

Attendance & Health at Work Policy

Policy Control

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Document Author(s):	Emily Saad, ER Advisor & Simon Gale, Staff-side Chair
Executive Lead:	Julian Feasby, HR Director
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Version Control

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3.1	01/11/2011	TW	QHCG	Not recorded
4.0	12/09/2013	TW	ESEC	New Policy
4.1	24/04/2015	SM	Not recorded	Admin amendments
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4.6	30/08/2016	LM	Not recorded	Amendments to notifying sickness and absence section
5.0	06/12/2013	unknown	executive committee	
6.0	01/04/2019	ES	PRG, GNG, E&D, HRD	New policy in line with new template and best practice and new approach to H&WB management

Policy Queries: awp.hrservicecentre@nhs.net



Attendance & Health at Work Policy

1. What this policy covers

Health and wellbeing (H&WB) management is recognised as a high priority and we are committed to promoting this throughout your employment. From time-to-time all of us will need additional support; there may be occasions when you are not fit to attend work due to illness, or cannot attend for [other reasons](#).

This policy aims to deliver a clear and consistent approach in terms of support and management application, whilst at the same time being flexible enough to adapt to you as an individual. Please also refer to the [best practice guides](#) for more detailed advice.

Further information can be found at the following websites:

- [Ourspace Link](#)
- [NHS Employers – Mgr Toolkit](#)
- [NHS Employers – AFC T&C's](#)

This policy will:

- Introduce you to the approach that will place your H&WB at the forefront of most discussions.
- Detail the responsibilities of you and your managers in engaging with Trust processes to support your overall H&WB and the requirements detailed here.
- Apply to all Trust employees, however, Individuals on probation will be monitored over their probationary period and issues addressed within the separate [process](#).

2. Principles

We recognise that the nature of the work we do as a Mental Health Trust can be challenging and therefore we may need additional support. This policy has been developed with this in mind and we have increased our expected standard over and above what most NHS employing

organisations would consider reasonable. Managers are also asked to take a holistic view in terms of H&WB management.

“You can expect conversations regarding your H&WB to form part of everyday working life.”

We wish to support you to manage your H&WB with the aim of preventing issues arising that have an adverse effect on attendance and as a result service delivery.

We all strive to provide the highest level of service, attendance is vital to achieving this aim. All employees are also contractually required to attend work regularly and the Trusts reviews attendance data to monitor this. Should you fall below the standard we expect, your manager will have a conversation to see how we may be able to support you in achieving this.

On the rare occasion when attendance does not, or cannot improve, then the later part of this policy will be used to determine if your employment should continue – please be assured that alternative options will be explored prior to this stage and engagement with this policy will reduce the need for formal management.

Your manager will:

- Communicate regularly with you.
- Promote employee engagement.
- Recognise and praise good performance.
- Work with you on your development.
- Be proactive in identifying and addressing H&WB/Attendance issues and concerns early.
- Take preventive action at the earliest opportunity, identifying sources of internal and external support.



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- Positively look after their own and their teams H&WB.
- Avoid negative behaviour; be transparent in approach and with communications.

3. Responsibilities

- **Executives/Senior Management** has overall responsibility for ensuring the commitment to H&WB management, the application of this policy and role modelling approaches with their teams.
- **Managers** should recognise their key role in H&WB management, fostering a two-way channel between employees and the Trust, encourage their team, motivate, encourage commitment, collectively monitor morale, and people management issues at the earliest point.
- **All Trust employees** should familiarise themselves with this policy, the required standards and engage in honest conversations to allow the Trust to support them in achieving these.
- **The Employee Relations HR Team (ER)** is responsible for providing professional HR advice to all employees and training for line managers and supervisors.
- **Trade Union Members/Colleagues** can support individuals in line with [policy](#).
- **All** involved should maintain confidentiality where possible.

4. Notifying & Reporting

As a condition of employment, if you are unable to attend work you must:

- ☑ Notify - verbally as soon as possible on the first day of absence to line manager.
- ☑ Make agreements for further contact.
- ☑ For all absences, complete [self-certification form](#).
- ☑ For absences over a 7 calendar day period, a doctor's certificate should be forwarded to your manager within 5 working days.

- ☑ Notify your manager of any potential industrial injury and report the incident in line with current policy.

It is essential that payroll is notified correctly and on time to ensure that your pay is not interrupted. Additionally, failure to notify your absence could result in you being recorded as absent without leave (AWOL) and your pay stopped.

