

Attendance Management Policy

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Owner	Ramya Pillay
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Version History

Version	Date	Status and/ or amendments
1.0	Oct '15	First draft
1.5	Dec '15	Approved by Exec Comm.

SUMMARY

This policy is intended to provide a framework within which the absence from work, whether due to an underlying medical condition or not, is dealt with consistently and fairly. The policy will ensure that appropriate support is available to employees and managers in dealing with sickness absence.

Equality statement

Surrey Downs Clinical Commissioning Group (Surrey Downs CCG) aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the Human Rights Act 1998 and promotes equal opportunities for all. This document has been assessed to ensure that no-one receives less favourable treatment on grounds of their gender, sexual orientation, marital status, race, religion, age, ethnic origin, nationality, or disability. Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs. If the person requesting has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

Surrey Downs CCG embraces the six staff pledges in the NHS Constitution. This policy is consistent with these pledges.

Equality analysis

This policy has been subject to an Equality Analysis, the outcome of which is recorded below.

		Yes, No or N/A	Comments
1.	Does the document/guidance affect one group less or more favourably than another on the basis of:		
	Age Where this is referred to, it refers to a		

	<p>person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).</p>		
	<p>Disability A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>		
	<p>Gender reassignment The process of transitioning from one gender to another.</p>		
	<p>Marriage and civil partnership In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).</p>		
	<p>Pregnancy and maternity Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against</p>		

	maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.		
	Race Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins		
	Religion and belief Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition		
	Sexual orientation Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes		
2.	Is there any evidence that some groups are affected differently?		
3.	If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?		
4.	Is the impact of the document/guidance likely to be negative?		
5.	If so, can the impact be avoided?		

6.	What alternative is there to achieving the document/guidance without the impact?		
7.	Can we reduce the impact by taking different action?		

For advice in respect of answering the above questions, please contact the Corporate Office, Surrey Downs CCG. If you have identified a potential discriminatory impact of this procedural document, please contact as above.

Names and Organisation of Individuals who carried out the Assessment	Date of the Assessment

1 INTRODUCTION

Surrey Downs Clinical Commissioning Group (CCG) as commissioners of health Services is committed to developing a high quality and locally accessible service to the local population. In order to achieve this objective, the CCG recognise the importance of retaining a stable workforce and that regular attendance at work is vital in maintaining a quality service.

2 SCOPE

This Policy applies to all Surrey Downs CCG employees.

3 POLICY STATEMENT

- 3.1 The CCG is committed to the health and well-being of all its employees. It aims to provide the necessary support to employees who are genuinely sick and unable to come to work. Appropriate measures will be engaged to assist them to attend work and to ensure all employees are treated in a consistent, fair and sympathetic manner.
- 3.2 The CCG recognise that a level of absence due to sickness does occur and is inevitable, but aims to minimise the level and promote a healthy workplace. It also identifies the impact of repeated short-term absence on the service they provide, and wherever possible, will work with employees to reduce their absence.
- 3.3 In cases where the employee is disabled within the meaning of the Equality Act 2010 or where employees become disabled and wish to remain in employment, every effort will be made to make reasonable adjustments or find an alternative post.
- 3.4 Should an employee sustain an injury whilst undertaking a sporting activity in a professional capacity or as a result of any secondary employment that results in their sickness absence from work, then sick pay is not normally payable for this period of absence.
- 3.5 The employee may be referred to the Occupational Health Department to enable a report to be prepared for the CCG.

3.6 All employees who suffer from ill health or have sustained an injury will be treated sympathetically and any employee who becomes aware that they have an illness is encouraged to inform their Manager at the earliest opportunity.

4 RESPONSIBILITIES

4.1 Responsibility of Human Resources

- Human Resources (HR) will provide initial training and on-going support in the application of this Policy.
- HR will generate reports and analysis of employee's sickness absence in line with agreed reporting schedules.
- HR will ensure that this policy is applied fairly to all employees.

