



The de Ferrers Trust

Managing Attendance Policy

Adopted by the Trust on
Consulted with trade unions January 2018

Contents

- 1 Introduction
- 2 Monitoring System
- 3 Disabilities
- 4 Sickness absence reporting procedure
- 5 Evidence of incapacity
- 6 Unauthorised absence
- 7 Sick Pay
- 8 Illness or Injury Arising from Work
- 9 Keeping in contact during sickness absence
- 10 Medical Examinations
- 11 Return to work interviews
- 12 Returning to Work from Long-Term Sickness Absence
- 13 Phased Returns
- 14 Attendance at Meetings
- 15 Suspension

Appendix 1 Sickness Absence Procedure

Appendix 2 Absence Reporting Procedures

Appendix 3 Sickness Absence Flowchart

1 **Introduction**

- 1.1 This policy sets out our procedures for Absence Control including management of sickness absence in a fair and consistent way, return to work procedures, ill health and leave of absence. The potential cost of staff absence or poor absence management can be listed as follows: - this list is not exhaustive.

Student Underachievement

Unnecessarily high staffing levels

Costs of replacement staff

Excessive demands on staff present in the Trust

Disruption of the flow of work

Low morale and general dissatisfaction

Loss of Jobs

Failure of the Trust

- 1.2 The aims of this policy are;
- (a) Attendance to be recorded and managed;
 - (b) Employees to be interviewed about absences, when appropriate;
 - (c) Problems to be identified at an early stage and action and support agreed;
 - (d) Employees to be supported and encouraged to attend work regularly; and
 - (e) The cost and disruption of absence to Students to be kept to a minimum.
- 1.3 Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).
- 1.4 We wish to ensure that the reasons for sickness absence are understood in each case and investigated where necessary. Where needed and reasonably practicable, support will be provided to assist those who have been absent by reason of sickness in their return to work.
- 1.5 We may vary the procedures set out in this policy, including any time limits, as appropriate in any case.
- 1.6 Long Term Absences - for the purposes of this policy are defined as absences of more than four consecutive weeks. The procedure for Long Term absence is set out at paragraph 7 of Appendix 1.
- Where necessary the Trust will implement the sickness absence procedure set out at Appendix 1

2 **Monitoring system**

- 2.1 The Trust will monitor the sickness absence of all employees in order to ensure employees whose attendance is falling are provided the assistance required to maximise their attendance.

- 2.2 The following will be used as indicators of attendance that may be cause for concern:
- 5 instances of sickness absence in 12 months or;
 - 10 days collectively or cumulatively in 12 months.

3 **Disabilities**

- 3.1 We are aware that sickness absence may result from a disability. At each stage of the sickness absence meetings procedure (set out below), particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work and/or assist a return to work.
- 3.2 If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform the Principal/HR.

4 **Absence reporting procedure**

You should refer to the Absence Reporting Procedure issued to all staff and attached at Appendix 2. **This procedure should be tailored to your individual academy sickness absence reporting lines.** The following details should be provided:

- (a) The nature of your illness.
- (b) The expected length of your absence from work.
- (c) Contact details.
- (d) Any outstanding or urgent work that requires attention.

5 **Evidence of incapacity**

- 5.1 For sickness absence of up to seven calendar days you must complete a self-certification form which is available from the Academy office/HR.
- 5.2 For absence of more than seven calendar days you must obtain a certificate from your doctor (a "Statement of Fitness for Work") stating that you are not fit for work and the reason(s) why. This should be forwarded to the Academy office/HR as soon as possible. If your absence continues, further medical certificates must be provided to cover the whole period of absence. Failure to submit a Fit Note and not following absence reporting procedures could result in loss of pay.
- 5.3 Where we are concerned about the reason for absence, or the level of frequent short-term absence, we may require a fit note for each absence regardless of duration. In such circumstances, we will cover any costs incurred in obtaining such medical certificates, for absences of a week or less, on production of a doctor's invoice.

6 **Unauthorised absence**

- 6.1 Cases of unauthorised absence will be dealt with under our Disciplinary Procedure.
- 6.2 Absence that has not been notified according to the sickness absence reporting procedure will be treated as unauthorised absence.
- 6.3 If you do not report for work and have not telephoned the numbers given in the Absence Reporting Procedure to explain the reason for your absence, the Academy will try to contact you, by telephone and in writing if necessary. This should not be treated as a substitute for reporting sickness absence.

