

Wiltshire Council Human Resources

Absence Management Policy and Procedure

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

The policy and procedure covers the management of health and sickness issues.

It covers the responsibilities of managers and employees in promoting good health and in managing both [short term](#) and [long term](#) sickness absence.

This policy applies to the management of both paid and unpaid sickness absence.

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There is also a [toolkit](#) including letter templates and manager guidance to use when following this policy.

Who does it apply to?

This policy and procedure applies to all Wiltshire Council employees apart from school teachers and non-teaching staff appointed in accordance with the Schools Standards and Framework Act 1998 and the Education Act 2002.

In matters which involve the chief executive, corporate directors and service directors this policy must be read in conjunction with their JNC terms and conditions of employment and [Wiltshire Council's Constitution](#)

When does it apply?

This policy and procedure applies where you are absent from work for a health-related reason and includes being off sick for both frequent short periods or long periods of time.

When does it not apply?

This policy and procedure does not apply in cases of poor performance where your performance is not up to the standard required in the role. In this case the capability policy and procedure should be used. The capability policy and procedure should also be used if you have a disability or health issue which is affecting your work but you are not off sick.

What are the main points of the policy and procedure?

Reporting sickness

1. If you are unable to attend work because of illness, you must notify your manager or their nominee as early as possible and within the agreed time set for your department on the first day of your illness. If you are physically able you should telephone them providing details of the nature of your illness and the likely duration.
2. It is not acceptable to send a text/email or leave a message with a work colleague.
3. Your manager will maintain regular contact with you throughout the period of absence and you should be available/contactable during your normal working hours.
4. From the 8th calendar day (including weekends and non-working days) of your sickness absence onwards you are required to submit a medical statement of fitness for work (fit note), signed by a registered doctor and with a reason for absence. The fit note may explain that you are not fit for work or if you are fit for work it may indicate whether you are able to carry out certain aspects of your role.
5. Further information on [how to report sickness](#) can be found in the toolkit.
6. If you are absent from work for no apparent reason this will be classed as an unauthorised absence.
7. If you fail to comply with the sickness reporting procedures this will be viewed as unauthorised absence and therefore treated as misconduct and will be investigated in line with the [disciplinary procedure](#). Failure to comply includes:
 - failure to notify your manager of any sickness absence
 - failure to supply a fit note on the 8th day of sickness absence and over covering the period of absence. This may lead to the withholding of pay. A backdated fit note cannot be accepted unless in exceptional circumstances.

Return to work interview

8. After each and every episode of sickness absence you will have a return to work interview with your manager as early as possible on the day that you return. At this meeting your manager will complete the [return to work interview form](#) to record the discussions and any issues raised. These should be kept by your manager for a period of 12 months.

9. The aim of this meeting is to enable your manager to identify any factors that might be contributing to your absence and any preventative measures or support required.
10. Where your manager identifies a clear pattern of sickness absence or where there is a cause for concern you will be referred to occupational health for advice.

Trigger points

11. Your manager may take action at any point regarding your sickness absence if they feel it is causing concern but they are required to take action if you reach the agreed trigger points set out in this policy and procedure.
12. For the purpose of managing absence using trigger points, an episode includes (but is not limited to) the following:
 - you are feeling unwell at work and go home ill after lunch. The afternoon will be recorded as sickness absence
 - you are feeling unwell in the morning and do not attend work until later that morning. The time before attending work will be recorded as sickness absence
 - you are feeling unwell and inform your manager that you will not be attending work for the day. The day will be recorded as sickness absence
13. If you are covered by the Disability Discrimination Act trigger points will be treated on a case by case basis. Your manager will review your case and discuss with HR for appropriate action.

Short term sickness absence

14. Short term sickness absence is defined as absence where there are frequent short periods of absence. Examples include (but are not limited to) viral illnesses such as colds and flu.
15. Trigger points for this sickness absence are:
 - 4 periods of absence over a 6 month period. Part days or hours of absence will be treated as an episode OR
 - absences of 10 or more working days off work over a continuous 12 month period

Stage 1 – first formal sickness advisory meeting

16. If your manager has concerns about your absence or you meet the trigger points stated above, they will arrange to meet with you to discuss your absence.
17. Your manager will discuss with you the need for a referral to occupational health. The referral will ensure that you have an opportunity to discuss your health in confidence with a health professional and any underlying health causes are identified. Your manager will liaise directly with occupational health and complete the [occupational health referral form](#).
18. You will be required to make yourself available for an assessment with occupational health either face to face or by telephone. If the date/time of appointment provided by occupational health is not suitable you should contact them to arrange an alternative. If you fail to co-operate with the occupational health referral process, a decision may be made by your manager based upon the available information.
19. Occupational health will provide a report to your manager to advise them whether there are any underlying health causes relating to your absence. The report will contain advice regarding whether you are fit to return to work, your ability to maintain required levels of attendance and the likely timescales for these to be achieved.

Stage 2 – second formal sickness advisory meeting

20. You will be invited to attend a meeting with your manager to discuss the occupational health report and to determine how you can achieve an acceptable level of attendance and if appropriate set a review period (between 6-12 weeks) for improvement.
21. Your manager will outline the consequences of failing to make an improvement which may lead to any of the sanctions of the disciplinary policy and procedure including dismissal.
22. You will be informed of the [outcome of the meeting](#) in writing and if a review period has been set, the letter will also confirm this period with you and the date of the review meeting.

Stage 3 – third formal sickness advisory meeting

23. You will be invited to attend a meeting at the end of the review period to discuss your case and whether you have made the required improvement in attendance.

24. If you have made the required improvement the formal process will cease providing there is no repetition of poor attendance at work without an underlying health reason within the next 12 months.
25. If you have failed to make the required improvement and attendance has not been satisfactory your manager will decide whether to extend the review period for 1 month or advise you that a formal attendance hearing will be set up.
26. If you have made the required improvement during the review period but have subsequently had a repetition of sickness absence without an underlying health cause within a 12 month period, your manager will decide whether to put in place a further 3 month review or arrange a formal attendance hearing.
27. You will be informed of the outcome of the meeting in writing and if applicable notified that your case will progress to a formal attendance hearing.

Stage 4 – formal attendance hearing

28. You will be required to attend a formal attendance hearing if you have failed to make the required improvements in your attendance or have subsequently had a repetition of a period of short term absence within 12 months.
29. You will be given 10 working day's written notice of the hearing and you will have the right to be accompanied.
30. The formal attendance hearing will be chaired by a service director or their nominee.
31. A letter confirming the decision will be sent to you within 5 working days of the meeting.
32. The outcome of the formal attendance hearing may result in any of the sanctions of the disciplinary policy including dismissal.

Appeals

33. You have the right to appeal in accordance with the council's appeals policy and procedure.
34. You must state in your appeal form the reason for your appeal i.e. whether you wish to appeal against the finding of misconduct, capability and/or the form of action decided upon.

Long term sickness absence

35. Long term sickness is defined as absence where there is a longer period(s) of absence. It usually occurs with a higher number of days of sickness absence but over few episodes. Examples include (but are not limited to) significant medical conditions such as clinical depression, back conditions/injuries, multiple sclerosis, and breaks or fractures to bones.
36. Trigger points for this sickness absence are:
- if you have 28 days continuous absence (including non-working days and weekends) with no immediate or known prospect of a return to work
 - a serious and potentially long-term illness or injury is reported (e.g. back injury, clinical depression or stress)
 - it has been reported that the absence is due to identifiable work-related issues

Stage 1 – first formal sickness advisory meeting

37. If your manager has concerns about your absence or you meet the trigger points stated above, they will arrange to meet with you to discuss your absence.
38. Your manager will discuss with you the need for a referral to occupational health. The occupational health referral will ensure that you have an opportunity to discuss your health in confidence with a health professional and any underlying health causes are identified. Your manager will liaise directly with occupational health and complete the [occupational health referral form](#).
39. You will be required to make yourself available for an assessment with occupational health either face to face or by telephone.
40. If the date/time of appointment provided by occupational health is not suitable you should contact them to arrange an alternative. If you fail to co-operate with the occupational health referral process, a decision may be made by your manager based upon the available information.
41. Occupational health will provide a report to your manager to advise them whether there are any underlying health causes relating to your absence. The report will contain advice regarding whether you are fit to return to work, your ability to maintain required levels of attendance and the likely timescales for these to be achieved.

Stage 2 – second formal sickness advisory meeting

42. Once your manager has received the occupational health report, you will be invited to attend a second formal sickness advisory meeting to discuss/explore this occupational health advice and the options (stated below) available under the absence management policy and procedure. Options may include:
- option 1 – consideration of a further period of absence/review to enable your recovery
 - option 2 – returning to your existing post (including a phased return)
 - option 3 – returning to your existing post (with reasonable adjustments)
 - option 4 – consideration of redeployment on health grounds
 - option 5 – ill health retirement (provided that criteria are met)
 - option 6 – warning of termination of contract on grounds of capability due to ill health

Option 1 – further period of review

43. Depending on occupational health advice a further review period of up to 12 weeks may be considered to review progress. This will enable you to seek treatment if required and allow the necessary support or reasonable adjustments to be in place to enable your return to work.
44. A further referral to occupational health may be required to ensure that an up to date assessment of your health can be made and to identify timescales and prospects of a return to work.
45. Your manager, following this review period and occupational health referral (if appropriate) will arrange a further formal sickness advisory meeting to discuss your case and progress with you.

Option 2 – returning to your existing post (phased return)

46. If you are returning to work in your current post occupational health may advise that this is done on a phased return basis for a period of between 2 – 6 weeks.
47. During formal phased return to work arrangements of up to 6 weeks you will not suffer a financial detriment providing that you adhere to the agreed arrangements and remain at work for the duration of the programme. You will be paid your usual contractual salary and the hours that you are absent from work during the phased return will not

be reflected in your sickness absence record or deducted from your sickness entitlement.

48. If your phased return to work is more than 6 weeks, is unsuccessful or you require a second phased return arrangement in a continuous 12 month period your line manager will discuss with HR how these phased return to work arrangements are supported in terms of paid/unpaid time.

Option 3 – returning to your existing post (with reasonable adjustments)

49. Your manager will determine with you whether there are any reasonable adjustments to be made to support you in returning to your post.

