

Sickness Absence Management - Managers Guidance

Appendix One - Letter Templates

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Letter One - Invite to Sickness Meeting

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY FIRST MEETING/ FIRST REVIEW MEETING / SECOND REVIEW MEETING / LONG TERM ABSENCE MEETING

I write to invite you to attend a **first meeting / first review meeting / second review meeting / long term absence meeting**, under # (state appropriate paragraph from policy) of the Council's Sickness Absence Management Policy due to concerns about your sickness absence.

The meeting is scheduled for **# 201#** at **#**.

As your line manager, I shall be conducting the meeting. You are entitled, if you wish to be accompanied by a Trade Union or other representative. **A representative from HR may be present in an advisory capacity.**

In accordance with the Council's Sickness Absence Management Policy, the purpose of the meeting is to discuss your health and welfare with a view to offering support and improving attendance **and / or facilitating a return to work**
and / or
to review your attendance record against the target previously set
and / or
to discuss the outcome and options following your Occupational Health appointment on # 201#.

If you or your representative are unable to attend on this date, please contact me as soon as possible, so an alternative date can be offered.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Yours sincerely,

Letter Two – Outcome of First Sickness Meeting

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY OUTCOME OF FIRST MEETING

I write to confirm the content and outcome of the first sickness capability meeting held on # 201#, under the Council's Sickness Absence Management Policy, to discuss concerns about your absence due to sickness with you # and your representative.

As discussed at the meeting, the concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan have been set:

#

With effect from the date of the first meeting a # three month monitoring has been set to enable progress to be assessed against the above target and plan. A first review meeting has been scheduled for # 201#, to review the situation. You are entitled, if you wish to be accompanied by a Trade Union or other representative at this meeting.

If you or your representative are unable to attend on this date, please contact me as soon as possible, so an alternative date can be offered.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter or about the agreed target and plans, please do not hesitate to contact me.

Yours sincerely,

Letter Three - Outcome of First Review Sickness Meeting

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY OUTCOME OF FIRST REVIEW INTERVIEW

I write to confirm the outcome of the first review meeting held on # 201#, under the Council's Sickness Absence Management Policy, to discuss concerns about your sickness absence with you # and your representative.

As detailed in the letter dated # 201#, the concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan were set:

#

The purpose of the first review interview was to assess your progress over the last # three month period and # discuss the outcome and options following your Occupational Health appointment on # 201#.

I am pleased to confirm your sickness absence has reduced in line with the targets set. Ongoing support will continue to be provided.

If however, your sickness absence levels increase in the future, this may necessitate action, in accordance with the Council's Sickness Absence Management Policy.

Unfortunately, your sickness absence has not improved and the agreed targets and plans set have not been achieved. This is having a detrimental effect on service delivery and colleagues. The following targets and action plan were set in the meeting:

#

With effect from the date of the first review meeting a # three month monitoring period has been set to enable progress to be assessed against the above targets and plan. A second review meeting has been scheduled for # 201#, to review the situation. You are

entitled, if you wish to be accompanied by a Trade Union or other representative at this interview.

If you or your representative are unable to attend on this date, please contact me as soon as possible, so an alternative date can be offered.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Yours sincerely,

Letter Four - Outcome of Second Review Sickness Meeting

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY OUTCOME OF SECOND REVIEW MEETING

I write to confirm the outcome of the second review meeting held on # 201#, under the Council's Sickness Absence Management Policy, to discuss concerns about your absence due to sickness with you # and your representative.

As detailed in the letter dated # 201#, the concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan were set:

#

The purpose of the second review meeting was to assess your progress over the last # three month period and # discuss the outcome and options following your Occupational Health appointment on # 201#.

I am pleased to confirm your sickness absence has reduced in line with the targets set. Ongoing support will continue to be provided.

If however, your sickness absence levels increase in the future, this may necessitate action, in accordance with the Council's Sickness Absence Management Policy.

Unfortunately, your sickness absence has not improved and the agreed targets and plans set have not been achieved. This is having a detrimental effect on service delivery and colleagues. Therefore, the following targets and action plan were set in the meeting:

Following your Occupational Health appointment, a meeting will be arranged within 10 working days of receipt of the report to discuss the outcome and options available.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Thank you for your co-operation.