7 Sick pay

7.1 Teaching Staff

7.2 Provided teachers comply with the sickness notification requirements above they shall be entitled to receive sick pay as detailed in the Conditions of Service for School Teachers in England and Wales (the 'Burgundy Book')

7.3 Non-Teaching Staff

Provided non-teaching staff comply with the sickness notification requirements they shall be entitled to receive in any one sick year as follows:

- (a) During the first year of service – 1 month's full pay and after completing 4 months service; 2 months half pay;
- (b) During the second year of service – 2 months full pay and two months half pay;
- (c) During the third year of service – 4 months full pay and 4 months half pay;
- (d) During the fourth and fifth year of service – 5 months full pay and 5 months half pay;
- (e) After five years' service – 6 months full pay and 6 months half pay.

7.4 If a period of sickness absence is or appears to be occasioned by actionable negligence, nuisance or breach of any statutory duty on the part of a third party, in respect of which damages are or may be recoverable, you must immediately notify the Principal/HR of that fact and of any claim, compromise, settlement or judgment made or awarded in connection with it and all relevant particulars that we may reasonably require. If we require you to do so, you must cooperate in any related legal proceedings and refund to us that part of any damages or compensation you recover that relates to lost earnings for the period of sickness absence as we may reasonably determine, less any costs you incurred in connection with the recovery of such damages or compensation, provided that the amount to be refunded to us shall not exceed the total amount we paid to you in respect of the period of sickness absence.

8 Illness or Injury Arising from Work

8.1 Any accident arising during employment with the Trust must be reported and recorded in accordance with the required procedures. The accident may be subject to investigation by an employee authorised for this purpose by the Academy.

8.2 Where an employee seeks medical advice about an illness which is suspected or alleged to result from the nature of his or her employment, the employee must report relevant information to the Principal or Senior Manager at the first opportunity.

8.3 In the case of the first, and any subsequent, absence due to industrial disease or accident an employee shall agree, at any time during such absence, if so required by the employer, to a medical examination by a registered medical practitioner nominated by the Academy.

9 Keeping in contact during sickness absence

9.1 If you are absent on sick leave your Line Manager/HR will contact you from time to time in order to discuss your wellbeing, expected length of continued absence from work and any of your work that requires attention. This may include a welfare visit by

a senior member of staff. Such contact is intended to provide reassurance and help support a return to work.

9.2 If in the circumstances it is not appropriate for the Trust to contact you directly, the Trust may liaise with your trade union representative providing you consent to this.

9.3 If you have any concerns while absent on sick leave, whether about the reason for your absence or your ability to return to work, you should feel free to contact the Principal/HR at any time.

10 **Medical examinations**

10.1 We may, at any time in operating this policy, ask you to consent to a medical examination by an independent Occupational Health expert and/or a doctor nominated by us and at our expense.

10.2 You will be asked to agree that any report produced in connection with any such examination may be disclosed to us and that we may discuss the contents of the report with our advisers and the relevant doctor.

10.3 After a report has been obtained we will meet with you to discuss its contents.

11 **Return-to-work interviews**

11.1 If you have been absent on sick leave for more than half a day (part days count as half a day regardless of the length of time) we will arrange for you to have a return-to-work interview with your Line Manager/HR. Whilst it is the responsibility of your Line Manager/HR to ensure that this interview goes ahead, you are responsible for arranging this and the completion of the Return to Work Interview.

11.2 When you return to work after a short-term illness, your line manager will meet with you informally to ensure you are fit to return, to give you the opportunity to raise any concerns or questions you may have, and to bring any relevant matters to our attention.

11.3 Where your doctor has provided a certificate stating that you "may be fit for work" we will usually hold a return-to-work interview, facilitated by HR (if applicable) to discuss any additional measures that may be needed to facilitate your return to work, taking account of your doctor's advice.

11.4 The doctor's comments, any of the return to work tick boxes, and any other action that could facilitate a return to work will be considered with due regard to the Equality Act 2010. Options may include:

- phased return to work;
- altered hours;
- amended duties;
- consideration of redeployment;
- workplace adaptations;
- other reasonable adjustments, including varying the provisions of this policy.

