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1. INTRODUCTION

**HR027 All Wales Sickness Absence Policy** was produced by the Welsh Partnership Forum, and became effective from 25th January 2010.

Powys teaching Health Board and all other NHS organisations in Wales will work with their local partners to ensure its effective implementation.

This toolkit has been developed, in partnership, to help managers implement the new policy, supplemented by a Staff Leaflet, and training and awareness sessions for staff and managers. Its aim is to assist in the management of both long and short term sickness.

The teaching Health Board’s sickness target indicated in the Annual Operating Framework is currently 5.08% to December 2010.

There is documented evidence that organisations that implement effective sickness management procedures have successfully reduced their sickness absence rates which in turn have benefits in reducing costs, increasing efficiency and improving services to patients.
2. MANAGING ABSENCE

2.1 Foreword

Managers play a key role in not only managing absence but also in preventing absenteeism by promoting a culture of health and well being. Managers are required to promote a management style which:

- Encourages participation, delegation, constructive feedback, mentoring and coaching.
- Motivates staff, providing the training and support they need to develop and improve their performance and job satisfaction.
- Understands how their style and practices impacts on the health and well being of their employees.
- Identifies and responds sensitively to employees’ emotional concerns and symptoms.
- Recognises when interventions are required to help and support staff.

Managers that promote this style will have effective team working, greater job satisfaction, lower complaints, better patient outcomes and lower levels of absence. Knowing and understanding your team is the first step to recognising signs which could help support staff to remain in the workplace. It is recognised that work is on the whole good for an individual’s physical and psychological well being.

2.2 Managers’ responsibility.

- Ensure staff understand the process for reporting absence and are aware of where to gain self help such as Occupational Health and Well Being at Work services. This should be included in the induction of all new employees.
- Agree a communication plan for both short and long term absences, ensuring contact is supportive.
- Undertake a Return to Work interview ideally within the first 48 hours of an individual returning to work or no later than 5 days after the return to work advising the individual of the triggers and stages of the Sickness Absence policy. This timescale is not specified in the policy, and is considered to be reasonable.
- Refer individuals to Occupational Health if the absence is due to a work related incident, severe musculo-skeletal disorder, psychological disorder/stress/anxiety or major surgery, and if the absence is likely to continue beyond 28 days.
- Seek advice and support from the HR Directorate if the reason for absence is as a result of conflict at work.
- Keep records of all absence including medical exclusion/suspension, leaving the workplace part way through a shift, unauthorised absence and requests for special leave.
- Be aware of the triggers for absence intervention and act upon them.

2.3 Employees’ Responsibility

- Report absence on day one, providing reasons for absence, and measures they are taking to reduce their absence e.g. GP appointment.
- Provide information on likelihood date for return to work.
- Agree when the next contact is to be & keep managers informed throughout longer periods of absence.
- Advise your manager when you are fit to resume work.
- Ensure return to work interview/self certification form is completed to ensure they are covered by self certification.
- Should absence continue beyond 7 days, provide a fit note from the medical practitioner.
3. **MANAGING SHORT TERM ABSENCE**

3.1 **For every sickness absence episode**

- The member of staff should contact their line manager in person to advise that they are unable to attend work and what they are doing to reduce their period of absence. The member of staff should also advise when they should be fit to return.
- The manager/supervisor must complete the [Sickness Return Spreadsheet](#) with the start and finish dates of sickness plus reasons (see 4.1 for more information).
- The employee confirms with the manager that they will or will not be able to return to work on the agreed date.
- The manager undertakes a Return to Work interview and completes a Return to Work Interview form within 5 days, advising the individual of the triggers and stages of the Sickness Absence policy.
- If the absence is between 1 and 7 days the Return to Work/Self Certification form will act as a self certification document.
- If the absence exceeds 7 days, a fit note from a General Practitioner must be obtained by the employee and given to the manager/supervisor confirming whether they are unfit for any duty or fit to return on modified duties.

