

## **Appendix Three - Sickness Absence Management Capability Flowchart Additional Notes**

### Meetings

1. A meeting can be brought forward at any stage of the process at the discretion of the manager. This would generally be where sickness absence has continued or relevant changes have occurred. If so, the employee should be given five working days notice of the interview.
2. Continued absences may necessitate formal action.

### Occupational Health

3. The employee has a duty to attend Occupational Health appointments. Failure to do so, would normally lead to withdrawal of pay under Sickness Payments Scheme.
4. Exceptionally and dependent on circumstances, an employee may be referred direct to Occupational Health on the first day of absence. For example, in stress cases where immediate referral would be beneficial.

### Formal Warnings

5. Where a manager has reason to believe, an employee has unreasonably or negligently failed to follow the sickness absence management policy, in providing timely notification or certification of absence, they may formally warn the employee in writing that future breaches will lead to loss of Sick Pay for the future absences not reported in strict accordance with the procedure.
6. Where there has been full attendance over a period of twelve months since the warning was issued, the warning will no longer be considered "live".

### Termination / Ill-Health

7. Ill-health retirement only occurs when a Specialist Occupational Health Adviser issues a Certificate of Permanent Incapacity or where prognosis is difficult to determine.
8. If termination or ill-health retirement is considered a formal meeting is held, convened by the Executive Director or Assistant Director and a representative from HR. A representative from Legal maybe present. The employee is given five working days written notice, clearly stating the reasons for the meeting. If a dismissal is issued, written reasons for dismissal must be given together with the date the contract will terminate and appropriate period of notice or pay in lieu of notice, within five working days.

At any stage of the process, managers can contact Human Resources and Occupational Health for advice.

## **Sickness Absence Management – Managers Guidance**

### **Trigger Points**

#### Short Term Absences

- Any pattern or regular intermittent absence.
- Four or more spells of absence in any 12 month rolling period.
- Six days absence (pro-rata) in any 12 month rolling period.

#### Long Term Absence

- Lasted or is expected to last for four weeks or more.
- Applies to all employees regardless of hours / days worked.

Manager has concerns about an **employee's absence levels** and / or **ill health**.

Manager **assesses** issues and arranges meeting with employee, giving five working days written notice, (see note 1).

If absence relates to disability, consider whether **reasonable adjustments** can help improve attendance.

### **First Meeting - Short Term (3.1) Long Term Meeting (8.4)**

Manager meets with employee to discuss issues and offer practical advice.  
Appropriate action is taken to improve the situation.  
Set attendance target, review after three months (short term).  
Content and outcome of meeting confirmed in writing within five working days, (see notes 1 & 2).

Employee can **be accompanied** throughout formal process by a representative. This excludes Return to Work interviews and Occupational Health appointments etc.

### **Occupational Health Referral made:**

- When concerns about Health and Safety are identified.
- When trigger points are reached.
- When early referral would be beneficial.
- If information is required about likely length of absence.
- After an absence of four weeks, (unless prognosis is clear).
- Where there is no medical evidence to support frequent self-certified absences, (see notes 3 & 4).

### **First Review Meeting - Short term (4.1)**

Manager meets employee to review attendance against target set.  
If sickness level has reduced, acknowledge positively.  
Arrange further review after three months, if necessary.  
If sickness level has not improved consider options, with review after three months.  
Content and outcome of meeting confirmed in writing within five working days, (see note 1).

### **Meeting following receipt of Occupational Health Report**

Held within ten working days. It can form part of, or be in addition to any sickness absence interviews.

Following should be covered according to circumstances:

- A return to work on a specified date.
- A return to work on a phased basis.
- A return on modified duties / reduced hours.
- Redeployment
- Ill health retirement, (see note 7).

### **Second Review Meeting - Short term (5.1) OR Long term Meeting (8.10)**

Manager meets employee to review attendance /progress against target set/agreed outcomes from last meeting.  
If sickness level has reduced, acknowledge positively.  
Arrange further review after three months, if necessary.  
If sickness level has not improved consider options.  
Content and outcome of meeting confirmed in writing within five working days, (see note 1).

### **Outcomes / Options available with advice from OH & HR**

- Refer to Occupational Health.
- Accept the position and keep it under review.
- Consider modified duties or reduced hours (this may result in adjusted pay).
- Phased return to work on normal rate of pay.
- Withdrawal of overtime.
- Redeployment.
- First Level Sickness Capability Warning, (see notes 5 & 6).
- Final Sickness Capability Warning, (see notes 5&6).
- Termination (7.5 or 10.1), (see notes 7&8).

Has a satisfactory outcome been achieved?

No

Yes

If problem, re-enter the Policy at appropriate stage.

Continue to Monitor.

End

### **Appeal**

- Employee is offered **right to appeal** against a **dismissal**
- Employee has right to be accompanied at Appeal Hearing.