4.2 Responsibility of Managers

- Managers will ensure that their employees have regular attendance at work and will monitor the attendance accurately and report weekly.
- It is the responsibility of all Managers to ensure that information on all sickness absence for every employee is given to Human Resources and that a meaningful return to work interview is conducted after each episode of sickness absence.
- Managers will ensure that an adequate risk assessment is undertaken where appropriate in conjunction with the Occupational Health to facilitate an employee's return to work in a safe environment.

4.3 Responsibility of Employees

- All employees have the responsibility to familiarise themselves with this policy and follow the notification procedure in all cases.
- All employees have a responsibility to inform their Manager of any condition or illness which may affect their ability to do their job safely.

- All employees must maintain regular contact as mutually agreed with their Manager during any period of sickness absence. This may vary depending on individual circumstances.
- Employees must inform their Manager of any illness or condition to which they are suffering from or have been exposed to, which may present a risk to themselves or others.

5 THE EQUALITY ACT

If an employee is disabled or becomes disabled, the CCG is legally required under the Equality Act 2010 to make reasonable adjustments to enable the employee to continue working – for example, providing an ergonomic chair or a power-assisted piece of equipment. The individual should not be disadvantaged because of their disability.

6 POLICY IN PRACTICE: ABSENCE PROCEDURE

6.1 NOTIFICATION

Except in emergency circumstances, or unless previously agreed, all absence from work must be notified to the CCG, through the absence hotline(01372 201 725) at least 30 minutes before the agreed start time, on the first day of absence, together with the reason and likely date of return to work. Contact should be made at regular intervals throughout the period of absence.

Employees should contact their Manager with their date of return as soon as possible. Managers must ensure that all full days of absence, due to sickness, is recorded and reported to Human Resources.

6.2 CERTIFICATION OF SICK LEAVE

- Self-certified sick leave is permitted for a maximum of seven consecutive days on any one occasion. On calculating length of sick leave intervening Saturdays, Sundays and public holidays count. For all sickness absences up to 7 days, employees must complete a self- certification form (Appendix 1).

- When returning to work, employees are required to notify their Manager of their fitness to return and attend a 'Return to work interview' on the first day back or as soon as reasonably practicable but within 5 working days of return. The purpose of the interview is to allow their manager to understand their illness and to see if any adjustments need to be made.
- The Manager needs to complete a meaningful 'Return to Work Form' (Appendix 2), agreeing the absence details and any action to be taken if appropriate. Any statement made and recorded on this Certification Form must be true and accurate. Any details given, which are subsequently found to have been false will be dealt with under the disciplinary procedure. The completed form will be kept on the employee's file and will be kept in accordance with Data Protection Principles.
- It may be appropriate in certain circumstances for this interview to be conducted over the telephone.
- Any sickness/injury absence that lasts beyond the seventh consecutive calendar day must be covered by a medical certificate issued by an appropriate medical practitioner. Thereafter consecutive medical certificates must be provided. Failure to provide consecutive medical certificates may result in loss of payment as any absences not covered by current self-certificates and/or medical certificates may be treated as unauthorised absence and will be unpaid.
- An employee who fails to comply with notification or certification procedures or who otherwise abuses the CCG rules on sickness absence may be dealt with under the CCG Disciplinary Policy.

6.3 ABSENCE MANAGEMENT MEETINGS

- An absence management process (Appendix 4) is necessary to ensure that full support is provided to the employee, together with monitoring where necessary. The aim is to ensure fair and effective management of sickness absence.