3.2 **Process for granting time off and recording medical and dental appointments**

3.2.1 Occasional, routine appointments should be arranged during periods when employees are not scheduled to work and no paid time off will be granted. However managers will be expected to be flexible in relation to employees’ attendance times at work to accommodate their appointments. Examples are:

- Routine, occasional GP, Dentist, Optician appointments.
- Appointments for a medical condition, not related to a disability or a long-term health condition which requires treatment on a regular basis for a prolonged period and the employee **is able to return to work following treatment** e.g. Physiotherapy.

3.2.2 Appointments where employees are **able to return to work** and generally have limited control over the appointment date and time; should not be recorded as sickness absence. Where necessary time off work may be granted and this should be recorded as Annual or Special Leave. Examples are:

- Occupational Health Department appointments.
- Appointments related to a disability or long-term ongoing health condition.
- Appointments in respect of a reported industrial injury/disease related to tHB employment.
- Antenatal care appointment for expectant mothers, biological fathers, nominated carers and same sex partners.
- Routine screening appointment e.g. breast, cervical etc.
- Blood donation in a workplace or local venue (*permission to attend must be granted by the manager in advance of attendance*).

3.2.3 Where employees attend appointments which include treatment or tests which result in them being **unable to return to work**, this must be recorded as sickness absence using the appropriate code for their condition. Examples are:

- Where a routine medical appointment involves treatment which results in a member of staff being **unfit for work following the appointment**.
• A medical condition, related to a disability or a long-term health condition, which requires treatment on a regular basis for a prolonged period and the employee **is not able to return to work following treatment** e.g. Chemotherapy.
• Medical condition, not related to a disability or a long-term health condition, which requires treatment on a regular basis for a prolonged period and the employee **is not able to return to work following treatment** e.g. dentistry.

3.3 Trigger points for further management action

• **3 episodes** of short term sickness of any length in any rolling 12 month period, **or**
• **2 episodes** of sickness which when combined, total more than **3 working weeks** in any rolling 12 month period, **or**
• Recognisable patterns of absence such as:
  • Regularly absent on the same day per week
  • Regularly off sick on a bank holiday/night shift that they are rostered to work
  • Regularly off over the Christmas period or school holidays
  • Regularly goes home sick after attending work.
  • Regularly off during or after major sporting or other social events.

These examples are not provided in the Policy and have been included in order to assist managers.

3.3 Management Process

If a member of staff reaches one of the trigger points, including recognisable patterns of absence, the following process should be followed:

<table>
<thead>
<tr>
<th>Informal stage</th>
<th>Informal meeting with manager to indentify reasons for absence, support available, expectations and review period. Review period is to ensure adequate support is available. Managers will need to carefully assess the circumstances surrounding further absences and make a judgement regarding next course of action. This may be a further informal interview or the first formal stage as appropriate. If necessary advice may be requested from operational HR staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Formal</td>
<td>First Formal meeting with individual and representative involve HR if required. Support discussed and explored, including manager or self referral to Occupational Health, Employee Well Being service. Explore mechanisms to improve attendance. Review support available. Further review period. Advise on consequences of failing to improve.</td>
</tr>
<tr>
<td>Second Formal</td>
<td>Meeting held as above. Consider whether medical advice required. Consider adjustments e.g. Reducing hours, change in role, shift patterns. Review support available. Failure to improve leads to final formal where termination of contract</td>
</tr>
<tr>
<td>Final Formal</td>
<td>All efforts to improve attendance failed. Medical opinion is required to determine fitness to attend work. Final stage chaired by manager with authority to dismiss. Case presented by manager supported by HR. Individual &amp; representative present mitigation. Adjourn to consider outcome: monitor further period, redeployment, termination of employment. Individual has a right to appeal.</td>
</tr>
<tr>
<td>Termination</td>
<td></td>
</tr>
</tbody>
</table>

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4. DOCUMENTATION TO BE COMPLETED

4.1 Sickness Return Spreadsheet

- On the first day of absence, the manager/supervisor must indicate on the Sickness Return Spreadsheet that the staff member is sick, and the reason using the latest Sickness Absence Codes (Appendix 3).
- You are reminded that it is a mandatory WAG requirement that all sickness reasons must be recorded onto the ESR system and that the new Sickness Absence Codes must be used for all sickness absence with effect from June 1st 2011.
- The form MUST be completed electronically, as some of the boxes are drop down.
- From June 1st 2011, the submission of sick notes to Payroll must cease and this information should be retained locally by line managers.
- **It is the manager/supervisor’s responsibility to record all absences on the Sickness Absence Spreadsheet from the first to the last day of each month, and submit electronically to powys.payroll@wales.nhs.uk by no later than the 5th of the month, to keep in line with current payroll deadlines.**