Option 4 – redeployment on health grounds

50. Based on occupational health advice, it may be necessary to consider redeployment on health grounds. If you are returning to work through redeployment your manager will consider whether this is carried out on a phased return basis for a period of between 2 – 6 weeks.
51. Redeployment on health grounds must be mutually agreed and must only be considered after all the options (listed above) have been explored and determined as unsuitable and that the absence management policy and procedure has been followed.
52. You should complete the redeployment form and follow the redemption process.
53. You will remain in the redeployment pool for a period of up to 12 weeks. If no suitable alternative employment is located, you will be subject to the remaining options stated within the absence management policy and procedure.
54. If you have a condition that falls under the Disability Discrimination Act, the council will explore finding suitable alternative employment with a formal offer before dismissal is contemplated.

Option 5 – ill health retirement

55. Where it is not practical for you to return to your existing post with/without reasonable adjustments or redeployed into suitable alternative employment, occupational health may recommend ill health retirement.

56. Occupational health's recommendation for your ill health retirement will be assessed against specific criteria and your eligibility will be assessed by a suitably qualified physician.
57. Occupational health will recommend that you are permanently unfit or unfit for the foreseeable future and are therefore unable to perform the duties of your post.
58. If you belong to the local government pension scheme (LGPS) and have the required length of membership to the scheme then you will be considered for an application for permanent ill health retirement following the recommendation from occupational health.
59. You will need to meet specific criteria set by the LGPS and should refer to the [retirement information](#) on HR Online or seek advice from the pensions service.
60. There is a right of appeal against the occupational health decision for ill health retirement.

Option 6 – termination of contract on the grounds of ill health

61. If there are no suitable alternative options (listed above) or you have refused a suitable alternative offer of employment your manager will consider terminating your employment on the grounds of capability due to ill health.

Stage 3 – third formal sickness advisory meeting

62. Once all options stated in the absence management policy and procedure have been explored, your manager will discuss your case with you to determine that there are no further suitable alternative options.
63. Your manager will confirm in a written [contemplation of dismissal report](#) their reasons for recommending that your case be heard at a formal attendance hearing.
64. You will be required to attend a [formal attendance hearing](#), chaired by a service director or their nominee to consider your continued employment. The consequences of which may lead to dismissal.

Stage 4 – formal attendance hearing

65. You will be required to attend a formal attendance hearing if there is no defined reason for you not returning to work including:

- all alternative options (listed above) are not suitable
 - or you have refused a suitable alternative offer of employment
66. You will be given 10 working day's written notice of the hearing and you will have the [right to be accompanied](#).
67. The formal attendance hearing will be chaired by a service director or their nominee.
68. A letter confirming the decision will be sent to you within 5 working days of the meeting.
69. The outcome of the formal attendance hearing may result in any of the sanctions of the disciplinary policy including dismissal.

Appeals

70. You have the right to appeal in accordance with the council's [appeals policy and procedure](#).
71. You must state in your appeal whether you wish to appeal against the finding of misconduct, capability and/or the form of action decided upon.

Non-attendance at sickness meetings

72. Whilst Wiltshire Council will take all reasonable steps to assist you to return to work, it is not possible to wait indefinitely for your condition to improve.
73. You should be available for contact from your manager and to attend meetings during your normal working hours.
74. If you fail to attend a sickness meeting, you will be contacted to establish the reason for the non-attendance and you will be informed in writing of the rescheduled meeting.
75. If you fail to attend the re-scheduled meeting or fail to give reasons for your non-attendance the meeting may proceed in your absence. Your case will be referred to occupational health to obtain up to date details of your sickness and a decision may be taken on the basis of the available evidence.
76. If you are absent from work due to stress/depression, the council will look to follow these guidelines as it is in the best interests of all parties to not delay decisions relating to absence.

Disability and sickness absence

77. The Disability Discrimination Act defines a disabled person as someone 'who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities'.
78. If you wish to do so, you are able to declare your disability by completing the [disability declaration form](#).
79. Should you feel that you have a disability as defined by the Disability Discrimination Act you should inform your manager who should take specialist advice by contacting an HR advisor.
80. If you are off sick due to your disability/impairment your absence will be recorded (in addition to SAP) by completing the disability leave and sickness form.
81. If you have a disability, Wiltshire Council is required by law to make reasonable adjustments in the workplace. Reasonable adjustments may include (but are not limited to):
 - provision of additional software or equipment such as a special chair, screen or an adapted keyboard
 - allowing a more flexible approach to working hours such as changing start and finish times at work or changing the actual hours of work
 - changing the working environment (e.g. making a door easier to open or changing the height of shelves)
 - providing assistance (e.g. a support worker or a British sign language interpreter)

Disability and time off to attend appointments

82. If you have a disability as defined by the Disability Discrimination Act you may request to take time to attend an appointment relating to your impairment/disability by completing the [disability leave and sickness form](#). The time off will not be recorded as sickness absence and your manager will record this time taken separately.
83. It is reasonable to authorise up to 20 episodes in a year for time off to attend in an appointment relating to your impairment/disability. This will be agreed based upon business requirements. You will be required to provide your manager with a doctor's note outlining the circumstances.
84. Time taken should be used for appointments or hospitalisation including (but not limited to):

- hospital, doctor or complementary medicine practitioner appointments or treatment
- assessment/tests
- training with guide/hearing/assistance dog
- recovery time after a blood transfusion or dialysis treatment
- counselling/therapeutic treatment

85. For further information please refer to the [commitment to disability at work](#) information on HR Online.

Accessing and maintaining sickness records

86. Accurate records are not only mandatory for statutory sick pay but are essential for monitoring sickness/absence. Your manager will be responsible for monitoring sickness absence on an individual and group basis. All information will be processed in accordance with the Data Protection Act 1998.

87. Under the Access to Medical Records Act 1988 it is not possible for occupational health to request a medical report from any doctor who is responsible for your physical or mental health without your consent. You may be required to complete the [access to medical reports consent form](#). If you give this consent you also have the right:

- to see the medical report before it is supplied to occupational health
- to ask the doctor to amend any part of the report which you consider to be inaccurate or misleading
- if the doctor declines to amend the report, to attach a written statement giving your views on its content
- to withhold your consent to the report being supplied

Injury / ill health through work activities

88. You have a responsibility for reporting all accidents or incidents at work and any work-related ill health. You should notify your manager and complete the appropriate form:

- for accidents and near misses resulting in injury and where no injury has been sustained must be reported by using the [accident and near miss investigation form](#)
- for incidents of verbal abuse, assault and anti-social behaviour which cause injury or distress must be reported using the [personal incident reporting form](#)

Third party claims

89. If you are absent due to an accident or injury involving a third party where damages may be recoverable (i.e. road accidents) you will need to complete the [potential third party claim form](#).
90. In these circumstances, your normal sick pay may be regarded as a loan, pending receipt of damages from a third party. If your claim is successful and you receive damages, you will be required to refund any sickness pay received up to the total sickness allowance paid.
91. Where sickness allowance is repaid, the period of absence will be excluded from the calculation of future periods of sickness allowance.

Medical suspension

92. In certain circumstances your manager may be required to suspend you from work on medical/health and safety grounds if they perceive there to be a risk either to you or others.
93. If you return to work and your manager feels that you are unfit to carry out your job role despite you stating that you are fit, they may decide to suspend you on medical grounds.
94. Your manager will discuss their concerns with you and seek advice from HR and occupational health.
95. You have the right to appeal against this decision in line with the grievance procedure.

Holiday entitlement during sickness absence

96. You will be entitled to accrue the statutory level of holiday entitlement during periods of sickness absence.
97. If you have a pre-booked holiday or wish to take annual leave during a period of sickness absence, you must inform your line manager so that your sick pay can be suspended. On return from annual leave, sick pay will re-commence.
98. If you are unable to use your accrued holiday entitlement during a period of sickness absence this may be carried over to the next year.
99. If you fall ill during a period of annual leave you may request to reschedule this leave at a later date. You must contact your line manager to confirm your sickness whilst on annual leave and follow the sickness reporting procedures.

Sick pay entitlement

100. Entitlement to occupational sick pay is determined by the conditions of employment under which you are employed and your length of service with local government. The maximum payable in any one 12 month period are:

During your 1 st year of service	1 month full pay (and after completing 4 months service you will receive 2 months half pay)
During your 2 nd year of service	2 months full pay and 2 months half pay
During your 3 rd year of service	4 months full pay and 4 months half pay
During your 4 th and 5 th 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

101. Statutory Sick Pay is paid as part of your sick pay whilst you are in receipt of your full pay entitlement. It is paid in addition to your sick pay when your entitlement reduces to half pay, as long as when the two amounts are added together they do not exceed your normal pay.
102. If you are employed on a temporary contract of less than 13 weeks duration and you have less than 13 weeks continuous service, you will not be entitled to occupational sick pay but may be entitled to Statutory Sick Pay. You should contact the [Department for Work and Pensions](#) (DWP) for further information.
103. If you are a new employee, Statutory Sick Pay may be affected by payments made to you by a previous employer. If you were issued with a leaver's statement form SSP 1(L), you should notify your manager on your appointment with Wiltshire Council. If you fall sick for 4 days or more within the first 8 weeks of employment you must pass this statement to your manager no later than the seventh day of absence.
104. In certain circumstances, Statutory Sick Pay will not be payable by the council. If you are excluded from Statutory Sick Pay, you may be entitled to other sickness benefits. Your entitlement will depend on the national insurance contributions which you have paid, and you should contact the [Department for Work and Pensions](#) (DWP) for further information.
105. If you are on sick leave and in receipt of sick pay you are unable to take paid employment elsewhere (outside of Wiltshire Council). This may result in any of the sanctions of the [disciplinary policy](#) including dismissal.

106. If you hold multiple contracts with Wiltshire Council the nature of your illness will be considered to determine whether you are able to carry out these roles.

Medical appointments

107. Every effort should be made to attend medical appointments (i.e. Doctor / Dentist appointments) in your own time. If this is not possible, how this time is taken should be agreed with your line manager.
108. If you need to attend an appointment (for example treatment at hospital as an outpatient) this should be recorded as sickness absence.
109. If you have a pre-planned appointment such as a scheduled operation this should be recorded as sickness absence. You should inform your manager as soon as possible of the arrangements.

Medical advice

110. Suggestions from doctors relating to support are provided as advice only and are not binding. In circumstances where occupational health advice recommends an alternative approach, this advice will take precedence over that of the doctor. It is for the employer to make the final decision as to whether the support identified by the doctor can be accommodated.
111. If it is not possible to accommodate the doctor's advice regarding support your manager will explain this and agree a review date or return to work date. In these circumstances the fit note will be regarded as if the advice had been 'not fit for work' and you will be referred to occupational health for an assessment.
112. It would be impractical to obtain advice from occupational health on all cases involving adjustments recommended by medical practitioners. Your manager will discuss this with you and planned returns to work should be based on operational requirements and common sense. In complex cases or cases where you are not able to return to your full contractual duties within the agreed timeframe or no agreement can be reached then your manager should seek further advice from your HR advisor or occupational health.