- Managers should exercise discretion to manage situations sensitively when there is an understandable reason for the absence. It is important for managers to ensure that employees do not feel compelled to attend work when they are unwell and must on no account allow employees to work who are obviously in an unfit state of health.
- This procedure will be used where an employee's attendance record is giving cause for concern. Sickness absence triggers are reached when:
 - The employee has been absent on 3 occasions in 3 months. An occasion is one consecutive period of absence.
 - There is a regular pattern of absence
 - Absence caused by long term sickness for over a period of over 4 weeks
- Sickness absence is not a disciplinary matter, although in managing sickness absence, employees may progress through a series of formal stages. These stages are to support the individual to achieve an acceptable level of attendance and to inform them of the potential consequences of further periods of sickness absence so that the process is open and transparent.
- During any hearings, formal meetings or appeals relating to the formal absence procedure, employees will be entitled to be accompanied by a work colleague or a Trade Union representative. The employee will be allowed to confer with the representative during the meeting, however, the representative does not have the right to answer questions on behalf of the employee. It is the employee's responsibility to arrange this representation.
- The choice of representative is a matter of choice for the employee, but the CCG reserves the right to refuse to accept a representative whose presence would undermine the process, or where it deems the choice of representative to be unreasonable e.g. someone from a remote geographical location, when there is someone suitable, willing and available at the same location. Please note that individual work colleagues are not obliged to agree to accompany employees. Representatives will be given appropriate paid time off to allow them to accompany colleagues at a formal hearing.
- Employees must take all reasonable steps to attend all sickness absence meetings. Failure to do so without good reason may be treated as misconduct. If the employee or his or her representative is unable to attend

they should immediately inform their line manager who will seek to agree an alternative time within 5 working days following the date of the original meeting.

6.3.1 Informal Meeting

- Where an employee's attendance record is unsatisfactory due to persistent short-term absences, long term absence, or a particular pattern of absence, the manager should arrange an informal exploratory interview with the employee to discuss the frequency, reasons and amount of the employee's absence. The manager should advise that the employee's absence is causing concern and offer any support that might be appropriate.
- Advice and guidance can be sought from HR.
- This meeting provides an opportunity for the manager to remind the employee of the standards of attendance for the CCG. If it is agreed that the attendance problem is caused by health reasons, the employee should be referred to Occupational Health for assessment.

6.3.2 Stage 1: First formal attendance management meeting

- Stage 1 will be applied where the required improvement in attendance has not been achieved following the informal meeting. A further 3 occasions of sickness absence over a 6 month period following the informal meeting, would trigger the first formal absence meeting.
- The Stage 1 meeting is a supportive process to discuss the reasons for absence and to support an employee to be able to attend work.
- The purpose of a first formal sickness absence meeting is to:
 - Discuss the reasons for absence
 - Determine how long the absence is likely to last and any support that can be identified to facilitate a return to work
 - Determine the likelihood of further absences
 - Discuss the Occupational Health report(if applicable) to identify any underlying medical condition

- Consider support to improve the employee's health and/or attendance.
- Agree a way forward which can include temporary alternative duties, action that will be taken and a time-scale for review and/or a further meeting under the attendance management procedure.

Details of the meeting and any agreed outcomes, which could amount to a verbal warning, will be confirmed in writing to the employee and a copy will be held on their personnel file for a period of 6 months. The employee will have the right of appeal, the details of which will be mentioned in the letter.

Managers must continually monitor absence and, if there are further periods of sickness absence which triggers the attendance management policy, progress will be made to Stage 2 of the formal process.

6.3.3 Stage 2: Second formal attendance management meeting

A further 3 occasions of sickness absence over a 6 month period following the Stage 1 meeting, would trigger the second absence meeting.

The purpose of the Stage 2 review may include:

- Discussing the reasons for and impact of the employee's on going absence(s)
- Determining how long the absence is likely to last and any support that can be identified to facilitate a return to work
- Where an employee has been absent on a number of occasions, discussing the likelihood of further absences
- Considering medical advice and whether further advice is required
- Considering any adjustments that can reasonably be made to the employee's job to facilitate a return to work
- Consider any possible adjustments that can be made reasonably to assist the employee
- Where an employee is able to return from long-term sick leave, whether to their job or a redeployed job, agreeing a return to work programme

- Agreeing a way forward, the action that will be taken and a time-scale for review, and/or whether further meeting(s) is required. This may, depending on steps already taken, include advising the employee that dismissal on the grounds of ill health may be an approaching option

Details of the meeting and any agreed outcomes, which could be a formal written warning, will be confirmed in writing to the employee and a copy will be held on their personnel file for a period of 12 months. The employee will have the right of appeal, the details of which will be mentioned in the letter. They will also be advised that a failure to improve their attendance may result in progression to Stage 3.