4.2 Return to Work Interview/Self Certification Form. (Appendix 4)

This form has a dual purpose. It captures the relevant information associated with the absence such as the reason for the absence and the length of the absence. It also allows the manager to ensure that the individual is fit to resume work, discuss any support that may be required, and to advise them of their status with regard to the sickness absence policy. This form should be signed by both parties. This form contains information which would be found on a self certificate and therefore for audit purposes will act as a self certificate. The individual does not need to complete a self certificate in addition to this. The return to work interview should ideally be undertaken within the first 48 hours of an individual returning to work or no later than 5 days after the return to work advising the individual of the triggers and stages of the Sickness Absence policy. This timescale is not specified in the policy, and is considered to be reasonable. For those staff who work shift patterns, it may be necessary to delegate this responsibility to another member of staff who is at a higher band than the employee.

4.3 Absence Record Calendar. (Appendix 1)

This record ensures that the dates of absence are appropriately recorded and will enable a quick review of the extent of the absence and identify any patterns. The calendar is useful to share with an employee when discussing their absence, as it also records special leave, annual leave, unauthorised absence etc.

4.4 Record of Initial Informal/Formal/Long Term Interview. (Appendix 6)

This form acts a template for the discussion with staff about the levels of absence. It enables the manager to ensure that all the relevant questions are asked and that support is actively encouraged. For formal stages of sickness management, this form is usually supplemented by a letter outlining and confirming the discussions of the meeting.

All the above documents and letters will be used as evidence of robust absence management should a case reach a final formal. Failure to complete the necessary documentation could result in a decision not being made on the future of the individual due to poor management. If in doubt about any part of the process or documentation please contact the HR Directorate. Documentation should be retained for 6 years after an employee leaves the service.
5. **MANAGING LONG TERM ABSENCE**

Long term absence is any absence which exceeds 28 days. The management of long term absence differs from that of short term, as the emphasis is more upon communication and contact.

5.1 **Planned absences**

A communication plan should be discussed and agreed prior to the individual commencing absence. This should be based on reasonable and regular two way communication. It is good practice to refer to Occupational Health in such circumstances. Particularly, if there have been complications or a delay in the planned return to work, a referral to Occupational health should be made to identify the likelihood of individual returning to normal duties, and adjustments required to facilitate an earlier return.

5.2 **Unplanned absences**

At the first point of contact, agree where possible a communication plan. Initially this may be towards the expiry of the medical certificate, or after a GP/Medical Practitioner appointment. Communication should be regular and two way.

5.3 **Management Process**

<table>
<thead>
<tr>
<th>Initial sickness</th>
<th>Communication plan agreed by both parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month 1 to Month 2</td>
<td>Contact maintained. Manager meets with individual, at a mutually agreed location, to ascertain progress and discuss support available. Occupational Health referral may be appropriate at this stage.</td>
</tr>
<tr>
<td>Month 3</td>
<td>HR and staff side involvement if no progress with return to work. Formal meeting to offer support, discuss progress, medical opinion.</td>
</tr>
<tr>
<td>Month 4 &amp; 5</td>
<td>On-going meetings between manager (HR &amp; staff side as required). Ensure Occupational Health referral if not already done.</td>
</tr>
<tr>
<td>Month 6</td>
<td>At this point in the absence, the organisation needs to determine if the individual is able to return to work in the foreseeable future. If medical evidence is not forthcoming, discussions need to commence about possible consequences: returning on adjustments, redeployment, mutual termination, ill health retirement or referral to general manager to consider on-going employment. Seek Occupational Health view on ill health retirement application.</td>
</tr>
<tr>
<td>Month 8</td>
<td>No progress or plans in place to return, with or without adjustments. Seek mutual termination. Apply ill health if recommended. Plan and discuss referral to consider future employment</td>
</tr>
<tr>
<td>Month 9</td>
<td>Mutual termination agreed/ill health application progressing. Or prepare documentation to be considered at a final formal meeting to end contract of employment on grounds of capability.</td>
</tr>
<tr>
<td>Month 12</td>
<td>Only in exceptional circumstances should an individual be absent from work for 12 months without a robust plan for either returning to work or to leave the organisation.</td>
</tr>
</tbody>
</table>
6. **POINTS TO CONSIDER WHEN MANAGING LONG TERM ABSENCE**