11.5 If a return to work is possible, the agreed action plan will be documented and implemented.

12 **Returning to Work from Long-Term Sickness Absence**

12.1 We are committed to helping members of staff return to work from long-term sickness absence.

12.2 Before an employee returns from long-term sickness absence, as part of our sickness absence meetings procedure we will meet with the employee to discuss their impending return

12.3 The Trust will, where appropriate and possible, support returns to work by:

- Obtaining medical advice;
- Making reasonable adjustments to the workplace, working practices and working hours;
- Considering 'access to work' arrangements;
- Considering redeployment;
- Agreeing a return to work programme with everyone affected, which could include a phased return.

13 **Phased returns**

13.1 Where an employee returns to work on a part time basis following long-term sickness absence, with the expectation that they will be able to work their full contractual hours (or other such amended contractual hours as agreed) within a reasonable period of time, then, in accordance with medical advice provided by the Occupational Health doctor or the Fit for Work service, the employee shall be paid their full contractual pay up to a period of 4 weeks at which point this will be reviewed. It is expected by the Trust that other than in exceptional circumstances, phased returns will take no longer than 4 weeks.

14 **Attendance at Meetings**

14.1 The employee must take all reasonable steps to attend meetings. Failure to do so without good reason may be treated as misconduct. At all formal meetings employees may be accompanied by a workplace colleague or trade union representative. If the employee (and/or his/her companion) is unable to attend at the time specified the employee should immediately inform his/her line manager who will normally seek to agree an alternative time. Meetings will not normally be postponed beyond 5 days. Depending on the circumstances, if an employee indicates that they are too unwell to attend a formal or informal meeting they will be given the option to:

- meet in another venue or at their home; or
- attend via telephone conference; or
- provide a written submission; or
- request that the meeting takes place in their absence.

14.2 If an employee fails to communicate their wishes with regard to the above, the meeting may take place in their absence with the outcome communicated to them in writing. Meetings will not, in normal circumstances, be postponed beyond 5 days unless there is medical evidence that the employee is not medically fit to take part by any of the means described in clause 14.1 and, even if this is the case, the

employer reserves the right to proceed with any necessary steps required to manage the specific case including holding meetings notwithstanding, as appropriate.

- 14.3 Any senior manager visiting an employee's home will be accompanied by another manager or HR if appropriate.
- 14.4 A meeting may be adjourned if the employee's line manager is awaiting receipt of information, needs to gather any further information or give consideration to matters discussed at a previous meeting. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

15 **Suspension**

- 15.1 If the Trust has real concerns about your health, safety and welfare or that of pupils or colleagues, it may decide to suspend you on medical grounds from work on full pay.
- 15.2 Before taking such a decision the Principal should discuss this with the Trust HR team to decide if the action is necessary.
- 15.3 Where you are suspended on medical grounds there is no implication of misconduct. It is a neutral act and does not imply that formal action will be taken. If there are separate allegations of misconduct, these will be investigated separately under the Trust's disciplinary procedure.
- 15.4 Your suspension on medical grounds should be confirmed in writing to you.
- 15.5 You shall not be allowed to return to work until the Trust is satisfied of your fitness to work. This may be after a medical report being obtained.

Appendix 1 Sickness absence procedure

This procedure should be adapted to suit the reporting lines of each individual academy.

1 Introduction

- 1.1 We may apply this procedure whenever we consider it necessary, including, for example, if you:
- (a) have an absence level which has reached one of the indicators;
 - (b) Have discussed matters at a return to work interview that require investigation; and/or
 - (c) You have had 5 instances of absences within a rolling 12 month period (including part days) or;
 - (d) You have had 10 days of absence collectively or cumulatively in a rolling 12 month period (including part days);
 - (e) The Trust shall use its discretion when dealing with any pregnancy related or disability related sickness absences as to whether these should be counted towards the trigger points and/or whether any further adjustments to this procedure are required.

2 Informal Meeting

Before the procedure set out at **Paragraph 5** below is followed, your Line Manager will hold a First Absence Monitoring meeting with you informally to discuss your absences once you have reached the triggers in paragraph 1.1 (c or d) above, and will investigate discuss the reasons for these. At this meeting it will be made clear to you that your level of absence is unsatisfactory and if there is no improvement then we shall proceed to the Formal Attendance Management procedure set out at Paragraph 5.1. Each absence will be assessed individually.