Managers will continue to monitor the employee's absence and if they reach the triggers set in the policy again, they will be required to attend a Stage 3 meeting.

6.3.4 Stage 3: Third formal attendance management meeting

Where sickness absence continues an employee will be invited to a meeting under the third stage of the absence management procedure.

The purposes of the meeting will be:

- To review the meetings that have taken place and matters discussed with them
- To consider any further matters the employee may wish to raise
- To consider whether there is a reasonable likelihood of the employee achieving the desired level of attendance in a reasonable time

Details of the meeting and any agreed outcomes, which could be a final written warning, will be confirmed in writing to the employee and a copy will be held on their personnel file for a period of 12 months. The employee will have the right of appeal, the details of which will be mentioned in the letter. They will also be advised that a failure to improve their attendance may result in progression to Stage 4.

6.3.5 Stage 4: Final attendance management review panel

Where the employee has had further occasions of sickness absence and hasn't met the attendance levels required in the improvement plan, a final panel review will be conducted. The hearing will take place with an impartial panel, including the line manager and HR. The purposes of the meeting will be:

- To review the absence records and the actions taken to date to support improvement.
- To consider any supporting medical advice
- To explore if the likelihood of the employee achieving the desired level of attendance in a reasonable time
- To understand any alternatives to termination of the employee's employment on the grounds of ill health

Details of the meeting and any agreed outcomes, which might amount to termination of employment, will be confirmed in writing to the employee.

Contractual notice must be given to a member of staff whose contract is being terminated on grounds of ill-health. The employee will have the right of appeal, the details of which will be mentioned in the letter.

6.4 Long Term Ill Health

Long term sickness absence due to serious illness or injury should be handled sensitively and fairly to ensure employees are supported as far as possible to return to work. Long-term absence is classed as absence in excess of 4 weeks.

Employees must continue to provide medical certificates while on long term sickness and keep their managers informed of their progress regularly. In all cases of long term absence, Occupational Health advice must be sought (Appendix 3). The line managers must arrange to conduct regular review meetings to discuss possible courses of action should the absence continue. These may include rehabilitation and return to work requirements, redeployment, ill-health retirement as appropriate. The meetings should be recorded and notes sent to the employee concerned. Employees may be

accompanied by a workplace colleague. The frequency of such meetings will depend upon the circumstances of the individual case.

The purpose of these meetings is to allow all parties to consider a range of options that may be available. These options could include, but are not limited to:

- Possibility, and likelihood of a return to work, and when
- Reasonable adjustments that could be made to encourage a return to work
- Phased return to work, if OH feel it will aid in rehabilitation
- Possible, redeployment and exploring alternative employment
- In the case of a disability as defined by the Equality Act 2010, identifying and implementing 'reasonable' adjustments
- Ill Health retirement
- Termination of contract on the grounds of medical capability – the organisation would only ever consider this after exhausting all other options

7 TERMINATION OF EMPLOYMENT

The termination of an employee's contract of employment must be considered as a last resort where:

- The employee's job cannot be kept open any longer
- Alternative employment has not been secured
- Ill-health retirement is not possible

The employee must be seen by their manager and a member of Human Resources at a formal meeting. The manager must ensure that the employee fully understands the reasons for dismissal and that all relevant information provided by the employee has been fully considered.

The letter of dismissal must be sent by the manager as soon as practicably possible and must set out the full reasons for dismissal.

The employee is entitled to receive paid notice in accordance with their contract and their notice period is paid at full pay. Any outstanding annual leave accrued up until the last day of notice should also be paid and will be outlined in the formal letter.