Roles and responsibilities

Employee responsibilities

113. You have a responsibility to co-operate with the procedures within this policy and to engage with the process at all times including:
- attending work regularly and to only make use of the sickness procedures when you are genuinely too ill to come to work
 - appropriately notifying your manager if you are not able to attend for work
 - maintaining regular contact with your manager whilst absent and advising them of any changes to your condition and attending meetings as and when required
 - sending in fit notes / medical notes to your manager in line with the policy and procedure
 - attending for occupational health assessments in support of your health
 - reporting any concerns that you have that might have a detrimental effect on your health, well being and ability to attend for work
 - not engaging in activities or work elsewhere while you are absent that might have a detrimental impact on your recovery or that is some way not conducive to supporting your return to work

Line manager responsibilities

114. All line managers have a responsibility to apply this policy and procedure fairly and consistently to promote good health for their employees and to identify and remove significant risks from their work and working environment including:
- following the health, safety and welfare policy procedures and advice of the council
 - communicating the absence management policy to all employees and ensuring that they are aware of the sickness reporting procedure
 - ensuring that employees know the department's protocol for notifying/confirming their sickness absence
 - maintaining contact with absent employees on a regular basis
 - conducting return to work interviews with each employee after each period of absence
 - monitoring the sickness absence levels of employees individually and as a group to identify where patterns of absence appear
 - considering the advice from occupational health and to decide on and implement the appropriate action with advice from HR if required
 - discussing the occupational health report with employees
 - investigating any absences not covered by a fit note if the reason for absence is in doubt

- maintaining a record of all absence management discussions with your employees. These records should be maintained for a period of 12 months.
- processing all information in relation to employee absence in accordance with the Data Protection Act 1998.

HR responsibilities

115. The role of HR is to promote advice and guidance on this policy and procedure and to support the line manager where appropriate. This may include attending formal absence meetings when required in complex cases.

Occupational health responsibilities

116. Occupational health has a responsibility for providing a professional assessment of the physical and psychological health of employees and their ability to carry out the tasks required of the job, keeping accurate records and providing suitable reports.
117. Occupational health (with your permission) may seek further medical information about your condition from your doctor or medical specialist, to ensure the most appropriate recommendations are forwarded to your manager to maximise the support for you at work.
118. Occupational health is not a treatment service, but an advisory service. Following your occupational health assessment a confidential report will be provided to your manager with information to allow decisions to be made to support your health at work. You are entitled to have a copy of this report. It is the responsibility of the manager to make decisions regarding appropriate action and implementation of the recommendations of occupational health.

Frequently asked questions

119. How do I report my absence?

You should telephone your line manager or nominee giving the reason(s) for the absence as early as possible on the first day of sickness within the required time set by your department. It is not acceptable to give a message/send a text to a friend or colleague concerning your absence.

120. How/when should I maintain contact with my manager during my absence?

You should agree with your manager when you will next make contact during your absence. As a guide you should telephone again on the fourth and eighth day (including non-work days and weekends) of absence. If the fourth and eighth day of absence falls on a weekend then you should contact your manager on the following Monday. You should be available during your normal working hours.

121. Can I take annual leave whilst I am on sick leave?

You may take annual leave whilst you are absent. You must inform your manager of this intention so that they can make arrangements for this. Your sick pay will be suspended for the period of your annual leave to enable this time to be accredited as annual leave. On return from annual leave, sick pay will commence again.

122. What if I have accrued annual leave entitlement during my sickness absence – will I be able to carry the leave over to the next leave year?

If you have accrued annual leave entitlement during your sickness absence and you are unable to take this, you may carry the leave over to the next leave year. You must inform your manager to make arrangements for this.

123. I am a part time employee on long term sickness absence. How will my entitlement to annual leave be calculated during the period of sickness?

You will receive a pro-rata entitlement to annual leave as normal. For example, regardless of your work pattern for the week, if you request to take a week annual leave whilst on sick leave your entitlement to sick pay will be extended by one full week.

124. What will happen if I fail to follow the absence management policy?

If you do not follow the procedures outlined in the absence management policy you may lose your entitlement to statutory sick pay or occupational sickness allowance or both for all or part of your absence. You may also be subject to action under the disciplinary policy.

125. Will I be notified of the reduction in my sickness allowance or will it automatically be reduced?

Payroll has a policy of writing to employees to warn you before your sickness allowance is reduced.

126. I have attended a return to work interview following each of my sickness absences. Will my manager take formal action?

At each return to work interview your manager should decide whether formal action is required depending on whether your absence level has reached the trigger level over the previous year/six month period. If this is the case, your manager will advise you that formal action in the form of a formal sickness advisory meeting will take place.

127. If I have reached a trigger level and formal action has been taken how will I know if my attendance meets the required standard?

After every sickness absence, your manager will conduct a return to work interview to discuss each period of absence during the monitoring period (usually 3 months). Trigger levels will be used so that your manager can assess whether your attendance level has improved and whether any action is required.

128. What should I do if I have a pre-planned operation?

Sickness absence should be used if you have a pre-planned operation. You should inform your manager as soon as possible so they can make arrangements for this.

129. I have a disability and need to attend hospital appointments. How should this be recorded?

You may be granted up to 20 episodes per year to attend appointments in relation to your disability/impairment. Your manager will agree this on a case by case basis and it will be based upon business requirements.

Definitions

Underlying health cause – an identifiable health condition that is experienced by an individual and which might cause either long or frequent short term absences. Examples include significant medical conditions such as clinical depression, back conditions or injuries, multiple sclerosis, breaks or fractures to bones.

No underlying health cause – a period or pattern of sickness for which there is no common main health cause or evidence of a specific underlying health cause. Examples include lots of short-term sickness periods.

Agreed / required time – each department will determine the time by which notification of absence is required. For most services this will normally be within one hour of your usual start time.

Trigger point – when reached by an employee, managers are required to consider whether they will take action. Trigger levels ensure that absence monitoring treats everybody fairly and highlights when additional action to manage attendance is required. These levels are a guide to when action should be taken but should also be used as the standard to establish if an employee is back to maintaining an acceptable standard of attendance.

Equal Opportunities

This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

Managers will make any necessary adjustments to ensure that all employees are treated equally. For further information see the guidance on [equal opportunities in absence management](#).

Further advice and information

There are a number of related policies and procedures that you should be aware of including:

Disciplinary Procedure
Capability Procedure

[Employee well being](#)
[Time off for family emergencies](#)
[Leave for carers](#)
[Religious beliefs and practices](#)

[Access to Work](#) can provide advice and support regarding reasonable adjustments. Contact by telephone on 02920 423 291 or textphone 02920 644 886.

The council's [equality and diversity team](#) are happy to offer support on equality issues affecting any groups of staff.

For further information please speak to your manager, or contact your [HR advisor](#)

There is also a [toolkit](#) including manager guidance and supporting documents to use when following this policy and procedure.

Policy author	HR Policy and Reward Team – (LB)
Policy last updated/implemented	24 November 2010

Absence Management Policy and Procedure Toolkit

A toolkit providing further information including template letters, forms and manager's guidance is provided with this policy. The information in this toolkit is detailed below, and can also be accessed via links in the policy.

This toolkit includes:

[Guidance for managers](#)

[Managing short term sickness absence flowchart](#)

[Managing long term sickness absence flowchart](#)

[Guidance on the right to be accompanied](#)

[Equal opportunities in absence management](#)

[Phased return plan](#)

[Disability leave and sickness form](#)

[Maintaining contact template](#)

[Failure to submit fit note template letter](#)

[Invite to formal sickness advisory meeting template letter](#)

[Prep notes for formal sickness advisory meeting template](#)

[Outcome of first formal sickness advisory meeting template letter](#)

[Outcome of second formal sickness advisory meeting template letter](#)

[Outcome of third formal sickness advisory meeting \(short term\) template letter](#)

[Outcome of third formal sickness advisory meeting \(long term\) template letter](#)

[Outcome of formal attendance hearing](#)

[Contemplation of dismissal checklist](#)

[Formal attendance hearing report](#)

Occupational health referral guidance notes

Information on [how to report sickness](#) is also available for employees

Guidance for Managers

This guidance should be read in conjunction with the [absence management policy and procedure](#) for the management of all health and sickness issues. It provides information on:

- [Reporting sickness absence](#)
- [Entering sickness absence on SAP](#)
- [Fit notes](#)
- [Maintaining contact whilst an employee is absent](#)
- [Conducting a return to work interview](#)
- [Managing short term sickness absence](#)
 - [Stage 1 – first formal sickness advisory meeting](#)
 - [Stage 2 – second formal sickness advisory meeting](#)
 - [Stage 3 – third formal sickness advisory meeting](#)
 - [Stage 4 – formal attendance hearing](#)
- [Managing long term sickness absence](#)
 - [Stage 1 – first formal sickness advisory meeting](#)
 - [Stage 2 – second formal sickness advisory meeting](#)
 - [Stage 3 – third formal sickness advisory meeting](#)
 - [Stage 4 – formal attendance hearing](#)
- [Reasonable adjustments](#)
- [Disability and sickness absence](#)
- [Disability and time off to attend appointments](#)
- [Home visits](#)
- [Holiday entitlement during sickness absence](#)

Information on [how to report sickness](#) is also available for employees

Reporting sickness absence

1. You should inform your team of [how to report sickness](#) and the agreed time within your team or department before which an employee must report their absence. You should include reporting arrangements for employees in your absence. It may be appropriate for the employee to contact either your deputy or direct line manager.
2. Contact should then be at regular intervals throughout the period of absence and the employee should be available and contactable during their normal contractual hours.
3. From the 8th calendar day of sickness absence a medical statement of fitness for work (fit note) will be required, signed by a registered doctor and with a reason for absence. You should complete the [fit note submission form](#) and send both documents to SST payroll each time a fit note is received whilst the employee is absent.

Entering sickness absence on SAP

4. Once you receive a telephone call from your employee stating that they will be absent you should enter the details on to SAP via MSS using end date 31.12.9999.
5. If the absence is for 8 days or more you must receive a fit note from the employee. You do not need to amend SAP as the end date will already be input as 31.12.9999.
6. On the employee's return to work, you should amend the last day of their absence on SAP.
7. If the employee is off sick because of their disability/impairment this should also be recorded on the disability leave and sickness form.
8. You should regularly run MSS absence trigger reports to enable you to take appropriate absence management action as detailed in the policy and procedure.
9. For further guidance please access the [SAP guidelines](#).