3 Formal Meetings under this procedure

- 3.1 Unless it is impractical to do so, the Trust will give you 5 working days' notice of the date, time and place of a sickness absence meeting. We will put any concerns about your sickness absence and the basis for those concerns in writing or otherwise advise why the meeting is being held. This provides you with a reasonable opportunity for you to consider this information before a meeting will be provided.
- 3.2 You must take all reasonable steps to attend a meeting. Failure to do so without good reason may be treated as misconduct. A meeting may be adjourned if the Trust is awaiting receipt of information, needs to gather any further information or give consideration to matters discussed at a previous meeting. You will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.
- 3.3 You will be given a copy of the notes of the meetings usually within 7 days of the meeting.
- 3.4 Confirmation of any decision made at a meeting (including the appropriate sanction), the reasons for it, and of the right of appeal will be given to you in writing usually within 7 days of a sickness absence meeting (unless this time scale is not practicable, in which case it will be provided as soon as is practicable).

3.5 If, at any time, the head teacher considers that you have taken or are taking sickness absence when you are not unwell, they may refer matters to be dealt with under our Disciplinary Procedure.

4 Right to be accompanied at meetings

4.1 You may bring a companion to any formal meeting or appeal meeting under this procedure. There is no right to representation at any informal Absence Monitoring Meeting.

4.2 Your companion may be either a trade union representative or a fellow member of staff. Their identity must be confirmed to the person conducting the meeting, in good time before it takes place.

4.3 If you or your companion are unable to attend a formal meeting/appeal meeting at the time specified you should immediately inform the person conducting the meeting who will seek to agree an alternative time where possible.

4.4 Members of staff are allowed reasonable time off from duties without loss of pay to act as a companion. However, they are not obliged to act as a companion and may decline a request if they so wish.

4.5 Some companions may not be allowed: for example, anyone who may have a conflict of interest, or whose presence may prejudice a meeting.

4.6 We may at our discretion, permit a companion who is not a member of staff or union representative (for example, a family member) where this may help overcome particular difficulties caused by a disability, or difficulty understanding English.

4.7 A companion may make representations, ask questions, and sum up your position, but will not be allowed to answer questions on your behalf. You may confer privately with your companion at any time during a meeting.

5 The Procedure

Stage 1: formal first sickness absence meeting

5.1 If there has been no improvement in your absence following the informal absence monitoring meeting with your Line Manager then Stage 1 of the formal attendance management procedure will be followed. This is the start of Formal Procedures.

5.2 The meeting will be conducted by a member of the Leadership Team/HR. You may bring a companion with you to the meeting (see **paragraph 4** above).

5.3 The purposes of the sickness absence meeting may include:

- (a) Discussing the reasons for absence.
- (b) Where you are on long-term sickness absence, determining how long the absence is likely to last.
- (c) Where you have been absent on a number of occasions, determining the likelihood of further absences.
- (d) Considering whether medical advice is required.
- (e) Considering what, if any, support might improve your health and/or attendance.
- (f) Explaining consequences of continuing poor attendance.

- (g) Agreeing a way forward, action that will be taken and set a time-scale for review (this will usually be the duration of the notice for example 6 months for a first written warning - unless circumstances warrant a longer or shorter review period) and/or a further meeting under the sickness absence procedure.

5.4 You will be informed of the outcome of that meeting in writing in accordance with this policy (i.e. first written warning to be held on file for 6 months).

Stage 2: Formal further sickness absence meeting(s)

Depending on the matters discussed at the first stage of the sickness absence procedure, a further meeting or meetings may be necessary. If you hit a further 'trigger point', the Review Period, Stage 2 can be brought forward to before the end of the Review Period set at Stage 1.

5.5 The meeting will be conducted by a member of the Leadership Team. You may bring a companion with you to the meeting (see **paragraph 4** above).