The length of an employee's occupational sick pay is not a contractual entitlement and employees may be dismissed before occupational sick pay runs out. If the long term prognosis is poor it is not necessary to wait until the exhaustion of sick pay before terminating an employee's contract of employment or commencing the process to terminate the employment.

If an employee is unable to return to work from long-term sickness absence and where they are a member of the NHS Pension Scheme, a discussion will take place with them to discuss whether they are entitled to make an application for ill-health early retirement or any temporary/permanent injury allowance.

8. APPEAL

If the employee feels that the decision about the action taken under this Policy is wrong or unjust they have the right to appeal in writing, stating their grounds of appeal to their manager within one week of the date on which they were informed in writing of the decision. It is not sufficient merely to disagree with the decision made. They must stipulate their full grounds of appeal in writing, which should be one or more of the following:

- New evidence that was not previously obtainable
- Failure to follow the Policy
- The level of sanction received

- If the employee is appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if their appeal is successful they will be reinstated with no loss of continuity or pay.
- If they raise any new matters in their appeal, further investigation will need to be carried out. If any new information comes to light the employee will need to be provided with a summary including, where appropriate, copies of additional relevant documents and witness statements. The employee will have a reasonable opportunity to consider this information before the hearing.
- The employee will be given written notice of the date, time and place of the appeal hearing. The appeal hearing will be held as soon as reasonably practicable, but the employee will be given a reasonable amount of time to prepare their case.
- Where possible, the appeal hearing will be conducted by another manager at the same level or more senior and who has not been previously involved in the case. A member of the Human Resources Department will also usually be present. The employee may bring a representative with them to the appeal hearing.
- A hearing may be adjourned to gather any further information or give consideration to matters discussed at the hearing. The employee will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.
- Following the appeal hearing The CCG may:
 - confirm the original decision;
 - revoke the original decision; or
 - substitute a different penalty.
- The final decision will be confirmed to the employee in writing as soon as possible. There will be no further right of appeal.

9. SICK PAY

Occupational Sick Pay

- Provided employees comply with the notification and certification procedures above, the CCG will pay Occupational Sick Pay during periods of absence due to sickness according to length of service.
- An Employee's entitlement to Occupational Sick Pay in accordance with NHS Terms and Conditions is based on completed months / years of service including continuous NHS Service with a break of less than 12 months.
- The following table sets out the maximum entitlement to the occupational sick pay.

Period of Service	Period of Full Pay	Period of Half Pay
0 – 12 months	1 month	2 months
1 – 2 years	2 months	2 months
2 – 3 years	4 months	4 months
3 – 5 years	5 months	5 months
Over 5 years	6 months	6 months

- Entitlement to Occupational Sick Pay will be calculated on the first day of any absence due to sickness or injury. Any days of absence due to sickness or injury is calculated on a 12 month rolling basis and shall be deducted from the relevant maximum entitlement above.
- Any payment of Occupational Sick Pay will offset any entitlement to Statutory Sick Pay due for the same period.
- The CCG reserve the right to withhold payment of Occupational Sick Pay where, an employee has been found in breach of these procedures under the CCG disciplinary procedure where abuse of the scheme once proven.

10. HEALTH APPOINTMENTS

- Staff should try their utmost to make appointments to visit the dentist, doctor, optician or health professional outside working hours.
- In circumstances where it has not been possible to avail appointments outside working hours, staff should try to book appointments either at the beginning or the end of the day.
- Staff will be required to use lieu time, make up time lost or take annual leave following agreement with their line manager.

11. ASSOCIATED DOCUMENTATION

This policy should be read in conjunction with the CCG's performance management policy and the NHS terms and conditions of service handbook.

Appendix 1 EMPLOYEE SELF- CERTIFICATION FORM

Surname:

Forename(s):

Employee Number or NI number.....

Job Title..... **Name of Manager**.....

Work Base?