Yours sincerely,

Letter Five - Outcome of Second/Review Sickness Meeting (First Level Warning)

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY OUTCOME OF SECOND# / REVIEW MEETING - FIRST LEVEL SICKNESS CAPABILITY WARNING

I write to confirm the outcome of the second review meeting held on # 201#, under the Sickness Absence Management Policy, to discuss concerns about your sickness absence with you # and your representative.

As detailed in the letter dated # 201#, the concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan were set:

#

The purpose of the second review interview was to assess your progress over the last # three month period and # discuss the outcome and options following your Occupational Health appointment on # 201#.

Unfortunately, your sickness absence has not improved and the agreed targets and plans set have not been achieved. This is having a detrimental effect on service delivery and other colleagues. It has been decided that a first level sickness capability warning be issued in accordance with 7.2 of the Council's Sickness Absence Management Policy. Failure to improve attendance may lead to further action being taken. Meetings will continue to take place on a regular basis to set targets for and review attendance.

The warning will remain on file to enable an overview of your attendance. Where there has been full attendance over a period of twelve months since the warning was issued, the warning will no longer be considered as "live".

In addition, I am referring you to the Council's Occupational Health Service for assessment. Following your Occupational Health appointment a meeting will be arranged within 10 working days of receipt of the report to discuss the outcome and options available.

As stated in the letter dated #, I reminded you that employees are required to co-operate fully with the Council's Sickness Absence Management Policy. This includes maintaining regular contact with your manager and attending meetings arranged in line with the Council's policy.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Thank you for your co-operation.

Yours sincerely

Letter Six- Outcome of Second/Review Sickness Meeting (Final Warning)

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

SICKNESS CAPABILITY OUTCOME OF # SECOND / REVIEW#S MEETING - FINAL WARNING

I write to confirm the outcome of the # second / review#s interview held on # 201#, under the Council's Sickness Absence Management Policy, to discuss concerns about your sickness absence with you # and your representative.

As detailed in the letter dated # 201#, the specific concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan were set:

#

The purpose of the # second / review#s interview was to assess your progress over the last # three month period and # discuss the outcome and options following your Occupational Health appointment on # 201#.

Unfortunately, your sickness absence has not improved and the agreed targets and plans set have not been achieved. The service can no longer tolerate the high level of sickness absence. It has been decided that a final sickness capability warning be issued in accordance with 7.3 of the Council's Sickness Absence Management Policy. Further failure to improve attendance may lead to dismissal. Meetings will continue to take place on a regular basis to set targets for and review attendance.

The warning will remain on file to enable an overview of your attendance. Where there has been full attendance over a period of twelve months since the warning was issued, the warning will no longer be considered as "live".

In addition, I am referring you to the Council's Occupational Health Service for assessment. Following your Occupational Health appointment a meeting will be arranged within 10 working days of receipt of the report to discuss the outcome and options available.

As stated in the letter dated #, I reminded you that employees are required to co-operate fully with the Council's Sickness Absence Management Policy. This includes maintaining regular contact with your manager and attending meetings arranged in line with the Council's policy.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Thank you for your co-operation.

Yours sincerely

**Letter Seven - Outcome of
Second/Review
Sickness Meeting (Further Action
Meeting under 7.5 of Council's Policy)**

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

**SICKNESS CAPABILITY OUTCOME OF # SECOND / REVIEW INTERVIEW#S
(FURTHER ACTION - MEETING UNDER 7.5 OF THE COUNCIL'S POLICY)**

I write to confirm the content and outcome of the # second / review#s interview held on # 200#, under the Council's Sickness Absence Management Policy, to discuss concerns about your sickness absence with you # and your representative.

As detailed in the letter dated # 201#, the specific concerns relating to your sickness absence are as follows:

#

The following attendance target and support plan were set:

#

The purpose of the # second / review#s interview was to assess your progress over the last # three month period and # discuss the outcome and options following your Occupational Health appointment on # 201#.

Unfortunately, your sickness absence has not improved and you have continuously failed to achieve the agreed targets and plans set. The service can no longer tolerate the high level of sickness absence.