Fit notes

10. The fit note allows doctors to advise on an employee's ability to carry out their role. It should advise you that:
 - the employee is not fit for work – they have a condition preventing them from working for the stated period of time OR
 - the employee may be fit for work taking in to account the advice given through a phased return, altered hours, amended duties or workplace adaptations
11. You should complete the [fit note submission form](#), attaching the fit note and forward to SST payroll.
12. You should discuss the fit note with your employee and you will need to consider the information provided to determine the options and any appropriate action. You should liaise with your HR advisor or occupational health if appropriate. You are able to decide not to implement these recommendations if they do not meet with the operational requirements of your team.
13. A fit note must be received for every period of absence from the 8th day of absence onwards and should run consecutively without any missing periods. You should only accept a backdated fit note in exceptional circumstances and should discuss this with your HR advisor if required.

14. If an employee fails to submit a fit note whilst absent you should contact them to determine the reasons why. If appropriate, you should write to them using the [failure to submit a fit note](#) template letter.

Maintaining contact whilst an employee is absent

15. If an employee calls in sick it is important that you as their line manager take the call personally. You should:
 - determine the nature of the illness and an expected date of return to work
 - agree when the next contact should be and who should initiate this
 - determine whether there is anything that you can do to help in the employee's absence
16. You should ensure that the employee understands their responsibility for maintaining contact whilst absent.
17. You must ensure that you maintain a reasonable level of contact with the employee throughout their absence so that action can be taken quickly. Future contact should include:
 - checking understanding of the absence management policy and procedure
 - providing the employee a chance to explain the problem and what is happening
 - asking whether there is anything that can be done to help and review their needs / wishes for support
 - reassurance about practical issues such as their job security, sick pay allowances etc
 - information on their likely return date so that you are able to plan cover for their absence. If the employee has visited a doctor, what is the medical advice given
 - maintaining an accurate record of the contact made with the employee. A [record template](#) has been provided to assist you with this process.
18. You should avoid putting pressure on the employee to name a return date as they may not know when they are likely to be fit to return to work or to divulge personal/medical information that they may feel uncomfortable in doing so.
19. If an employee refuses contact whilst they are absent from work you should seek advice from your HR advisor.

Conducting a return to work interview

20. After every episode of sickness a return to work interview should be carried out as early as possible on the day of return to work.
21. The aim of this discussion is to be supportive and allows any factors that might be contributing to absence to be identified and appropriate action taken. Possible factors include:
 - difficulty in finding a balance between work and home life
 - personal problems that are having an impact on health
 - a health and safety issue in the workplace
 - a form of work related stress
 - difficult working relationships with colleagues
 - reaction to changes in the workplace
22. The meeting should be carried out privately and where you will not be interrupted to allow for sickness issues to be discussed. Please see the [guidance on preparing and running meetings](#) for further information.
23. Before the meeting you should produce a copy of the employee's absence record for the last 12 months from SAP so that you are fully aware of their recent absence history.
24. The [return to work interview form](#) should be completed and maintained (preferably electronically) for a period of 12 months. Paper copies should be scanned if available to be stored electronically. If you have completed the form electronically you should email the completed form to the employee for them to forward back to you. You should retain a copy of the email and completed form as proof of their acceptance/sign off.
25. If the employee is off sick because of their disability/impairment this should be identified on the return to work interview form.
26. In most cases a short discussion should be adequate but as a guide, each meeting should cover:
 - a brief welcome back and check on how they are feeling / coping
 - the reason for the sickness absence (if the employee is prepared to disclose this to you) and to discuss the steps taken to recover such as seeking advice from the employee / receiving treatment etc
 - feelings about returning to work
 - an update on what has happened while the employee has been away
 - agreeing any steps / follow up actions that may be required after the meeting. This could include; a referral to occupational health / a review of working practices, a revised work station / health and safety risk assessment, purchase of specialist equipment /

protective clothing or obtaining further advice regarding reasonable adjustments

- an opportunity for the employee to discuss any concerns or raise any questions
- if there is an underlying absence pattern, a sensitive discussion about what might be causing this

27. If you feel that the employee is still unfit to return to work despite their wish to return you may be able to suspend them from work on medical/health and safety grounds.
28. You must discuss your concerns with the employee and seek advice from HR and occupational health before any decision is made.

Managing short term sickness absence

Stage 1 – first formal sickness advisory meeting

29. If the employee reaches a trigger point or you have concerns with their attendance you should invite them to attend a formal sickness advisory meeting.
30. You should consider a trigger point or sickness that causes concern as the level of non-attendance that is so disruptive that it affects efficient service delivery and places extra pressure on other employees. Examples include sickness absences frequently coinciding with sporting events, school-in service days, before or after bank holidays/weekends or absences always occurring on the same day each week.
31. You should discuss the case and agree the management response with an HR advisor to maintain consistency before conducting the first formal sickness advisory meeting.
32. If the employee is covered by the DDA you should discuss their case with your HR advisor to determine appropriate action.
33. You should [plan](#) the points that you wish to discuss with the employee and should make sure you have the appropriate information such as:
 - notes of any previous meetings/return to work interviews
 - the attendance record since then
 - any medical reports
34. Your discussion with the employee should include:
 - reasons why the level of attendance is unacceptable with regards to the operational requirements of the team and the impact of their absence
 - opportunity to talk through the employees' explanations or concerns and to ask questions

- identifying support mechanisms to help improve attendance
 - actions that the employee should take to improve their attendance level and the expectations of them in the future
 - next steps and consequences if attendance does not improve in attending a formal attendance hearing to consider the employee's employment.
35. You should set a monitoring/review period (between 6-12 weeks) for the employee to make the required improvement.
36. You should document the meeting making a note of any discussions using the [meeting notes template](#). These notes may be relied upon at a later date.
37. If appropriate you should refer the employee to occupational health by completing the [occupational health referral form](#) explaining the reasons for their referral. You should ensure that their address and contact details are up to date in completing this form and for further information on the process access the [occupational health referral guidance](#).
38. Once complete, you should send the form either by post or email occhealth@wiltshire.gov.uk marked private and confidential.
39. You should confirm the meeting outcome in writing with the employee and should include:
- the concerns or issues raised
 - the improvement expected
 - the actions agreed
 - the monitoring/review period set
 - an agreed anticipated date of return (if this was discussed)
 - the consequences of failing to meet targets
 - any other relevant points

Stage 2 – second formal sickness advisory meeting

40. You should arrange a second formal sickness advisory meeting with the employee to discuss the occupational health report and to determine whether any action is required.
41. You should confirm the meeting outcome in writing with the employee.

Stage 3 – third formal sickness advisory meeting

42. You should invite the employee to attend a third formal sickness advisory meeting at the end of the review period to identify whether they have made an improvement.
43. If the required improvement has been reached the formal process will cease providing there is no repetition of poor attendance at work

without an underlying health reason within the next 12 months. You should confirm this in writing with the employee.

44. If the required improvement and attendance has not been reached you should wither decide whether to extend the review period for 1 month or contemplate a formal attendance hearing. You should confirm this in writing with the employee.
45. If the required improvement has been reached but a repetition of sickness absence without an underlying health cause occurs within 12 months you should decide whether to put in place a further 3 month review or arrange a [formal attendance hearing](#).

Stage 4 – formal attendance hearing

46. If the required improvements in attendance have not been reached or there has been a repetition of short term absence within 12 months you should confirm in a written [contemplation of dismissal report](#) the reasons for recommending a formal attendance hearing.
47. You should give the employee 10 working day's written notice of the hearing and the [right to be accompanied](#).
48. The formal attendance hearing will be chaired by a service director or their nominee where the outcome may result in any of the sanctions of the disciplinary policy including dismissal.
49. A letter confirming the decision will be sent to the employee within 5 working days of the meeting.

Appeals

50. The employee has the right to appeal in accordance with the council's [appeals policy and procedure](#).

Managing long term sickness absence

Stage 1 – first formal sickness advisory meeting

51. If the employee reaches a trigger point or you have concerns with their attendance you should invite them to attend a formal sickness advisory meeting.
52. You should discuss the case and agree the management response with an HR advisor to maintain consistency before conducting the first formal sickness advisory meeting.
53. If the employee is covered by the DDA you should discuss their case with your HR advisor to determine appropriate action.

54. Your discussion with the employee should include:
- your concerns regarding their level of attendance
 - opportunity to talk through the employees' concerns
 - identifying support mechanisms such as reasonable adjustments to help improve attendance
 - actions that the employee should take to improve their attendance level and the expectations of them in the future and timescales for their return to work
 - alternative options as stated in the absence management policy and procedure to enable a return to work (return to existing post on a phased return basis, return to existing post with reasonable adjustments, redeployment or application for retirement on the grounds of ill health)
 - next steps and consequences including progression to a formal attendance hearing to consider the employee's employment.
55. You should document the meeting making a note of any discussions using the [meeting notes template](#). These notes may be relied upon at a later date.
56. If appropriate you should refer the employee to occupational health by completing the [occupational health referral form](#) explaining the reasons for their referral. You should ensure that their address and contact details are up to date in completing this form and for further information on the process access the [occupational health referral guidance](#).
57. Once complete, you should send the form either by post or email occhealth@wiltshire.gov.uk marked private and confidential.
58. You should confirm the meeting outcome in writing with the employee and should include:
- the concerns or issues raised
 - the improvement expected
 - the actions agreed
 - the monitoring/review period set
 - an agreed anticipated date of return (if this was discussed)
 - the consequences of failing to meet targets
 - any other relevant points

Stage 2 – second formal sickness advisory meeting

59. Once you have received the occupational health report, you should meet with the employee to discuss the occupational health advice and to explore the options available under the absence management policy and procedure.

60. You should inform the employee that outcomes (other than a full return) have to be fully explored and it may be necessary to end the contract of employment (at a formal attendance hearing).
61. If the employee has an underlying health cause that may meet the requirements of the Disability Discrimination Act you must ensure that an assessment is carried out and any reasonable adjustments considered. You should discuss the assessment with your HR advisor particularly where the case is complex to ensure compliance with the Act.
62. The assessment and any recommendations for reasonable adjustments must be fully considered before organising a formal attendance hearing.
63. You should refer to the information on reasonable adjustments for further details or access the [commitment to disability at work](#) information on HR Online.
64. Depending on the nature of the absence further occupational health referrals may be required throughout the process. This will ensure that your decisions regarding the employee take account of relevant and up to date medical information.