6.1 **Temporary Injury Allowance.**

Is the reason for the absence as a result of an injury at work? If so, has the DATIX report been completed? Has the incident been investigated appropriately? Has the Payroll Department been notified that this is an accident at work? Temporary Injury Allowance guarantees 85% of pensionable earnings. This does not preclude the manager from managing absence in line with the Sickness Absence Policy.

6.2 **Annual leave.**

Annual leave can be payable in periods of long term absence and is accrued for the duration of the absence. This can be discussed with the individual at any point during their absence but may prove more beneficial in times of half pay. Sick leave will be suspended for the duration of the annual leave and restarted if the individual remains absent after this period. This enables the individual not to suffer a detriment when on half pay but also prevents large amounts of leave being accrued which could not easily be accommodated on their return to work. Carry over of annual leave from one leave to another is based on statutory entitlements and not contractual. The statutory entitlement per annum is a maximum of 5.6 weeks, if working full time and pro rata for part-time staff. If in doubt, contact the HR Department.

6.3 **Ill health retirement.**

Depending on the circumstances, it is appropriate to seek Occupational Health advice on the likelihood of the individual being successful. This enables early discussions about the future and, their prognosis, and ensures that applications are completed in a timely manner to prevent the individual from suffering a detriment.

6.4 **Mutual termination.**

Can be discussed when medical evidence is clear in that the individual is unlikely to be fit to return to work in the foreseeable future. This does not preclude the individual from re-applying for a position within the teaching Health Board should their health improve. Termination is payable with notice, and the individual has the right of appeal.

6.5 **Redeployment.**

The individual is fit to return to work but into a different capacity and different role. If an appropriate post is available the employee will be offered this for a 3 month trial period. Failure to secure suitable alternative employment during this time will mean that mutual termination or termination of employment will need to be considered. If a person accepts a lower graded post, protection of earnings does not apply.

6.6 **Reasonable Adjustments.**

The organisation has a duty to consider reasonable adjustments to a role under the Equality Act 2010. These adjustments may be temporary, or permanent. The organisation has an obligation to consider the reasonableness of this adjustments and how they impact on the service. Every effort will be made to retain staff who have a disability. However, this may not be in their existing post or area of work.
Reviews of any adjustments should take place on a regular basis. The Occupational Health & Health & Safety Departments are able to provide workplace advice and support on adapting equipment, transport to work etc.

6.7 Termination of Employment.

Termination of employment can only be made on the grounds of capability due to the on-going ill health. Decisions must be made by a Director with the authority to dismiss. The manager prepares a report providing details of meetings, support, medical advice, adjustments considered, and reasons for reaching this stage. The individual has the right to present mitigation. The decision made based on documentation and presentations. The individual has the right to appeal.
7. **HOW TO GET THE BEST SUPPORT FROM OCCUPATIONAL HEALTH (OH)**

One of the main things to consider about any referral to Occupational Health is to consider why it is being done and how it will be of benefit to the member of staff and/or their manager.

7.1 **Short Term absence**
- Referrals to Occupational Health in cases of short term absence are not routinely required. However if there are concerns that an underlying health problem may be the reason for the absence, referral may be appropriate.
- Early referral is recommended in all cases of work related absence, severe musculo-skeletal disorders, stress/anxiety and major surgery. Prompt professional advice can hasten return to work and provide access to fast track treatment services.
- Staff should be advised that they may self refer should they need to seek support.
- Medical opinion is required towards the latter stages of the process before termination of employment is considered.