It has been decided that a meeting be arranged under 7.5 of the Councils Sickness Absence Management Policy. *Please note a possible outcome from this meeting could be termination of your employment.*

As stated in the letter dated #, I reminded you that employees are required to co-operate fully with the Council's Sickness Absence Management Policy. This includes maintaining regular contact with your manager and attending meetings arranged in line with the Council's policy.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Thank you for your co-operation.

Yours sincerely,

Letter Seven - Outcome of First Long Term Sickness Absence Meeting (8.4)

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

OUTCOME OF SICKNESS CAPABILITY MEETING – LONG TERM ABSENCE

I write to confirm the outcome of the long term absence sickness capability meeting held on # in accordance with 8.4 of the Council's Sickness Absence Management Policy.

Your sickness absence record is ####

Outline process completed so far ... (dates of meetings, outcome of those meetings)

As the table above demonstrates you have exceeded the Council's sickness trigger of #

It was agreed.....

#Unfortunately, your sickness absence has not improved. Therefore, I am referring you to the Council's Occupational Health Service for assessment. The appointment is scheduled for # at Council House, Saltergate.

#Following your Occupational Health appointment, I am inviting you to attend a sickness capability meeting on # to discuss the Occupational Health Report and options available. A representative from Human Resources may be present at the meeting.

I must emphasise this meeting is not a form of disciplinary action. However, continuing absences due to sickness may necessitate action which could include termination of employment.

As stated in the letter dated #, I reminded you that employees are required to co-operate fully with the Council's Sickness Absence Management Policy. This includes maintaining regular contact with your manager and attending meetings arranged in line with the Council's policy.

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Yours sincerely,

Letter Seven - Outcome of Second / Further Long Term Sickness Absence Meeting (8.10)

Private and Confidential

Your Ref:
Our Ref:
Contact:
Tel: 01246
Fax:
E-mail:
Date:

Dear #

OUTCOME OF SICKNESS CAPABILITY MEETING – LONG TERM ABSENCE

I write to confirm the outcome of the long term absence sickness absence meeting held on # 201# under 8.10 of the Council's Sickness Absence Management Policy.

Present at the meeting were #.

Your sickness absence record is ####

Outline process completed so far ... (dates of meetings, outcome of those meetings)

At the meeting the following options were explored in line with 8.10 of the Council's Sickness Capability Procedure according to the circumstances which have been identified:

- a) A return to work on a specified date.
- b) A return to work on a phased basis from a specified date.(see section 9 below)
- c) A return to work at a later unspecified date following convalescence.
- d) A return to work on modified duties and/or reduced hours for a limited period of rehabilitation, with the aim that the employee will return to the full range of duties/hours in a given period. If employees reduce their hours this will result in adjusted pay. Dependent upon individual circumstances, modified duties may result in adjusted pay.
- e) The possibility of a return to work to suitable alternative employment on a permanent basis (where such suitable alternative employment can be identified). Please refer to the Authority's Redeployment Procedure.
- f) The possibility of ill-health retirement in accordance with the Local Government Pension Scheme. This option will only apply where the independent Medical Practitioner issues a Certificate of Permanent Incapacity and the employment is terminated on the grounds of permanent ill-health. (See below for policy to be followed for termination of employment on grounds of ill-health.)

It was agreed.....

#Unfortunately, your sickness absence has not improved. Therefore, I am referring you to the Council's Occupational Health Service for an appointment.

#Following your Occupational Health appointment, I am inviting you to attend a sickness absence meeting on # in my office to discuss the Occupational Health Report and options available. A representative from Human Resources may be present at the meeting.

Please note continuing absences due to sickness may necessitate action which could include termination of employment.

As stated in the letter dated #, I reminded you that employees are required to co-operate fully with the Council's Sickness Absence Management Policy. This includes maintaining regular contact with your manager and attending meetings arranged in line with the Council's policy.

#It has been decided that a meeting be arranged under 10 of the Council's Sickness Absence Management Policy. *Please note a possible outcome from this meeting could be termination of your employment.*

I enclose a copy of the Council's Sickness Absence Management Policy for your information.

If you have any further questions regarding this letter, please do not hesitate to contact me.

Yours sincerely,