You and your manager have a **mutual responsibility** to complete:

- [Electronic paperwork](#) and [return to work documents](#). Please note - Healthroster does not automatically update payroll.
- Complete additional paperwork in cases of [industrial injury](#) and report incidents/accidents as per Trust process.
- Comply with Health & Safety requirements for reporting of injuries and dangerous occurrences ([RIDDOR](#)).

5. Absent Without Leave (AWOL)

If you are absent without good reason and fail to communicate this, you may be considered as AWOL and your pay may be stopped.

Reasonable attempts will be made to contact you including contacting your emergency contact(s). The absence will be discussed with you on your return. Being AWOL is considered as unacceptable behaviour in line with [policy](#).

6. Policy in Practice

H&WB management and the support you receive will depend on your specific circumstances. As a minimum, your manager will regularly discuss how you are as part of ongoing management practices such as 1:1/Supervision.

Managers are advised to use the [NHS Sickness Management Tool](#) to guide them on the best route to support individuals. Your manager



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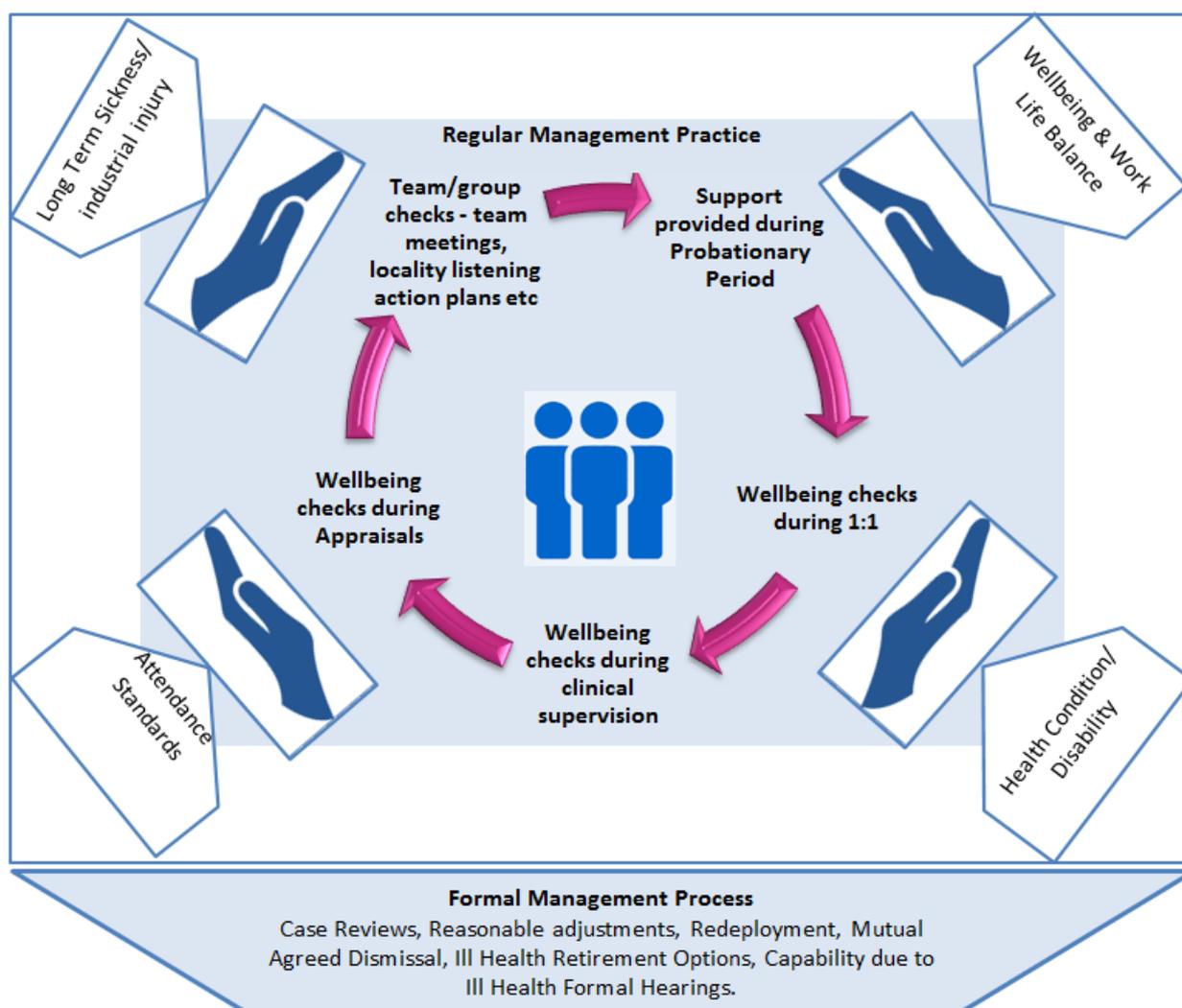
may additionally bring in one or more of these four management elements as and when required (list not exclusive):