7.2 **Long term absence**
- If the reason for absence is a musculo-skeletal disorder, managers should advise employees to contact Occupational Health in order to have an early discussion with a nurse with a view to referring early to fast track physiotherapy or podiatry services.
- Likewise, where the reason for absence is related to a psychological disorder/stress/anxiety early referral to Occupational Health is essential.
- In relation to routine, planned operations Occupational Health assessment can provide additional support where there are complications or concerns about an employee’s ability to return to work.

7.3 **Completing the Occupational Health referral form/making a referral**
- If unsure as to whether a referral is appropriate managers should contact Occupational Health for advice
- Managers should ensure that all the relevant details are included on referral form such as: reason for current absence, reasons for previous episodes of absence, specific concerns where an individual’s health may be impacting on their ability to carry out their normal workplace activities or if work may be affecting their health. Details of sickness absence for the previous two years will provide valuable information on the employee’s outlook in work. This information is available from ESR.
- Managers need to be specific about what advice they need and include this in the referral. Explicit clinical details will not usually be included in any OH report.
- Explain to the member of staff the reason for the referral and ask them to sign the form once completed. This indicates that they understand the reason for the referral and are willing to attend for an appointment. If they are off sick managers can arrange to meet with the staff member or send the completed form by post asking them to sign and return it.
- A member of staff should never be asked to sign an uncompleted referral form.
- If the form is not completed in full it may be returned by Occupational Health for additional information to allow for appropriate triaging e.g. type of appointment required, to see physician/consultant/nurse practitioner etc.
- A copy of the appointment letter will be sent to the referring manager for information. They should liaise with the individual to ensure attendance wherever possible.
- Following the consultation in Occupational Health the individual will be required to give their consent for the report to be sent their manager. They will also be issued with a copy of the report for their own information.
- It is important to plan ahead as OH has a waiting list.
• Referrals identified managers as urgent will be assessed by the Occupational Health Physician on clinical need.
• Reports are not written to managers following self referrals unless requested by the individual.

7.4 Occupational Health guidance on returning to work following sickness absence before an Occupational Health Assessment has been completed

In some instances an Occupational Health Assessment cannot be completed before the employee has received a Department of Work and Pensions (DWP) Statement of Fitness to Work from his/her GP; but the employee wishes to return to work. The following will assist managers in deciding whether employees may return to work in these circumstances.

• All employees do not need to be assessed in the Occupational Health Department before returning to work.
• In cases of uncertainty, managers should contact the Occupational Health Nurse Manager for advice.
• In many instances, occupational health examination following return to work is useful in assessing ongoing health problems.

Certification of sickness absence and fitness for work for DWP purposes remains the formal responsibility of the employee’s general practitioner. The role of the Occupational Health Department is to advise employees and managers on employees’ fitness for work. The Occupational Health Department usually liaises with general practitioners in the course of assessment.

When considering whether an employee should return to work without having been assessed in the Occupational Health Department, managers should consider the following.

• Has the employee’s general practitioner signed them as fit for work?
• How severe is the disorder?
• How long have they been on sick leave? A period of long term absence usually signifies a serious illness.
• How much sick leave is recommended for their condition? For some conditions, two Colleges of Surgery provide indicators of likely sickness absence requirements. These can be accessed from the websites listed below.
• Are there factors in the workplace which will make the employee’s condition worse?
• Will the employee’s return to work cause significant risk to the health of patients or colleagues?
• Will the employee’s return to work cause significant risk to their own health?

(Significant risks will have a sizeable effect on the condition and/or result in long-term or permanent effects).

Websites Providing Indicators of Required Sickness Absence
N.B. these provide general indications of sickness absence requirements, and may not be applicable to all cases.

