



**ATTENDANCE MANAGEMENT
POLICY AND PROCEDURE**

INTRODUCTION

1 CYI aims to encourage all employees to maximise their attendance at work, whilst also recognising that employees will, from time to time, be unable to come to work due to sickness.

2 All employee absences will be counted for the purpose of this policy, except approved holidays, family leave periods, (e.g. maternity leave), approved compassionate or dependency leave, pregnancy-related absences, absences resulting from a workplace accident, and, (unless it is justifiable to include them), absences that are related to an employee's disability.

3 In managing absence CYI will adhere to the following good practice principles:

- The process will be fair and transparent to all involved;
- Where appropriate, advice will be sought from medical professionals;
- Prompt investigation will take place where an employee's absence is determined to be an issue;
- Openness should exist between managers and staff;
- All health matters will be treated as confidential;
- Staff will have access to a work colleague or Trade Union Representative at all formal meetings;
- Appropriate solutions for the reduction of sickness absence will be identified, and all parties made aware of their role in resolving the issue;

PROCEDURE

Notification of Absence

4 An employee who is unable to attend work due to sickness or any other reason must notify their line manager by telephone stating the reason for the absence, and how long they anticipate it will last. Notification should be as early as possible.

5 Where an employee fails to turn up for work and does not notify their manager on the first day of absence (except in exceptional cases), they will be deemed as being absent without authorisation. In such cases no payment will be made for any period of time for which the absence has not been reported.

6 The employee should make further contact with their line manager on the fourth and seventh days of absence, on both occasions giving an indication of their return date. If unable to make contact themselves, the employee should

arrange for someone else to do so. Following the seventh day of absence, contact must be maintained on a weekly basis.

7 Sickness over 4 weeks will be classed as 'long-term', and the form and frequency of contact should be agreed on a case by case basis with the manager.

8 Before returning to work, the member of staff who is sick must notify CYI of their due return date.

9 Where the absence is for less than 7 calendar days, the employee should complete and submit a self-certification form, (Annex 1). This form must be completed before the employee starts their usual duties, and submitted to the line manager.

10 If the absence lasts for 7 calendar days or more, a GP certificate must be obtained. On receipt, the employee must telephone their manager to inform them when the GP believes they will be well enough to return to work. If the certificate is not provided within one week of becoming due, the absence may be treated as unauthorised leave.

11 In certain circumstances, CYI may require an employee to provide a doctor's certificate for a period of sickness absence of less than seven days. In these circumstances CYI will reimburse the employee for the cost of obtaining the certificate, on production of a valid receipt.

Absence Recording

12 Documentation relating to employees' sickness will be treated confidentially and in accordance with Data Protection legislation. Sickness records must be held in a secure place and made available only to authorised staff, and employees will have the right to access and to comment on any documentation held on them in accordance with this legislation.

Return to Work Meetings

13 Managers are expected to manage, control and record attendance and absence. For this reason all employees absent from work for one or more days will be required to attend a meeting on their return, or at the earliest opportunity, with their Line Manager or designated Deputy. These meetings, whilst informal, should be private & confidential

14 Prior to the meeting, the manager should check the employee's absence record and review whether the absences have been frequent, regular or repeated. The manager should be alert to the possibility of any pattern (e.g. frequent absences on Mondays), but should remain open-minded and not jump to any hasty conclusions.

15 The purpose of the meeting will be to welcome the employee back to work, and to discuss the reason for their absence. The manager should also explain to the employee that their role is to monitor and manage absence by identifying problems and offering support where appropriate.

16 The employee should be advised that their absence has been recorded and asked to clarify the reasons for it, (ensuring that the question is asked in a supportive way without any suggestion that the employee is 'to blame' for the absence). In particular, the manager should establish whether they can provide any support to the employee to improve their attendance at work in the future, (for example if the employee's absence was in any way work-related).

17 The manager should also ask the employee whether or not they consulted a doctor or attended hospital, to check whether there are any ongoing health issues which might require management consideration, and should also advise the employee of any issues arising from/during their absence

18 Return to work meetings form part of the day to day line management/ supervisory process and as such there is no requirement or entitlement for employees to be represented or accompanied at such meetings.

19 A copy of the record will be held in the employee's personal file, and should a pattern or unacceptable absence develop, this interview would also record any initial concerns identified.