Option 1 – further period of review

65. You may need to arrange a further review period of up to 12 weeks absence so that progress can be reviewed. This will enable the employee to seek treatment if required and aid their recovery.
66. You should arrange for a further referral to occupational health if appropriate so that an up to date assessment of the employee's health can be made and to identify timescales and prospects of a return to work.
67. Following this review period and occupational health referral (if appropriate) you should arrange a further formal sickness advisory meeting to discuss the progress.

Option 2 – return to existing post (including phased return to work)

68. A phased return to work should usually aim to achieve an effective return to work between 2-6 weeks. Occupational health will usually advise a phased return to work for you to determine whether arrangements can be accommodated.
69. You should meet with the employee to:
 - consider the recommendations from occupational health and the requirements of the team balanced against the requirements of the employee

- consider any health and safety implications
 - consider any [reasonable adjustments](#) that may need to be made
70. A [phased return to work plan](#) should be completed and the dates of regular review meeting(s) agreed so that progress during the phased return can be monitored. The return to work plan should include:
- Attendance – the days and hours/shift pattern to be worked
 - Duties - the agreed duties do not always have to be part of their normal job. You may be able to get the employee back to the workplace elsewhere within the team
 - An increase in the workload in gradual increments over the agreed period of return to work
 - Agreed start and end dates for the phased period.
71. You should also consider the level of support that will be required by the employee and balance the requirements of the team against those of the employee returning to work.
72. A phased return should be agreed by all parties and the rest of the team should be briefed about the special arrangements that have been agreed to aid the employee's return to work.
73. An agreed programme does not have to be rigid. An employee may respond quickly and is ready to return to work on their contracted weekly hours sooner than anticipated, or they may take longer. As long as you continue to monitor and review any return to work programme then you will be able to respond as needed.
74. If the employee is absent because of illness on one of the days when he or she agreed to be at work during the phased return this should be recorded as sickness absence and will be paid at the appropriate sickness pay rate accordingly. Any absences should be discussed at your review meeting.
75. In exceptional circumstances the phased return can be extended beyond 6 weeks. Please contact your HR advisor for further advice. For the additional weeks (i.e. above 6) the level of payment that the employee receives will be adjusted depending on the hours that they work and the sick pay entitlement that they reached before returning to work.
76. If the phased return to work is unsuccessful or the employee returns to sickness absence and a 2nd phased return is recommended in a 12 month period you should discuss this with your HR advisor to determine how the 2nd phased return to work is paid and to explore further options.

Option 3 – return to existing post (with reasonable adjustments)

77. You should meet with the employee to consider the recommendations from occupational health and any [reasonable adjustments](#) that may need to be made.

Option 4 – ill health redeployment

78. If you have determined that it is not practical for the employee to return to their existing post you should consider redeploying them into another post. This must be mutually agreed.
79. Redeployment must only be considered after all the options have been determined as unsuitable and that you have followed the absence policy and procedure.
80. The employee should complete the redeployment form and follow the [redeployment process](#).
81. The employee will remain in the redeployment pool for a period of up to 12 weeks. If no suitable alternative employment is located, you should proceed with the remaining options within the absence management policy and procedure.

Option 5 – ill health retirement

82. After all of the options in managing sickness absence have been explored, occupational health may recommend permanent ill health retirement.
83. You must be able to prove/confirm that all other options have been fully considered before any recommendation by occupational health can take place.
84. You should refer to the [retirement information](#) on HR Online or the pensions service for further information.

Option 6 - termination of contract on the grounds of ill health

85. If there are no suitable alternative options (listed above) or a suitable alternative offer of employment has been refused you should consider terminating employment on the grounds of capability due to ill health.
86. You must be able to demonstrate that all the options have been considered and that there is no alternative before recommending dismissal by completing the [contemplation of dismissal checklist](#) and [contemplation of dismissal written report](#).

Stage 3 – third formal sickness advisory meeting

87. You should meet with the employee once it has been determined that there are no suitable alternative options as stated in the absence management policy and procedure. You should inform them of your intention to recommend a formal attendance hearing to discuss continuation of employment.

Stage 4 – formal attendance hearing

88. You must inform the employee in writing with 10 working day's notice of the hearing that they will be required to attend a formal attendance hearing to consider their continued employment with the council.
89. You should provide a brief summary of the sickness absence and action taken so far and the circumstances that have led to contemplating termination of their contract.

Appeals

90. The employee has the right to appeal in accordance with the council's [appeals policy and procedure](#).

Making reasonable adjustments

91. If the employee has a disability you are obliged to make reasonable adjustments in the workplace. Examples of reasonable adjustments include (but are not limited to):
- additional software
 - specialist equipment such as a special chair, computer screen or adapted keyboard
 - a flexible approach to working hours such as changing start and finish times or the actual hours of work
 - changing the working environment (e.g. changing the height of shelves or making a door easier to open)
 - assistance such as support workers or British sign language interpreters
 - allowance for hospital appointments
 - adjusting the job role to accommodate individual abilities
92. You should discuss reasonable adjustments with your employee to find out what would help so that any reasonable changes can be made to help the employee carry out their role.
93. For further information please refer to the [commitment to disability at work](#) information on HR Online.

Disability and sickness

94. If the employee is off sick due to their disability/impairment you should make note of their absence (in addition to updating SAP) on the disability leave and sickness form.

Disability and time off to attend appointments

95. If the employee has a disability and requires time to attend an appointment relating to this disability/impairment the time taken should be recorded separately to sickness absence. It should be recorded as disability leave. Please refer to the absence management policy for examples.
96. You should authorise time to attend appointments based upon both employee and operational requirements on the [disability leave and sickness form](#).

Conducting home visits

97. A home visit may be necessary in exceptional circumstances when the employee is unable or circumstances make it difficult for them to attend a meeting at either their own workplace or any other council office. A home visit will enable regular contact (either informal or formal) to be maintained throughout their absence.
98. You should only arrange a home visit with the agreement of the employee. Ultimately, as the meeting is to be held in the employee's home, it is up to the employee to decide whom he or she wants to invite in.
99. An informal visit i.e. held to ensure both parties are kept up to date on developments relating to the employee's absence, will normally only require one manager to visit the employee.
100. The employee will however be able to have other family members/friends present at the meeting since it is being held within their own home. Whenever possible you should ensure the employee knows the manager or supervisor conducting the visit.
101. The meeting should be documented using the [meeting notes template](#) and a [letter](#) detailing the main issues and actions should be sent to the employee following the home visit.

Holiday entitlement during sickness absence

102. If an employee informs you that they have a pre-booked holiday or wish to take annual leave during a period of sickness absence you must notify payroll. This will ensure that sick pay can be temporarily suspended and the period accredited as annual leave and SAP amended accordingly.

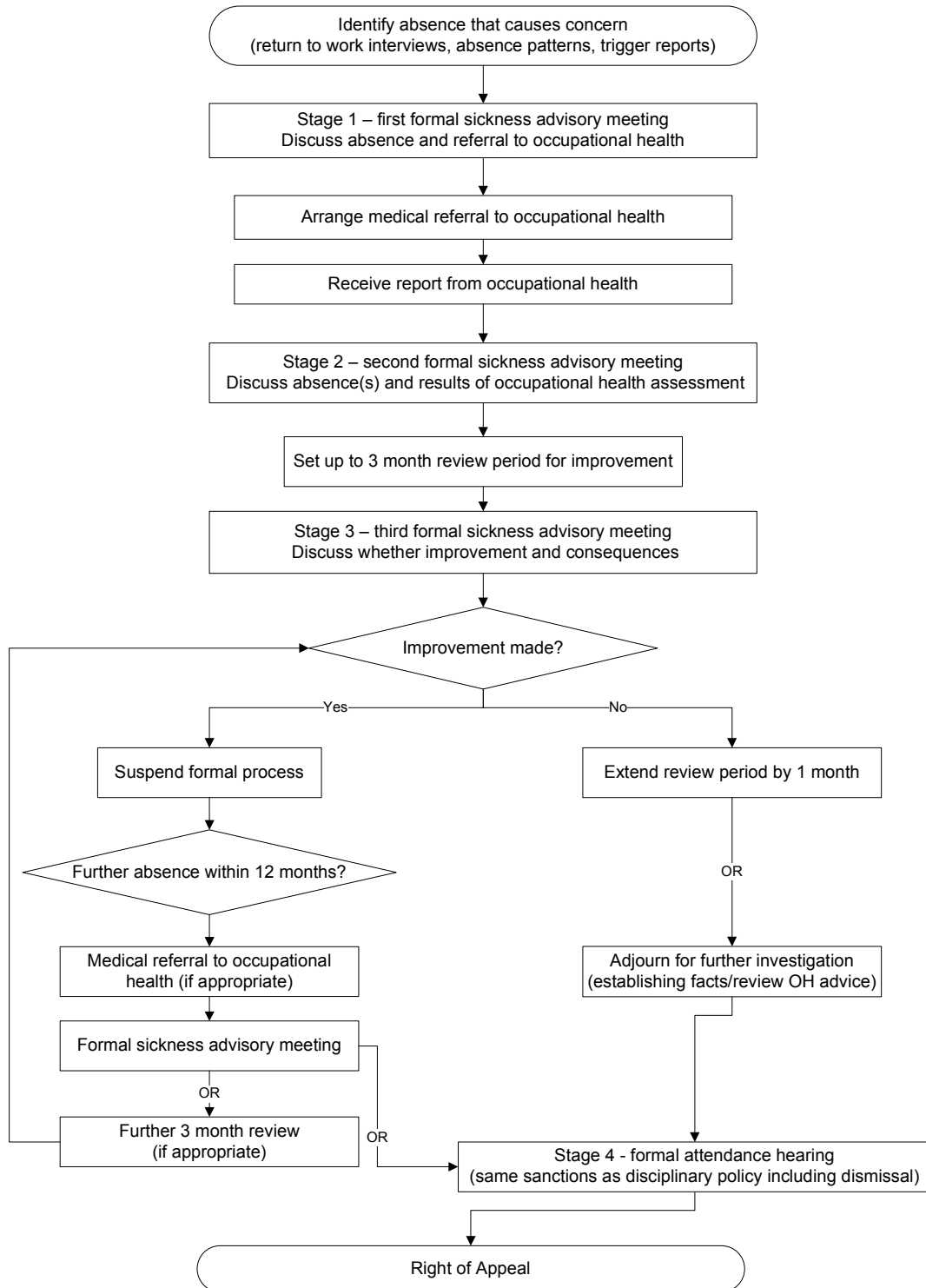
103. If an employee is unable to use their accrued holiday entitlement during a period of sickness absence this may be carried over to the next year. You should agree with the employee an appropriate timeframe for taking any carried over leave based upon operational requirements.