Royal College of Surgeons: Get Well Soon
http://www.rcseng.ac.uk/patient_information/return-to-work
Royal College of Obstetricians & Gynaecologists: Recovering Well
http://www.rcog.org.uk/recovering-well
7.5 Rehabilitation Leave

- A return to work assisted by rehabilitation leave will often help the employee recover more quickly.
- In many cases, a phased return to work allows employees to return to productive employment before they would otherwise do so.
- The precise structure of the phased return will depend upon the nature of the medical condition and work demands.
- Rehabilitation leave aims to facilitate and support an earlier return to work, sustain attendance and prevent recurrence of the condition which led to the absence.
- An occupational rehabilitation programme will be developed where a GP Fit note recommends phased return to work or reasonable adjustments and the condition/duration of absence meets the teaching Health Board’s Rehabilitation policy inclusion criteria.
- There are several approaches to planning a suitable rehabilitation programme which is in essence a return to work risk assessment of the employee’s capabilities following a period of ill-health:

  - **Reduced hours to facilitate a gradual increase in stamina for normal working hours.**
    
    **Example of a suitable return to work plan:**
    - Week 1: 4 x 5 hours daily
    - Week 2: 5 x 5 hours daily
    - Week 3: 5 x 6 hours daily
    - Week 4: 5 x 7 hours daily
    - Week 5: Resume normal working hours

  - **Modified duties/reasonable adjustments to gradually increase duties and facilitate ongoing risk assessment whilst increasing stamina for contractual duties.**
    
    **Examples of a reasonable adjustments/modified duties:**
    Short term adjustments may be considered necessary if the employee has a functional impairment which may affect their ability to undertake moving and handling duties, driving duties, clinical contact, tasks which require concentration, exposure to workplace stressors, using a keyboard.

    - Long term or permanent adjustments or modified duties may be considered necessary if the employee’s impairment is assessed as long term or permanent, this may not be considered reasonable in the long term and may require consideration for re-deployment or consideration for Ill Health Retirement.

    - All rehabilitation programmes require weekly review in order to assess;
      - Is the employee making sufficient progress?
      - Are the recommendations suitable?
      - Does the content of the plan need to be revised?
      - How is the employee coping following return to work?
      - Is further Occupational Health advice required?

- A phased return to work is not required in every case. A period of 6 weeks is the usual maximum, but shorter periods are often more appropriate.
| Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | 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| Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Mon | Views: 14
Appendix 2 — Procedure for reporting sickness absence

Process to be followed by All .................Department Staff

Dear Colleague

I am writing to inform you of the procedure within the department that needs to be followed regarding non scheduled absence from work. Non scheduled absences are those that have not been agreed prior to their taking place, are not planned, for and therefore have a direct impact on the performance and management of the department. These primarily include sickness, lateness and requests for emergency or special leave.

In the event that you have to be absent from work under these circumstances, you must follow this process to ensure that managers know that you are being kept from attending work and can put into place support where available to cover you in the service. You must contact ...... [Insert name]..... or .....[Insert name]...... by (Time) ........................ on (telephone number) at the latest.

If you are not able to get through then you must leave a contact number for them to contact you during that working period.

You will need to be able to give them the following information:

- The reason for your absence
- What shift or working hours you were covering
- Any outstanding work issues that need to be addressed
- How long you expect to be away from work
- What you are doing to minimise your absence from work
- A contact number

It is good practice for you to make the call yourself and speak directly to the named contact person. Please note that only in exceptional circumstances will a call from another person be acceptable. Contact by text message or email is not acceptable.

Your first medical certificate should reach your manager by the 8th working day. Failure to comply with these reporting instructions may result in your being considered absent without leave and in a subsequent suspension of pay.

Thank you for your co-operation in this matter.