Medical, Dental & Hospital Appointments

20 Wherever possible, employees should arrange their medical, dental or hospital appointments outside normal working hours, although this does not apply to antenatal or postnatal appointments.

21 For employees working part-time or on a rota basis, time off for appointments will only be granted in an emergency. For full time employees, when appointments cannot be made outside working hours, they should be made at the beginning or at the end of the working day to minimise disruption to services or colleagues, and with the agreement of the line manager.

22 Providing that the employee notifies his/her manager in advance, time off for these appointments will be treated as paid time off. For outpatient appointments, CYI reserves the right to request the submission of an appointment card and/or proof of attendance.

Accidents & Injuries

23 Any accident or injury at work must be reported by the employee to their line manager. Where an employee is absent due to an accident/injury out of work and makes a claim to a third party, e.g. an insurance company for compensation, CYI will be eligible to reimbursement of amounts of sick pay received by the employee as a result of the accident/injury.

Annual Leave

24 Should the employee fall sick before commencing an agreed period of annual leave, absence from work will be treated as sickness up to the date booked for the leave, but will be deemed as holiday thereafter.

25 If the employee falls sick once the holiday has commenced, they may reclaim their leave ONLY on production of a GP's certificate and may only reclaim holiday for the period covered by this certificate. Should no certificate be provided, the period will be treated as holiday, rather than sick leave.

26 No claims for sickness will be allowed following failure to return from a holiday unless a valid GP certificate is obtained.

27 Entitlement to annual leave continues throughout an employee's sick leave, even in cases of long-term absence. As such, the employee will be entitled to take their accrued leave at the end of their sickness, or, in cases of ill-health retirement or severance, to receive pay in lieu. Pay in lieu may also be granted in exceptional circumstances where the needs of the service necessitate this.

SICK PAY

28 CYI operates a sick pay scheme for permanent staff with a contract of employment who have completed more than 4 months service. This benefit is always paid at the discretion of the line manager and is subject to employees complying with the rules of the scheme.

29 Sick pay will only be paid on receipt of a self certificate or GP certificate which satisfies the manager. It is therefore in employees' own interests to ensure that certificates reach their manager. Where certificates are not produced, or the correct procedure is not followed, absence may be treated as unauthorised, pay may be withheld and disciplinary procedures may be invoked.

30 Payment is based on the sick leave taken during the previous 12 months, counted from the day proceeding the first day of the current sickness absence. Pay is calculated at the usual hourly/daily rate, excluding enhancements, as follows:

- During the first year of service: 4 weeks full pay and 4 weeks half pay
- After the first year of service: 8 weeks full pay and 8 weeks half pay

31 CYI sick pay includes Statutory Sick Pay, (SSP). Where the employee is not entitled to CYI sick pay, any SSP to which they are entitled will be paid after 3 waiting days have elapsed.

32 At the end of CYI's sick pay provision, SSP will be paid for the remaining period up to a maximum of 28 weeks, although in exceptional circumstances additional paid sick leave may be granted at the discretion of the Trustees.

FREQUENT SHORT TERM SICKNESS ABSENCE PROCEDURE

33 Managers are expected to monitor and manage sickness levels effectively, and for this purpose there is no distinction between GP's self-certificated or non-certified sickness absence.

34 Before taking any formal action, the manager should check the employee's absence record to gain an accurate assessment of the number of days' absence, the number of separate occasions they have been absent and whether their record is tangibly worse than that of other employees.

35 Managers should therefore keep confidential records of all absences, discussions and medical certificates, ensuring that the records clearly identify the reasons for an employee's various absences.

36 This procedure involves the application of absence 'trigger points'. It also involves the allocation of responsibility to individual managers to hold absence review meetings with any employee whose level of absence has reached a defined trigger point.

Stage 1 – Informal Procedure

37 Stage one of the procedures is activated at or after:

- 3 episodes in 3 months, or
- 5 days in 3 months, or
- 10 days in 12 months

38 In such cases, the employee will be required to attend a review meeting with their line manager, held as part of the normal supervision meeting process. At this meeting, the manager will discuss the following:

- Concerns over attendance levels;

- Any explanation from the employee regarding the reasons for their absence;
- Ongoing concerns/level of medical input (including where appropriate a referral to Occupational Health, or the employee's own GP/Consultant);
- Acceptable standards for further attendance;
- Any areas of support/managerial consideration to facilitate improved attendance.