Employee guidance - how to report sickness absence

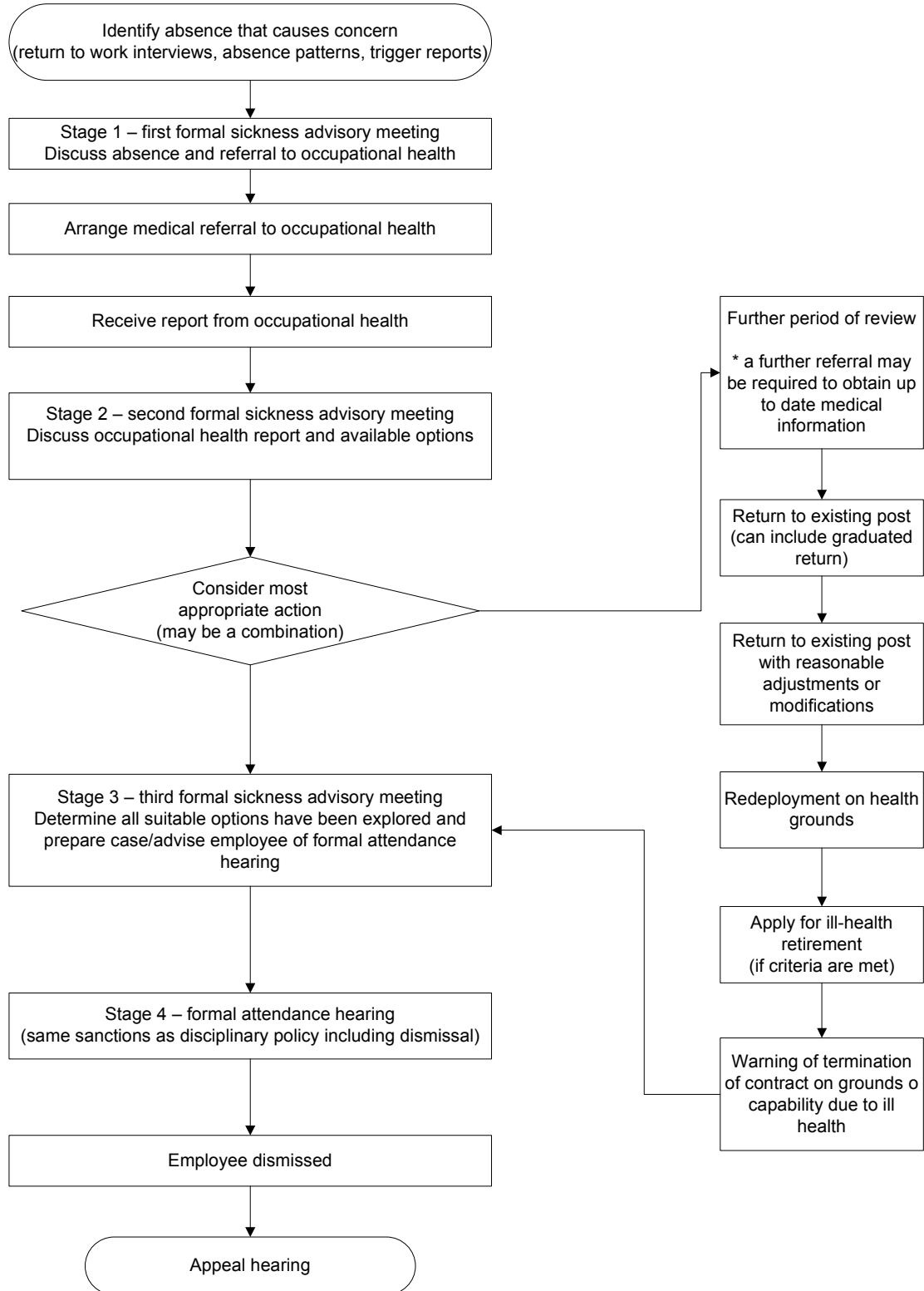
1. If you are physically able, you should telephone your line manager giving the reasons for your absence on the first day of your sickness, and within the agreed time that has been set out for your department. For most services this time will normally be within one hour of your usual start time but you should ask your manager for further information on this agreed time.
2. It is not acceptable to give a message/send a text to a friend or colleague concerning your absence.
3. You must provide your manager with an idea of when you think you will return to work. It is also helpful to let them know if you have been to a doctor and what your doctor has said.
4. If you continue to be absent you must maintain contact with your manager and agree with them when your next contact will be. As a guide you should telephone them again on the fourth and eighth day of your absence. This includes non-work days and weekends.
5. If your absence extends beyond 7 days, you need to submit a medical statement of fitness for work (fit note) signed by a registered doctor to cover you from day 8 onwards. The fit note will either indicate that you are not fit for work or that you may be fit for work with suggested support. It should also give information about your condition, the date you were seen by the doctor and the period of time you need to refrain from work and/or require support.
6. If your absence continues you must send your manager a new fit note as and when the previous fit note expires, with no missing periods. Backdated fit notes are not acceptable unless in exceptional circumstances.
7. Your manager will arrange to meet with you if your fit note indicates that you may be fit for work with support in order to explore arrangements and to confirm whether this is possible. Your manager may decide not to implement the arrangements identified on the fit note if they are not compatible with operational requirements.
8. When you return to work after every period of absence, your manager will arrange a return to work interview and will complete a return to work interview form.

If you fail to follow these procedures, your absence will be managed under the [absence management policy and procedure](#).

Absence Management Policy and Procedure
Managing Short Term Sickness Absence



Absence Management Policy and Procedure Managing Long Term Sickness Absence



Guidance notes - the right to be accompanied

Employees attending informal discussions, counselling sessions and investigatory meetings do not have the right to be accompanied.

Any request to be accompanied at such a meeting will be considered by the manager leading the meeting on an individual basis and will normally be refused unless there are particular circumstances which warrant it.

Employees have a right to be accompanied to formal meetings which are likely to result in:

- a formal warning being issued;
- the taking of some other disciplinary action (such as suspension without pay, demotion or dismissal) or other action;
- the confirmation of a warning or some other disciplinary action (such as an appeal hearing).

Employees should be informed of this right when they are notified of the meeting.

The employee must tell the meeting organiser in advance who they will be accompanied by.

Employees may choose to be accompanied by:

- A work colleague;
- A trade union representative (certified by their union as being competent to accompany an employee);
- An official employed by a trade union.

Employees must make a reasonable request to be accompanied. What is reasonable will depend on the circumstances of each individual case.

It would not be reasonable for an employee to insist on being accompanied by a companion whose presence would prejudice the hearing or who may have a conflict of interest (for example a work colleague who is also a witness in the case)

Nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone suitable and willing was available on site.

The employee's companion may:

- address the hearing to put and sum up the employee's case;
- respond on behalf of the employee to any views expressed at the meeting;
- call an adjournment and confer with the employee during the hearing.

The companion may not:

- answer questions on the employee's behalf;
- address the hearing if the employee does not want them to;
- prevent the employer from explaining their case.

Wherever possible the availability of the employee's chosen companion should be considered when arranging the date and time of the meeting.

If the companion cannot attend on the proposed date the employee should suggest an alternative time or date so long as it is reasonable and not more than 5 working days after the original date.

Right to time off to represent an employee

An employee who has agreed to accompany a colleague is entitled to a reasonable amount of paid time off to fulfil that responsibility.

This should include time to familiarise themselves with the case, confer with their colleague before and after the meeting and to attend the hearing

The representative must speak to their manager to request time off to fulfil their role.

The manager has the right to refuse if not given sufficient notice or if unable to cover the absence. However they should not unreasonably prevent the employee from attending.

Fellow workers or trade union officials do not have to accept a request to accompany an employee, and they should not be pressurised to do so.

Reasonable adjustments

If either the employee, or their companion, has a disability then reasonable adjustments should be made to ensure they are able to fully participate in the meeting.

This may include holding the meeting in an accessible room, providing an interpreter/additional equipment or allowing extra breaks.

Guidance for managers - equal opportunities in absence management

Equality is not about everybody being treated in exactly the same way; it is about everybody having equal opportunities and removing barriers that stop this from happening.

Managers have a responsibility to consider whether:

- particular groups are more likely to be subject to the absence management policy and procedure;
- people from particular groups may be prevented from participating fully in the absence management process

and to look at whether there are adjustments that can be made to overcome these issues.

Adjustments may include:

- providing specialist equipment to allow an employee to carry out the duties required of the role such as an adapted keyboard for an employee with arthritis or a large screen for a visually impaired employee;
- allowing a disabled employee who has recently developed a condition to have more time off work to enable them to have rehabilitation.

Remember that where an employee has a protected characteristic as defined by the Equality Act 2010 we have a duty to make reasonable adjustments.

Some examples of inequality in absence management cases include:

A deaf employee is asked to attend a sickness hearing but states that they will find it impossible to participate.

You could ask the employee what adjustments could be made to improve their ability to participate. This could include arranging for a sign language interpreter to attend the meeting.

Further advice

There are two staff forums where staff can network and support each other:

Staff disability forum

If you have a disability or hidden impairment, your experiences will be valued in the forum. Members meet every other month to share information and resolve practical issues related to disability, as well as acting as a consultation group.

Black and minority ethnic forum

The forum is open to all employees across the council who consider themselves to be BME as well as other individuals who may be subject to discrimination and harassment on the basis of their own ethnicity, nationality or faith, or of those with whom they are associated. They also act as a consultation group.

Contact the [equality and diversity team](#) for information about accessing these forums.

Access to Work

When considering reasonable adjustments for disabled employees “[Access to work](#)” can provide advice and support to both employees and managers. Contact by telephone 02920 423 291 or textphone 02920 644 886.

More information

The council’s [equality and diversity team](#) are happy to offer support on equality issues affecting any groups of staff.

Individual employees with queries can contact their HR advisor.