Yours sincerely

[Insert name]
[Insert title]
## Appendix 3

<table>
<thead>
<tr>
<th>Code</th>
<th>Sickness Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>S10</td>
<td>S10 Anxiety/stress/depression/other psychiatric illnesses</td>
</tr>
<tr>
<td>S11</td>
<td>S11 Back Problems</td>
</tr>
<tr>
<td>S12</td>
<td>S12 Other musculoskeletal problems</td>
</tr>
<tr>
<td>S13</td>
<td>S13 Cold, Cough, Flu - Influenza</td>
</tr>
<tr>
<td>S14</td>
<td>S14 Asthma</td>
</tr>
<tr>
<td>S15</td>
<td>S15 Chest &amp; respiratory problems</td>
</tr>
<tr>
<td>S16</td>
<td>S16 Headache / migraine</td>
</tr>
<tr>
<td>S17</td>
<td>S17 Benign and malignant tumours, cancers</td>
</tr>
<tr>
<td>S18</td>
<td>S18 Blood disorders</td>
</tr>
<tr>
<td>S19</td>
<td>S19 Heart, cardiac &amp; circulatory problems</td>
</tr>
<tr>
<td>S20</td>
<td>S20 Burns, poisoning, frostbite, hypothermia</td>
</tr>
<tr>
<td>S21</td>
<td>S21 Ear, nose, throat (ENT)</td>
</tr>
<tr>
<td>S22</td>
<td>S22 Dental and oral problems</td>
</tr>
<tr>
<td>S23</td>
<td>S23 Eye problems</td>
</tr>
<tr>
<td>S24</td>
<td>S24 Endocrine / glandular problems</td>
</tr>
<tr>
<td>S25</td>
<td>S25 Gastrointestinal problems</td>
</tr>
<tr>
<td>S26</td>
<td>S26 Genitourinary &amp; gynaecological disorders</td>
</tr>
<tr>
<td>S27</td>
<td>S27 Infectious diseases</td>
</tr>
<tr>
<td>S28</td>
<td>S28 Injury, fracture</td>
</tr>
<tr>
<td>S29</td>
<td>S29 Nervous system disorders</td>
</tr>
<tr>
<td>S30</td>
<td>S30 Pregnancy related disorders</td>
</tr>
<tr>
<td>S31</td>
<td>S31 Skin disorders</td>
</tr>
<tr>
<td>S32</td>
<td>S32 Substance abuse</td>
</tr>
<tr>
<td>S98</td>
<td>S98 Other known causes - not elsewhere classified</td>
</tr>
<tr>
<td>S99</td>
<td>S99 Unknown causes / Not specified</td>
</tr>
</tbody>
</table>
## Appendix 4  
*Return to Work Interview/Self Certification Form*

**POWYS TEACHING HEALTH BOARD**  
**RETURN TO WORK INTERVIEW/SELF CERTIFICATION FORM**

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Job Title/</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dates of Absence</th>
<th>Date of return to work meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>From:</td>
<td>To:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sickness management stage</th>
<th>Not applicable</th>
<th>Informal</th>
<th>Formal</th>
</tr>
</thead>
</table>

**Reason for absence**

**What the person did to reduce their absence from work i.e. If sick was a doctor or other health professional involved?**

1. Was the person sent home from work | No/Yes
2. Was a Medical Certificate received by day 8? | No/Yes
3. Were further medical certificates received on time | No/Yes
4. Did they return to work at the agreed date and time? | No/Yes

If the employee answered No to questions 2, 3 or 4 what reasons were given?

Are there any work issues that may have contributed to their absence? | No/Yes
Are there any work issues that may have contributed to their absence? | No/Yes
If answered yes to any of the above did you discuss this with them? | No/Yes
If discussed what action was agreed?

Where there any communication problems during this period of absence? | No/Yes
If yes what were they?

<table>
<thead>
<tr>
<th>Has a DATIX report been completed for any accident?</th>
<th>Yes/No/Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the employee fit enough to return to work and undertake</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Question</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>their full range of duties?</td>
<td></td>
</tr>
<tr>
<td>Was the absence related to a previous absence?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Is there a likelihood of re-occurrence?</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Total number of absence periods in the last 12 months?</td>
<td></td>
</tr>
<tr>
<td>Total number of days absent in the last 12 months?</td>
<td></td>
</tr>
<tr>
<td>Implications of further absences explained in line with the teaching Health Board’s Sickness Absence Policy?</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>

**Employee Comments**

**Agreed Objectives for Improvement**

**Agreed action in relation to graded return to work if appropriate**

**Actions to be taken by employee**

**Actions to be taken by manager/supervisor**

**Declaration**

We declare that the above statement is true and accurate to the best of our knowledge. We understand that to give false or misleading information will lead to disciplinary action in accordance with the Powys tHB’s Disciplinary Procedure.