39 Where the absences are in part due to personal or family problems, the manager should be prepared to offer a reasonable degree of tolerance and support as the problems may be unavoidable. The manager should therefore be supportive, whilst at the same time explaining clearly to the employee that continuing frequent absences from work are unacceptable.

40 Where they are in any way work related, for example as a result of workplace stress, the manager should take prompt steps to remove or reduce the factor that is causing the employee's problem. The line manager will keep a record of this meeting, and the employee will be advised that their attendance will be monitored. The employee will also be informed that failure to improve their attendance may result in formal action being taken, and ultimately could affect their continued employment.

Stage 2 - Formal Procedure

First Written Warning

41 If after 6 weeks the employee's attendance record shows insufficient improvement, they will be required to attend a formal meeting. They will have the right to be accompanied by a Trade Union Representative or a work colleague, and a note-taker will also be present.

The line manager will chair this meeting and will consider:

- The level of absence and the employee's explanation for the lack of improvement;
- The advice received from the employee's own GP/Consultant;
- The implications of an unacceptable level of sickness absence for both CYI, and the employee's continued employment;
- The prospects for improvement within a reasonable timescale, (normally between 12 -16 weeks);
- Any additional support or other assistance which can be provided;
- Any relevant legislation, (e.g. relating to disability etc).

42 Following the meeting, the discussion points will be confirmed to the employee in writing, and this letter will constitute a first written warning. The warning will also clarify that failure to improve to the required standard may lead

to further action under the procedure and will also advise the employee of their right of appeal.

43 A further meeting will be arranged at the end of the review period. If the employee's attendance has improved to the required standard, this will be confirmed in writing and they will also be advised that, provided this standard is maintained over the next 9 months, no further action will be taken.

Final Written Warning

44 Where the employee's attendance does not improve to the level acceptable within the timescale, or if there is recurrence of poor attendance within 9 months, a further formal meeting will be arranged with the Staff Management Committee.

45 The employee will be notified in writing at least 5 working days before the meeting of the date, place and purpose, and reminded of the right to be accompanied. The meeting will confirm:

- The improvement required with detailed timescales;
- Any additional support or assistance to be provided;
- That failure to meet the improvement specified will mean that their continued employment may be at risk;
- That a further meeting will be arranged at the end of the improvement period to review progress

46 Following the meeting, the discussion points will be confirmed to the employee in writing and this letter will constitute a final written warning. The warning letter will include a statement that failure to improve attendance to the required standard is likely to result in dismissal and will also advise the employee of their right of appeal.

47 At the end of this period, if attendance has improved to an acceptable standard, the employee will be notified in writing that no further action will be taken, provided that the satisfactory standard is maintained over the following 12 months. However, should attendance fall below acceptable standards during that period, the final stage of the procedure will be invoked.

Dismissal

48 Where the employee's attendance does not improve to an acceptable level within the timescale, or if there is recurrence within 12 months, a formal hearing by the Staff Management Committee will be held.

49 The line manager will be required to prepare a management report detailing the level and frequency of the employee's absences, and the action taken to

support them to maintain a satisfactory level of performance. Copies of GP reports should also be included, and where these contain recommendations, details should be given of the action taken to meet these, or where such action has not been possible, the reasons for this.

50 The employee will be notified in writing at least 5 working days before the meeting of the date, place and purpose, and reminded of the right to be accompanied. The letter will also specify that one possible outcome of the hearing is dismissal, and a copy of the report detailing the management case will also be provided.

51 At the meeting, the line manager will present the management case and will detail the nature of the absences, the effect on CYI , and the steps taken at each stage to rectify the situation.

52 The employee will have the opportunity to give their reasons for failing to meet the required standard, and to give their view on the options available.

53 The Committee hearing the case will decide whether dismissal is appropriate in the circumstances. As an alternative to dismissal, and at CYI's entire discretion, redeployment may be offered if any suitable posts are available. If this is not possible, however, CYI reserves the right to dismiss the employee. The employee will be advised in writing of the decision within 5 days of the hearing, and of their right of appeal to the trustees (excluding the staff management committee) against the decision.

Exceptional Circumstances

54 Managers may, in appropriate circumstances, use their discretion to discount certain absences (for example on compassionate grounds), and not issue a first or second written warning where stage one or two of the procedure has been triggered. An attendance review meeting should, however, still take place in these circumstances. If an exception is to be made, the reason for it should be discussed and clearly recorded.