Phased return to work plan

Name of employee:	
SAP number:	
Place of work:	
Home address:	
First date of return:	
Contracted hours per week:	

Week commencing:		
Week 1	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Total		
Duties:		

Week commencing:		
Week 2	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Total		
Duties:		

Week commencing:		
Week 3	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		

Thursday		
Friday		
Saturday		
Total		
Duties:		

Week commencing:		
Week 4	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Total		
Duties:		

Week commencing:		
Week 5	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Total		
Duties:		

Week commencing:		
Week 6	Hours due to work	Hours actually worked
Monday		
Tuesday		
Wednesday		
Thursday		

Friday		
Saturday		
Total		
Duties:		

Manager		Date	
Employee		Date	

Maintaining Contact during Sickness Absence

Name of employee:	
SAP number:	
First date of absence:	

These notes are not verbatim, however great care has been taken to ensure that they are as far as possible, a true and accurate record of events and of what was said.

Date of contact:	
What was asked/said (written in the language used):	

Date of contact:	
What was asked/said (written in the language used):	

Date of contact:	
What was asked/said (written in the language used):	

Date of contact:	
What was asked/said (written in the language used):	

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

Absence Management – failure to submit fit note

I am writing to you as despite my request, you have failed to submit a fit note for the period DATE to DATE in line with the absence management policy and procedure.

I should be grateful if you would forward the fit note to me within 5 working days of receipt of this letter. Failure to do so may result in the withholding of pay.

If you have any queries regarding your sickness absence please contact me on the details below.

Yours sincerely

NAME
JOB TITLE

Direct Line: ADD DETAILS
Email: EMAIL@wiltshire.gov.uk

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

Absence Management – first/second/third/fourth formal sickness advisory meeting invite

In accordance with Wiltshire Council's absence management policy and procedure and following your recent appointment with occupational health, I am writing to invite you to attend a first/second/third/fourth formal sickness advisory meeting to be held at TIME on DATE in VENUE.

If you are unable to attend, please let me know as soon as possible.

For your information please find enclosed a copy of Wiltshire Council's absence management policy and procedure.

If you have any queries, please do not hesitate to contact me.

Yours sincerely

NAME

JOB TITLE

Direct Line: ADD DETAILS

Email: EMAIL@wiltshire.gov.uk

Enc. Wiltshire Council absence management policy and procedure

Preparation Notes for Formal Sickness Advisory meetings

NAME.....

DATE OF FORMAL SICKNESS ADVISORY MEETING

1.	State the purpose of the meeting and introduce those present (if applicable)
2.	<p>Discuss sickness record – from DATE (over last year or so)</p> <p><u>Dates from – to</u> <u>No. of days</u> <u>Reason for Absence</u></p>
3.	Discuss the occupational health referral
4.	<p>Discuss the occupational health report (if applicable) – OH appointment – on DATE <i>For example</i></p> <ul style="list-style-type: none"> • Significant history or underlying medical condition • Fit for work • <i>Other issues</i> <p><i>Recommendations from OH – discuss what OH recommended and what action(s) employee/employer will or should take – have they so far? ?</i></p> <p><i>E.g. made an appointment with GP, undertaking counselling, etc.</i></p>
5.	<p>Discuss adjustments/changes managers have taken and considered to date to help improve attendance/return to work:</p> <p><i>e.g. reduction in working hours, working flexibly, adjusted duties, more breaks</i></p>
6.	<p>Questions/issues to be covered:</p> <ul style="list-style-type: none"> • Remind employee that these meetings are an accepted process and are not meant to punish, however, non-attendance causes serious problems, including additional costs to the council to cover absence • Is there anything you believe the council can do to assist you in improving your attendance?
7.	Well-Being Helpline – give leaflet (if applicable) or direct to section on HR Online
8.	Flowchart – Explain the flowchart, where we are in the process and what will happen next – pass copy to employee
9.	3 month review – target of ? days sickness absence – if improvement is not reached further action will be taken in line with the Absence Management Policy. Ultimately continued employment may be jeopardized.
10.	Review meeting – follow up meeting will be held in 3 months' time to review sickness

	absence during the review period or following the next occupational health referral whichever is the sooner.
11.	Review and summarise action points agreed during this meeting
12.	Letter – confirm discussion in writing, recording actions that have been taken to date AND actions to be undertaken – and should include the FSA review meeting date in 3 months' time

Management Actions

Ensure that for every sickness absence a return to work interview is held, with a reminder to the employee that he/she is on the formal 3 month review period and every absence will be considered. Records of the RTW interview(s) forms must be kept.

Any other management action points:

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

Absence Management – outcome of first formal sickness advisory meeting

As agreed, I am writing following the first formal sickness advisory meeting that you attended on DATE.

You were informed that the meeting is the first stage of the absence management procedure and that these meetings are an accepted part of the process and are not meant to punish. **If applicable:** However you were reminded that non-attendance can cause serious problems.

We discussed the need for an occupational health referral and I stated that I would liaise with occupational health regarding this. You will be notified of the appointment to attend an occupational health assessment.

delete if not applicable: You were advised that your level of sickness absence is a concern to the Council and you were advised that you have been absent for a total of **No. of days** over **No. of occasions** over the past 12 months. We then discussed each of the sickness absence periods over the last year. **You said that**

delete if not applicable: I explained to you the service implications of your level of attendance, including **having to cover your work with someone else/an agency person/the payment of overtime to other employees and the disruption to the work schedule or the work not being completed.**

You were provided with information on the confidential Employee Well-Being Helpline and were urged to contact the helpline to assist you further with any issues you would like help with.

You were then asked if there was anything else that Wiltshire Council could do to assist you. **In response you said that I explained that**

To assist your understanding on the absence management policy procedure, you were shown the flowchart on managing absence and you were given a detailed explanation of the process of where your case is to date. You confirmed that you fully understood. You were also given a copy of the flowchart to take away.

If you have any queries concerning the contents of this letter or the process, please do not hesitate to contact me.

Please sign, date and return the second copy of this letter to me.

Yours sincerely

NAME
JOB TITLE

Direct Line: **ADD DETAILS**
Email: **EMAIL@wiltshire.gov.uk**

Enc. Wiltshire Council absence management policy and procedure

.....
I confirm that I have received a copy of this letter dated **DATE** which this is a true reflection.

Signed

Date:

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

Absence Management – outcome of second formal sickness advisory meeting

As agreed, I am writing following the second formal sickness advisory meeting that you attended on DATE.

You were informed that the meeting is the second stage of the absence management procedure and that these meetings are an accepted part of the process and are not meant to punish.

We discussed the occupational health report received following your appointment on DATE. In the report it was recommended that:

- there was significant history or an underlying medical condition
- you were fit for work
- you meet with your manager to regularly discuss issues of concern
- you make an appointment with your GP with regard to

In response you said that you were feeling better/you had not had time to see your GP/you have been receiving treatment.

It was agreed that you would.....

It was agreed that I would.....

You were then asked if there was anything else that Wiltshire Council could do to assist you. **In response you said that** **I explained that**

Delete if not applicable – for managing short term sickness absence As you were advised in the meeting, as a result of your sickness absence, it was confirmed that your attendance at work will be formally monitored for the next 3 months with a target of days sickness absence during that period will be expected. Your absence during this 3 month period and further sickness absences will be managed in accordance with the absence management policy and procedure. If an improvement is not reached further action will be taken and ultimately your continued employment may be jeopardised. The meeting has been arranged to take place at **TIME** on **DATE** in **VENUE** to review your absence during this period.

Delete if not applicable – for managing long term sickness absence You were advised that the purpose of the meeting was to explore the options available under the absence management policy and procedure. Outcomes (other than a full return) have to be fully explored and it may be necessary to end the contract of employment (at a formal attendance hearing).

It was agreed that

To assist your understanding on the absence management policy procedure, you were shown the flowchart on managing absence and you were given a detailed explanation of the process of where your case is to date. You confirmed that you fully understood. You were also given a copy of the flowchart to take away.

I hope you found the meeting helpful and if you have any queries concerning the contents of this letter or the process, please do not hesitate to contact me.

Please sign, date and return the second copy of this letter to me.

Yours sincerely

NAME
JOB TITLE

Direct Line: **ADD DETAILS**
Email: **EMAIL@wiltshire.gov.uk**

Enc. Wiltshire Council absence management policy and procedure



I confirm that I have received a copy of this letter dated DATE which this is a true reflection.

~~delete if not applicable~~ I confirm that I will be / will not be attending the review meeting scheduled for DATE.

Signed

Date:

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

**Absence Management – outcome of third formal sickness advisory meeting
(managing short term sickness absence)**

As agreed, I am writing following the third formal sickness advisory meeting that you attended on DATE.

As you are aware, you were informed at your second formal sickness advisory meeting held on DATE that your attendance would be carefully monitored for a period of three months ending on DATE.

delete if not applicable – no further action required Your absence was reviewed during this monitoring period and I am pleased to confirm that you have met your target of ? days absence and therefore the formal review process has been completed and no further action needs to be taken at this time. However, as discussed it is important that you sustain this standard of attendance and should your absence level increase due to

sickness within the next 12 months there will be a requirement to recommence the process.

delete if applicable – further action required Your absence was reviewed during this monitoring period and unfortunately you did not meet your target of nil days' sickness absence. Therefore, as discussed, it has been decided

either

to extend the monitoring period for a further **NUMBER** month(s) and you will be expected to have no further days sickness absence during this time. If an improvement is not been during this period further action will be taken and ultimately your continued employment may be jeopardised. The meeting has been arranged to take place at **TIME** on **DATE** in **VENUE** to review your absence during this **NUMBER** month period if applicable and to review the actions that have been put in place to assist you.

or

that a further referral to occupational health would be appropriate for the most up to date medical advice and to establish if there is anything further the council can do to assist improving your attendance. You will be contacted directly with the appointment details.

or

your level of sickness absence continues to be unacceptable and consequently I confirm that your case will progress to the next stage in the absence management policy and procedure to a formal attendance hearing. You will be advised in writing of the date and time of the hearing and you will be provided with a pack of evidence that will be considered by a Panel. Please find attached a further copy of the absence management policy and procedure which details the formal attendance hearing. Please note that you have the right to be accompanied at this meeting by a trade union representative or workplace colleague if you wish.

If you have any queries concerning the contents of this letter or the process, please do not hesitate to contact me.

Please sign, date and return the second copy of this letter to me.

Yours sincerely

NAME
JOB TITLE

Direct Line: **ADD DETAILS**
Email: **EMAIL@wiltshire.gov.uk**

Enc. Wiltshire Council absence management policy and procedure



I confirm that I have received a copy of this letter dated **DATE** which this is a true reflection.

delete if not applicable I confirm that I will be / will not be attending the review meeting scheduled for **DATE**.