Dates absent from work (*inclusive*):

Note: Sickness absence also includes days off and other days you are not normally scheduled to work. Dates must include the first day and last day of sickness.

First day of absence:

Last day of absence:

Please give a brief description of your sickness:

.....
.....
.....

Have you consulted your GP? YES NO

Was your absence a result of an accident at work (Please tick):

Managers: AER? RIDDOR? YES NO

Any other comments:

.....
.....

Your signature:

.....

Date:

.....

IMPORTANT: From day 8 of your absence you will be required to provide a medical certificate from your doctor

Appendix 2

RETURN TO WORK INTERVIEW

INFORMATION ON THIS FORM IS CONFIDENTIAL – to be retained on Personal file only

- Managers must meet with every employee who returns to work after any length period of sickness absence.
- The employee and their Line Manager should complete this form together as part of the Return-to-Work Interview process.

Sickness code: (See below)

Comments/discussion – from return to work discussion

Further action required? – tick below or add any comments

- No action required (state reason)
- Monitor and Review
- Alternative work options considered?
- Referral to Staff Counselling (EAP)
- Employee consents to referral to Occupational Health
- Capability issues arising from sickness absence
- Industrial Injury process - notify HR Employment Services
- Absence due to Hazard or Untoward Incident, incident form completed

Name of Manager:.....

Signature:.....

Date:.....

I confirm that the information given on this form is correct and understand the issues and actions described above.

A copy of this form must be given to the employee

Name of Employee:.....

Employee Signature:

Date:.....

Sickness	Unpaid Leave	All Other absence types need not be recorded e.g. Annual Leave Training Days Day/Time off in Lieu
U Uncertified S Self Certified M Medically Certified	UU Unauthorised Absence	

The abbreviations for Sickness reasons are:

10 Anxiety/stress/depression/other psychiatric illnesses	11 Back problems	12 Other musculoskeletal problems	13 Cold, Cough, Flu /Influenza
14 Asthma	15 Chest & respiratory problems	16 Headache/migraine	17 Benign and malignant tumours, cancers

18 Blood disorders	19 Heart, cardiac & circulatory problems	20 Burns, poisoning, frostbite, hypothermia	21 Ear,nose, throat (ENT)
22 Dental and oral problems	23 Eye problems	24 Endocrine/glandula r problems	25 Gastrointestina l problems
26 Genitourinary& gynaecological disorders	27 Infectious diseases	28 Injury, fracture	29 Nervous system disorders
30 Pregnancy related disorders	31 Skin disorders	32 Substance abuse	98 Other known causes not elsewhere classified
99 Unknown causes/not specified			

e.g. If an employee is signed medically off sick with Stress, the abbreviation entered onto the days off sick would be M 10.

If an employee is self-certified off sick with headache/migraine, the abbreviation entered onto the days off sick would be S 16.

NOTES:

-Absence for 7 calendar days or less - employees can self-certify that absence. Self-certification is through the completion of the Return to Work interview Form.

-Absences lasting for more than calendar 7 days - employees must provide their manager with a medical certificate provided by their GP or registered medical practitioner.

-Medical certificates should be sent to your relevant HR Advisor for reviewing and filing to the employee's file.

- At the end of the month, when all absence has been recorded the form must be e-mailed to **SBS-S.hantssurrey@nhs.net**
- **If you find that someone has been absent but you have already submitted the form, e-mail the amended details to payroll (SBS-S.hantssurrey@nhs.net).**

Appendix 3

**Kent & Medway Commissioning Support (KMCS)
 Occupational Health Service
 Managers Referral of Employee to Occupational Health**