55 Similarly, CYI may decide not to dismiss an employee if there are special circumstances justifying this course of action. Again a record should be made of the reasons for the decision.

LONG TERM SICKNESS ABSENCE (over four weeks)

56 It is CYI's policy to support employees who are genuinely sick and unable to come to work. In order for CYI to provide this support, employees are required to keep CYI informed regarding their progress and anticipated return to work, and to allow their manager to make a home visit where this is considered necessary.

57 Where CYI considers it appropriate to request details of the employee's health from a medical practitioner, (at CYI's expense), the employee is also expected to give such consent, and to agree to allow the doctor to provide a medical report to CYI when reasonably asked to do so. (For more information, see CYI's Access to Medical Reports Procedure below).

58 Where an employee has been off sick for over 4 weeks, or is diagnosed as needing to be absent for a prolonged period, termination of employment will be considered only where medical advice is that a return to full capacity for work is improbable and after a formal meeting with the staff management committee which shall make a decision after considering all available evidence and possible outcomes.

ACCESS TO MEDICAL REPORTS PROCEDURE

59 There may be occasions when CYI considers it necessary to request details from a medical practitioner (i.e. the employee's own GP or Consultant), regarding the health of the employee. In such cases, the employee will be fully informed of their rights under the Access to Medical Reports Act 1988, and permission will be sought for the report to be obtained.

60 The circumstances in which CYI will seek a medical report on an employee include frequent short-term absences, where the trigger points above are reached or long-term absence, where an employee has been absent for a period of 4 weeks, or is likely to be absent for a period of 4 or more weeks.

61 When requesting a report, CYI will provide the medical practitioner with as much information as possible on the employee's role, and will explain why the report is being sought. CYI will provide the medical practitioner with:

- the employee's signed form (see appendix 2) consenting to the request to seek a medical report;
- confirmation that the employee is aware of his/her rights under the Access to Medical Reports Act 1988;
- details of the major features of the employee's job; and
- details of the employee's absence record for the period in question.

62 The medical practitioner will be asked to identify:

- the nature of the employee's illness;
- when, if ever, the employee is likely to be fully fit to resume his/her normal duties;

- if the employee is unfit to resume his/her normal duties, what alternative duties he/she might be fit to undertake, and when they are is likely to be fit to undertake these duties
- what reasonable adjustments could be made to working conditions or work premises to facilitate a return to work; and
- the likelihood of recurrence of the illness once the employee has returned to work.

63 Employees have the right of access to a report before CYI sees it. If the employee wishes to see the report, they should inform their line manager of this, so the medical practitioner can be informed. The employee will then have 21 days to contact the medical practitioner in order to see the report. If the employee does not do so within this period, the medical practitioner can pass the report on to CYI.

64 Where the employee refuses permission for CYI to contact their medical practitioner, CYI will explain to the employee the reasons behind the request. Where permission continues to be refused or the employee delays in giving their consent, the employee will be informed that a decision relating to their employment may be made without the benefit of access to medical records.

65 Where an employee feels that the report is misleading or incorrect, they may ask the medical practitioner to amend it. If the medical practitioner does not agree with the employee and does not alter the report, the employee may attach a statement to the report to reflect their views. Alternatively, having seen the report, an employee may request that access to CYI be withheld. In this instance, the employee will be informed that a decision relating to employment may be made by CYI without the benefit of access to their medical records.

66 If CYI wishes to take action following the report, this will be taken only after consultation with the employee and full and careful consideration of all the facts provided. In such cases, CYI will request a meeting with the employee to discuss the report and identify what action is to be taken.

Signed : **Date:**.....

Chair, Corbridge Youth Initiative on behalf of Trustees

Annex 1

Self certification form

I was absent from work
from
to.....

And the reason for my absence was:

.....
.....

Signed

Dated.....

This form should be returned to your line manager.

Annex 2

PERMISSION TO OBTAIN A MEDICAL REPORT

I hereby give permission to allow the management of Corbridge Youth Initiative to seek the opinion of my medical practitioner on my current/ future health status.

**I do/do not wish to see the report before it is supplied to CYI.*

I am aware of my rights to refuse disclosure of the report to Corbridge Youth Initiative and to amend any details in the report, which I feel are incorrect or misleading.

Signed: **Date**

The name and address to which the correspondence should be sent is as follows:

Name:

Address:

Telephone Number

Please return the form to your line manager at CYI.

* Delete as appropriate