- 1) **Health Condition/Disability Management**
- 2) **Long Term Sickness / Industrial Injury**
- 3) **Attendance Standards Monitoring**
- 4) **Wellbeing & Work-life Balance Conversations**

Managers will be provided with reports of attendance in a rolling 12-month period that:

- Fall short of the Trust standard of 96%
- Categorized as long term sickness

Patterns/concerns will be monitored locally within departments.





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4.1 Health Condition/Disability Management

Should you have, or develop a health condition whilst employed with us, then we would encourage you to disclose this to your line manager.

We will discuss the circumstances and your role(s) so that we can understand how we can, if required, best help you. This may involve for example agreeing arrangements for ongoing treatment, or discussing [reasonable adjustments](#). Your line manager will complete a [H&WB action plan](#) with you to review and record discussions and progress.

4.2 Long Term Sickness & Industrial Injury

Should you be off work, or signed off for a period exceeding 28 days, you will be considered to be off on long-term sickness.

Should you have an industrial injury, your manager will [report this](#) to the payroll team and provide additional support during this time. Should any industrial injury absence be for an extended period, payroll will contact you directly to co-ordinate paperwork.

Your manager will agree how to maintain regular contact with you and will complete an [H&WB action plan](#). This is to ensure that we are supporting you whilst you are away from work and aid the process of coordinating resource, whilst working towards a successful return.

In some cases, we can be advised by occupational health to return you to work over a phased period. Despite any recommendation, your manager is best placed to [assess this](#) against what is safe to accommodate and reasonable for the service to provide.

The Trust will fund a phased return for your contracted hours for a period of **up to 4 weeks**. Annual leave, unpaid leave or TOIL can

be discussed and agreed if an extended period is requested.

4.3 Attendance Standards

Managers will have access to their department's sickness data; sickness records are input by the payroll team into ESR and made available to managers.

Individuals who have fallen short of 96% attendance should trigger a management conversation (with the exception of absences for surgery, treatment, emergency admittance or those sickness occurrences managed under section 4.1 or 4.2).

Management should create with you a [H&WB action plan](#) that may include, amongst other options, setting the employee an attendance achievement plan with a review period. Any review period should encourage an immediate short-term improvement but also on-going monitoring over the next 12 months from the date the plan was set.



4.4 Wellbeing & Work-life Balance Support

Though many people's choices take place outside of the working environment, many will impact you at work, e.g. having too little sleep, being overweight, dealing with financial pressures.

Managers cannot directly influence; however can create a positive environment in which



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you feel able to discuss some of these issues. This is an important element of supporting health and wellbeing and helping employees to feel valued.

Maintaining a healthy work-life balance can reduce stress levels, improve your health and job satisfaction. Balancing the demands of work and home is not an easy thing to do, but is best managed by regularly reviewing and assessing your priorities.

The Trust also has a number of policies and [support mechanisms](#) in place to aid in this process.

7. Formal Management Process

On the rare occasions when the above mechanisms to support your H&WB are not working; for example adjustments may no longer be reasonable, or there is an indication that you will not be able to return for the foreseeable future, then your line manager will invite you to a meeting to discuss the options available.

This meeting will be chaired by the next level of line management and HR will be in attendance. Options explored may include:

- Extending the attendance achievement plan
- Asking managers to explore the [H&WB action plan](#) further and amend.
- Further reasonable adjustments to role.
- Redeployment (temporary or permanent).
- Mutually agreeing your dismissal from Trust employment.
- Formal hearing.
- Ill Health retirement discussions.

Should it be considered that we are no longer able to support your employment in the Trust, you may be dismissed on grounds of

capability due to ill health and you will be given the right to appeal.

Professional Registrations

Should your role require you to hold and maintain a professional qualification, this must be in place during any absence from the Trust.

9. Monitoring

The Trust may monitor the policy through data gathering and analysis and will use frameworks such as workforce race equality standard, workforce disability equality standard, workforce reporting to identify and where appropriate address disparities between different groups.