5.6 The purposes of further meeting(s) may include:

- (a) Discussing the reasons for and impact of any on-going absence(s).
- (b) Where you are on long-term sickness absence, discussing how long your absence is likely to last.
- (c) Where you have been absent on a number of occasions, discussing the likelihood of further absences.
- (d) If it has not been obtained, considering whether medical advice is required. If it has been obtained, considering the advice that has been given and whether further advice is required.
- (e) Considering your ability to return to/remain in your job in view both of your capabilities and our business needs and any adjustments that can reasonably be made to your job to enable you to do so.
- (f) Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you.
- (g) Where you are able to return from long-term sick leave, whether to your job or a redeployed job, agreeing a return to work programme.
- (h) If it is considered that you are unlikely to be able to return to work from long-term absence, whether there are any benefits for which you should be considered for.
- (i) Explaining consequences of continuing poor attendance.
- (j) Agreeing a way forward, action that will be taken and setting a time-scale for the review period and/or a further meeting(s).. This may, depending on steps we have already taken, include warning you that you are at risk of dismissal.

5.7 After consideration of all of the facts and any representations made by you at this meeting, the person conducting the meeting will decide on any appropriate action (i.e. Final Written Warning held on file for 12 months) which will be confirmed in writing in accordance with this policy.

Stage 3: Formal final sickness absence meeting

- 5.8 Where you have been warned that you are at risk of dismissal, we may invite you to a meeting under the third stage of the sickness absence procedure.
- 5.9 You may bring a companion with you to the meeting (see **paragraph 4** above).
- 5.10 You will be given 10 days' notice of this meeting and it will be conducted by a panel in line with the Trust's scheme of delegation. This is likely, for most posts, to be the Principal and 2 members of the Local Governing Body.
- 5.11 The Leadership Team will produce a statement of case to present to the panel. The statement of case will be given to you 7 days before the meeting and will include:
- (a) The absence record and reasons for absence;
 - (b) Medical statements received from Occupational Health, your doctor or from other sources;
 - (c) Information received from you about your absences and expected return to work;
 - (d) Proposals to support a return to work including reasonable adjustments, or redeployment alternatives; and
 - (e) Implications for pupils, colleagues and the Trust resulting from your absence.
- 5.12 The purposes of the meeting will be:
- (a) To review the meetings that have taken place and matters discussed with you.
 - (b) Where you remain on long-term sickness absence to consider whether there have been any changes since the last meeting under stage two of the procedure; either as regards your possible return to work or opportunities for return or redeployment.
 - (c) To consider any further matters that you wish to raise.
 - (d) To consider whether there is a reasonable likelihood of you returning to work or achieving the desired level of attendance in a reasonable time.
 - (e) To consider any adjustments which could be made to assist your return to work.
 - (f) To consider the possible termination of your employment.
- 5.13 In deciding the appropriate action the panel must consider all the circumstances including:
- (a) Your medical information;
 - (b) Your ability to do the job in light of your attendance levels/ability to do the job;
 - (c) The likelihood of a change in attendance/ability;
 - (d) The possibility of modifying the job or a temporary transfer of responsibilities;
 - (e) Whether medical evidence indicates that redeployment, if possible, will improve your attendance;

- (f) The effect your past and future absence is having or might have on pupils' education and attainment, on other employees, or the Trust;
- (g) How your health and attendance affects your performance; and
- (h) Anything you choose to submit to the Principal, which must be provided to the Trust at least 5 days before the meeting.

5.14 If the decision is made to terminate your employment it will normally be with full notice or payment in lieu of notice.

6 **Review Periods**

In each of the review periods agreed throughout Stages 1 and 2 (set out above) a member of the Leadership Team will keep your attendance under review and meet with you to discuss your attendance and/or any further absences and ascertain the reasons for these. This will help identify if new medical information has come to light and/or if further medical evidence is required.

7 **Long Term Absences**

7.1 Absences of more than four consecutive weeks will be considered as long term absences and a meeting with you will be arranged as soon as possible. After the meeting a referral to Occupational Health may be made and once a report has been obtained a member of Leadership Team will meet with you to discuss its contents with you.

7.2 In cases where you are absent for more than 3 months and medical evidence indicates that you are unfit to return to work which is likely to continue for at least 2 months or more, the Trust reserves the right to move straight to Stage 3 of the procedure set out above, even where procedures set out for Stage 1 and Stage 2 above have not already been commenced or completed.

7.3 If you are unable to attend the Stage 3 sickness absence meeting (or any other sickness absence meeting under this procedure) due to ill health, the meeting will continue in your absence and you may send a representative in your place, or alternatively you may provide a written statement.