<p>Section 1</p>	<p><u>Employee's Details</u> Name: DOB: Home Address: Postcode: Home Telephone Number: Mobile:</p>
<p>Section 2</p>	<p><u>Job Details</u> JobTitle: Hours and shift patterns: Are they required to drive/travel as part of their job? What are the main demands of the job?</p>
<p>Section 3</p>	<p><u>Reason For Referral</u> <i>(please delete those that do not apply)</i></p>
<p>Section 4</p>	<p><u>Required Outcomes of Assessment</u> <i>(please delete those that do not apply)</i></p>
<p>Section 5</p>	<p><u>Sickness Absence Details</u> <i>(please complete below or attach electronic copies of sickness absence records for the past year)</i> Information is required regarding the:</p>

Number of days taken:

Number of episodes of sickness:

Reason for the sickness absence: *(Any other patterns of sickness or related issues should also be documented)*

Further Information

Is any part of the capability process currently being undertaken? YES NO

(please delete which one does not apply)

Section 6	<u>Manager's Details</u>	Position:
	Name: Correspondance Address: Postcode: Signature:	Contact Number: Mobile: E-mail: Date:

Employer : Kent & Medway Commissioning Support

(Please delete those that do NOT apply)

Do you require HR to be copied into all correpondence?

(please delete which one does not apply) Yes / No

If Yes, please provide details of:

Human Resource Officer:

	Contact Number: Email:	
Section 7	<p><u>Employee's Consent</u></p> <p>Please obtain the employee's signature to demonstrate they have seen and are in agreement with the basis of this referral. If this is not possible, please indicate below to confirm a copy of the completed referral form has been sent to the employee for their information.</p> <p>Manager: I have forwarded a copy of this referral to the employee</p> <p>Name: _____ Date Sent: _____</p> <p>Employee: I have read the information contained within this referral and agree on the basis of this to attend Occupational Health.</p> <p>Employee email: _____</p>	
	Employee Signature	Date

Please send electronically to occupationalhealth.kch@nhs.net

Appendix 4

Absence Management Process

	Period of Absence	Improvement Target	Action	Decision
Stage 1 Verbal Notification of unsatisfactory attendance	If the employee has had 3 occasions of sickness in 6 months they will be issued with Stage 1 notification	During the next 6 months, the employee should not have any more than 3 occasions of sickness absence, else, they will progress to Stage 2	Attendance meeting: Review absence record and reasons for absence. Agree standard of attendance and support if necessary. Possible OH referral if needed.	Decision in writing (could be verbal warning), copy kept on personnel file, to remain for 6 months.
Stage 2 First Written Warning	From the date of the Stage 1 meeting, if the employee has had 3 more occasions of sickness in the subsequent 6 months, they will progress to Stage 2.	During the next 6 months, the employee should not have any more than 3 occasions of sickness absence, else, they will progress to Stage 3	Attendance meeting: Review absence record and reasons for absence. Agree standard of attendance and support if necessary. Possible OH referral.	Decision in writing (could be written warning), copy kept on personnel file, to remain for 12 months.
Stage 3 Final Written Warning	From the date of the Stage 2 meeting, if the employee has further occasions of sickness in the subsequent 6 months, they will progress to Stage 4.	During the next 6 months, the employee should not have any sickness absence, else, they will progress to Stage 4	Attendance meeting: Review absence record, reasons for absence and medical advice. Agree standard of attendance and support if necessary. Possibly consider temporary alternatives/ adjustments if practicable.	Decision in writing (could be final written warning), copy kept on personnel file, to remain on file for 12 months.

<p>Stage 4 Final Review Panel</p>	<p>From the date of the Stage 3 meeting, if the employee has had 3 more occasions of sickness in the subsequent 6 months, they will progress to final review panel.</p>	<p>If the employee hasn't met the improvement notification issued at Stage 3, improvement targets will be reissued the final time.</p>	<p>Final Review hearing: Individual is invited to attend a hearing in front of an impartial panel. Including Line Manager/ Associate Director / HR. Review absence record, actions taken to date to support improvement and any supporting medical advice. Where possible, alternatives to dismissal will be discussed.</p>	<p>Decision in writing (could amount to termination/ ill health retirement), copy kept on personal file for 12 months.</p>
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