessary or desirable. If adjourning for the purpose of enabling further information to be obtained, the nature of that information will be specified. Any adjournment will normally be for a stated period.

If the facts of the case are not contested, with the agreement of all parties, an appeal hearing against a warning can deal solely with the actual grounds of appeal. In this case the employee or the employee's representative will present their case first.