7.4 The Trust will maintain regular and supportive contact, which may include regular review meetings to discuss the employee's continuing absence, when the employee may be able to return to work and any reasonable adjustments that the academy may be able to make to assist the employee in returning to work.

8 **Appeals**

8.1 You may appeal against the outcome of any formal stage of this procedure and you may bring a companion to an appeal meeting (see **paragraph 4**).

8.2 An appeal should be made in writing, stating the full grounds of appeal, in line with the Trust's Scheme of Delegation but in most cases to the Chief Executive within one week of the date on which the decision was sent to you.

8.3 Unless it is not practicable, you will be given written notice of an appeal meeting within 10 Trust days of the receiving your written appeal. In cases of dismissal the appeal will be held as soon as possible. Any new matters raised in an appeal may delay an appeal meeting if further investigation is required.

- 8.4 You will be provided with written details of any new information which comes to light before an appeal meeting. You will also be given a reasonable opportunity to consider this information before the meeting.
- 8.5 Where practicable, an appeal meeting will be conducted in line with the Trust's Scheme of Delegation. In the case of a Stage 3 Sickness Absence Meeting, the appeal will be heard by a panel of up to three members of the Trust Board who have not previously been involved in the matter.
- 8.6 Following an appeal the original decision may be confirmed, revoked or replaced with a different decision. The final decision will not be given at the appeal meeting but confirmed in writing, if possible within one week of the appeal meeting. There will be no further right of appeal.
- 8.7 The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay.

Appendix 2 – Absence Reporting Procedures

If you are ill and will not be able to attend work, you must notify your Academy by telephone as soon as possible and each day thereafter until you are fit to return to work, except if you have a medical note from your doctor and have informed the Academy when this expires.

If you are a teacher, teaching assistant, pastoral support worker, cover supervisor or student mentor or any role that relates to directly working with children and normally require cover in the classroom you need to:

- Teachers - telephone [NUMBER] to report your absence before [TIME]a.m. This number is only for reporting your absence and should not be used for leaving details about lessons to be covered. In some circumstances (e.g. hospital admission or complete loss of voice) notification may be given by a third party
- For this, you should contact your head of department before the start of the school day or fax your work to the academy office – fax number [NUMBER] or email the Academy using the [Head of Subject's] email address.
- Non-teaching staff (listed above), will need to phone [NUMBER] to report your absence before [TIME]a.m.
- In conjunction to this you will also need to contact your Line Manager, this doesn't need to be by a phone call, text or email will suffice.

All other members of Non-teaching staff including Admin Staff, Adult Education, Caretakers, Catering, Cleaning, ICT technicians, Library staff, Mid-day Supervisors, Science technicians, Site Manager and Technology Technicians need to

- Telephone [NUMBER] (this will take you directly through to the Academy office/HR to report your absence at least 1 hour before your normal start time.
- In conjunction to this you will also need to contact your Line Manager, this doesn't need to be by a phone call, text or email will suffice.

Staff Cover Co-ordinator will be the first point of contact for the teachers, teaching assistants, pastoral support workers, cover supervisors and student mentors' absence line and HR will be the first point of contact for the other non-teaching staff absence line. Both Departments will complete the basic details on the Return to Work Interview form. You should arrange a meeting with your Line Manager/HR to complete this when you return to work. This interview should be conducted on the first day back to work but within a maximum of 3 days of returning to work and the completed form returned to HR Department/Payroll. Although your Line Manager/HR will carry out the interview it is your responsibility to arrange this.

Unfortunately if these procedures are not followed it may result in the absence being unpaid. If anyone is unsure of the process or how to complete the Sickness Absence Notification & Return to Work Interview form please see HR in the first instance.

NOTE: Absence for 7 consecutive days or more, including non-contracted days, weekends and holidays, will require a medical certificate from your GP.

Appendix 3: Flow Chart for Formal Procedures for Managing Sickness Absence

Prior to the formal procedures being triggered, the line manager/HR must provide informal indication to the employee that this may happen, for example during a previous return to work meeting.

If attendance improves during the monitoring period but a further Sickness Absence Meeting is triggered within 6 months of the end of that period, the procedure can restart at the next stage (Stage 3 will be repeated if necessary).