Signed

Date:

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

EMPLOYEE ADDRESS

POSTCODE

Dear NAME

**Absence Management – outcome of third formal sickness advisory meeting
(managing long term sickness absence)**

As agreed, I am writing following the third formal sickness advisory meeting that you attended on DATE.

As you are aware, you were informed at your second formal sickness advisory meeting held on DATE that all options (other than a full return) under the absence management policy and procedure would have to be fully explored and it may be necessary to end the contract of employment (at a formal attendance hearing).

Detail the options considered and action taken.

You were informed that it is my intention to recommend a formal attendance hearing to discuss continuation of your employment.

You will be given 10 working day's written notice of the formal attendance hearing and you will have the right to be accompanied.

If you have any queries concerning the contents of this letter or the process, please do not hesitate to contact me.

Please sign, date and return the second copy of this letter to me.

Yours sincerely

NAME
JOB TITLE

Direct Line: ADD DETAILS
Email: EMAIL@wiltshire.gov.uk

Enc. Wiltshire Council absence management policy and procedure

.....
I confirm that I have received a copy of this letter dated DATE which this is a true reflection.

Signed

Date:

NAME OF DEPARTMENT
ADDRESS – E.G. Bythesea Road
Trowbridge
Wiltshire
BA14 8JN

DATE

Confidential

EMPLOYEE NAME
EMPLOYEE ADDRESS
EMPLOYEE ADDRESS
EMPLOYEE ADDRESS
POSTCODE

Dear NAME

Absence Management – outcome of formal attendance hearing

This letter confirms the decision arising from the formal attendance hearing that you attended on DATE. Also present at the meeting was myself (and) HR rep (and) trade union representative/work colleague/you confirmed you were happy to proceed without anyone accompanying you.

At the meeting presented the absence management report concerning your case. They stated that.....

You and your representative were also given the opportunity to respond to the report. You stated that.....

As a result it was decided that.....

You have the right to appeal against this decision in accordance with Wiltshire Council's appeals policy and procedure.

I have arranged for a copy of this letter to be sent to your union representative.

If you have any queries concerning the contents of this letter or the process, please do not hesitate to contact me.

Please sign, date and return the second copy of this letter to me.

Yours sincerely

NAME
JOB TITLE

Direct Line: ADD DETAILS
Email: EMAIL@wiltshire.gov.uk

Enc. Wiltshire Council absence management policy and procedure



I confirm that I have received a copy of this letter dated DATE which this is a true reflection.

Signed

Date:

Sickness absence - contemplation of dismissal checklist

1. Sickness absence history – have we captured a complete overview of the employee’s absence history (i.e. timeline of key dates) is this included in the management case?	
2. Is there written evidence of all of the formal sickness advisory meetings that have taken place and the agreed actions – are these all included in the management case?	
3. Was the employee given the opportunity to be accompanied at the formal sickness advisory meetings by a union rep/work colleague?	
4. Has the employee complied fully with the sickness absence policy? Where there has not been compliance, e.g. through reporting procedures / non attendance at appointments / meetings, are these fully documented?	
5. Have we put in place any adjustments to allow the employee to participate fully in any meetings / appointments? i.e. assistance with travelling arrangements / conference calls rather than a meeting?	
6. Has the employee been offered / co-operated in phased return to work programmes? Are the details of all of these phased return programmes detailed and included in the management report?	
7. Has the employee been alerted through the formal sickness advisory meeting and in writing that continued sickness absence may result in dismissal – is this documentation included in the management case?	
8. Is there comprehensive evidence of reasonable adjustments being considered and trialled? i.e. temporary reduction in hours, change in work place, homeworking, temporary change in duties, Access to work advice, special / additional equipment? Are all of the adjustments that have been discussed / trialled listed in the management case?	
9. Has redeployment been considered – has an alternative role been sought for the employee for at least 8 weeks? Is the evidence of all of the roles that the employee has been considered for listed and interview notes included / evidence of trial periods etc. In cases where the employee meets the DDA have we actually offered an alternative job in writing?	
10. Does the employee meet any of the tiers of ill health – have we explored this option? In the management report do we have written evidence of all of the medical assessment in respect of ill health?	
11. Occupational Health referrals – has advice been sought from the OH Advisor about the employee’s condition and future prospects? Are all of the reports included in the management report – has the employee been given a chance to ask questions about these?	
12. Medical reports – has OH obtained the necessary medical reports to sufficiently understand the health issues relating to a case – do we need to ask for any further medical reports from the employee’s specialist?	
13. Has the employee been consulted and given an opportunity to give his or her own views on the matter since the medical report (if any) was received and have any points put forward by the employee been considered?	

14. Have the steps required by any established procedure within the organisation for dealing with employees with health problems been taken?	
15. Have matters relevant to a decision to dismiss been investigated and considered?	
16. Can a reasonable employer be expected to wait any longer for the employee's health attendance record to improve bearing in mind the interests of the organisation, the position which the employee holds and the need to be fair to him or her?	
17. Do I as the responsible manager genuinely believe that the circumstances render the satisfactory performance of the employee's contract unlikely?	
18. Has the employee been consulted as the final step in the procedure?	
19. Are the circumstances, having regard to the medical position, the employee's job and the interest of the organisation, sufficiently serious in the light of the facts which I have found to be established to justify the decision I am contemplating?	
20. Have I provided the employee or his or her representative with an opportunity to put forward any other points for me to consider before deciding whether or not to dismiss, and have I had regard to these and to any response to them by the employee's manager?	
21. If the decision is to dismiss the employee, is the decision within the band of a reasonable employer in the circumstance?	

Absence Management Policy and Procedure
Formal Attendance Hearing Report

Name of Employee:

Job Title:

Department:

The following report is a recommendation to proceed to a Formal Attendance Hearing under the Absence Management Policy and Procedure in respect of **NAME, JOB TITLE**.

Wiltshire Council's Absence Management Policy and Procedure has been adhered to throughout this case and in summary these fall into the following stages:

1. First Formal Sickness Advisory Meeting
2. Second Formal sickness Advisory Meeting
3. Third Formal Sickness Advisory Meeting

First Formal Sickness Advisory Meeting

Date of Meeting:

Present:

NAME introduced those present. **MANAGER** explained the purpose of the formal sickness advisory meeting and the absence management policy and procedure.

MANAGER reminded **EMPLOYEE** of the letter written on **DATE** advising **him/her** that this formal sickness advisory meeting had been arranged to formally assess **his/her** level of attendance from the commencement of their contract , to confirm the actions taken and to identify a final solution acceptable to both parties for improved attendance.

The following information was read out to **EMPLOYEE** who had a chance to comment and ask questions throughout:

EMPLOYEE was informed that **he/she** would be required to attend a medical referral appointment with Occupational Health.

EMPLOYEE attended an appointment with Occupational Health on **DATE**. OH advised that in their opinion

EMPLOYEE commenced employment on **DATE** and prior to **his/her** first formal sickness advisory meeting, **he/she** had a very high level and frequent periods of sickness:

<u>Date</u>	<u>No. of Days</u>	<u>Reason for Absence</u>
-------------	--------------------	---------------------------

List here all absence which led to the first formal sickness advisory meeting

At this meeting **EMPLOYEE** was advised that **his/her** level of attendance at work was not acceptable and they would be formally monitored for a period of at least three months with a target of **No.** of days absence in that period. In that meeting, it was explained clearly the impact the absence had on service delivery, including additional costs of ensuring the service is covered.

At the end of the review period, the attendance was again reviewed. During this three month period, **EMPLOYEE** was absent on the following occasions:

<u>Date</u>	<u>No. of Days</u>	<u>Reason for Absence</u>
-------------	--------------------	---------------------------

List here all absences which occurred during the review period

EMPLOYEE was advised that **his/her** level of attendance was unacceptable and was invited to attend a second formal sickness advisory meeting.

Second Formal Sickness Advisory Meeting

Date of Meeting:

Present:

On **DATE**, **EMPLOYEE** attended a second formal sickness advisory meeting. At this meeting, **EMPLOYEE** was informed that the purpose of the meeting was to ensure all options are explored to improve attendance and **EMPLOYEE** was given an opportunity to talk about **his/her** absences and to explain what **he/she** had done to help himself/herself. **EMPLOYEE** explained that the absence on

EMPLOYEE was asked what else the council could do to help improve their attendance. **EMPLOYEE** confirmed that **he/she** believed there was nothing further the council could do at that time. **EMPLOYEE** was informed that their attendance would be monitored for a further three month period, with a target of **No. days'** absence.

At the end of the review period, the attendance was again reviewed. During this three month period, **EMPLOYEE** was absent on the following occasions:

<u>Date</u>	<u>No. of Days</u>	<u>Reason for Absence</u>
-------------	--------------------	---------------------------

List here all absences which occurred during the review period

EMPLOYEE was advised that a further medical referral appointment would be arranged to ensure that the most up to date medical advice was available and to ensure that all reasonable adjustments were made to assist in improving **EMPLOYEE's** attendance.

EMPLOYEE attended an appointment with Occupational Health on **DATE** and a report was subsequently received. The advice given in the report confirmed that:

Detail here the advice received, including whether or not what (if any) reasonable adjustments would improve attendance.

In the opinion of Occupational Health there are no underlying health problems, you are fit and well and capable of providing regular and efficient service.

EMPLOYEE was asked if **he/she** had identified any final possible solutions that would improve his/her attendance. **EMPLOYEE** confirmed that

.....

EMPLOYEE was asked if **he/she** had anything else they would like to add and **he/she** confirmed that

EMPLOYEE was informed clearly that the next stage in the absence management policy and procedure would be:

1. I would be submitting a report recommending whether or not to terminate **EMPLOYEE's** employment on the grounds of incapacity to attend work regularly.
2. The report would be reviewed and a decision whether or not to progress to a Formal Attendance Hearing.

Following the review meeting **EMPLOYEE** was advised in writing on **DATE** that **his/her** level of attendance was unacceptable and was invited to attend a Formal Attendance Hearing. **EMPLOYEE** was advised in my letter of **DATE** that the purpose of the Formal Attendance Hearing was to discuss their continued employment with Wiltshire Council.

At every stage of the absence management policy and procedure, **EMPLOYEE** was given a detailed explanation of what stage **his/her** case was in the procedure by way of the policy flowchart and confirmed that **he/she** fully understood the procedure.

Conclusion

Recommendation

EMPLOYEE has been given every opportunity to improve **his/her** attendance to an acceptable level and taking all the facts and actions taken to date, I recommend that this case should progress to a Formal Attendance Hearing