<table>
<thead>
<tr>
<th>Name of Manager/Supervisor</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of employee</td>
<td>Signature</td>
</tr>
</tbody>
</table>
Dear

**RE: INITIAL INFORMAL INTERVIEW**

Following your recent episode of sickness absence, which was your

- (3\textsuperscript{rd} episode of absence in a rolling 12 month period or
- 2\textsuperscript{nd} episode of absence totalling more than 3 working weeks in a rolling 12 month period or
- indicates a recognisable pattern of absence)*

you are requested to attend an initial discussion meeting.

This meeting will be held in accordance with the teaching Health Board’s Sickness Absence Policy, and will take place on (insert date) at (insert time) at (insert venue).

The purpose of the meeting is to ascertain the cause of your absence and to provide support where possible. This is an informal meeting, and as such, it is not considered necessary for you to be accompanied at the meeting. However, should you wish to do so, you are more than welcome to make arrangements to be accompanied by an official of a recognised trade union or staff organisation or by a workplace colleague.

If for any reason you are unable to attend, please contact me so that an alternative date can be arranged. Please note, I will only re-arrange the meeting on one occasion; should you be unable to attend on the second date then a decision may be made in your absence based on the evidence available at the time.

Yours sincerely

[insert name]
[insert job title]
## CONFIDENTIAL RECORD OF SICKNESS ABSENCE INTERVIEW

| Date of meeting: ................................. | Status: ...........................................
| (Initial, 1<sup>st</sup> Formal, 2<sup>nd</sup> Formal, Long Term) |

<table>
<thead>
<tr>
<th>Name</th>
<th>Payroll Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Band</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>No of Episodes in last 12 months</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Dates of absence</th>
<th>Reasons for absence</th>
<th>Return to Work Form completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>From</td>
<td>To</td>
<td></td>
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<tr>
<td></td>
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</tr>
</tbody>
</table>

Have there been any problems highlighted in relation to communication, contact or certification?

<table>
<thead>
<tr>
<th>Are they aware of the Sickness Absence Policy, and the triggers associated with formal management?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain that they are missed and describe the impact their absence is having on the department.</td>
</tr>
</tbody>
</table>

| What actions have they taken to reduce their levels of absence? |
Explore areas where assistance can be provided to reduce their sickness absence eg. Occupational health, Employee Well Being at Work, Reduction in hours etc.

<table>
<thead>
<tr>
<th>Is a management referral to Occupational Health required?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

**Actions to be Taken by Staff member**

**Actions to be taken by manager / supervisor**

**Details of improvement expected.**

**Failure to improve in the manner expected may lead to the next stage of the sickness procedure.**

**Date of next meeting if appropriate to review actions and support suggested.**

<table>
<thead>
<tr>
<th>Signed (Manager)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signed (Employee)</td>
<td>Date</td>
</tr>
</tbody>
</table>

A copy of this form will be retained on your personal file.
PRIVATE & CONFIDENTIAL

Dear

RE: FIRST FORMAL SICKNESS INTERVIEW INVITATION

Following your initial informal sickness discussion on [insert date], unfortunately, your sickness absence record has not met the required standard of attendance. Therefore I would like to meet with you to review your attendance and discuss support available to you in a formal meeting.

This meeting will take place in line with the teaching Health Board Sickness Absence Policy and I have scheduled the appointment to meet with you on [insert date & time] at [insert venue]. [insert name], HR officer/manager will also be in attendance.

This is not a disciplinary interview but a meeting to ascertain the reasons for your absence and to agree a way forward. As this meeting is of a formal nature, you have the right to be accompanied by an official of a recognised trade union or staff organisation or a work place colleague. It is of course, up to you to make these arrangements.

You have a contractual obligation to attend this meeting, but if you are unable to attend on this date, I am happy to re-arrange this meeting on one occasion to try to accommodate your needs. Should you be unable to attend a second time or fail to attend without substantial reason, a decision will be made based on the evidence available at the time.

I should be grateful if you could contact me on [insert contact number] to confirm that you are available to attend this meeting.

Yours sincerely

[managers name]
[manager’s job title]
PRIVATE & CONFIDENTIAL

Dear

RE: FIRST FORMAL SICKNESS INTERVIEW

Thank you for attending the first formal sickness interview which took place with me on [insert date] at [insert venue], in the presence of [insert names]. *I note that whilst given the opportunity to be accompanied at the meeting, you chose not to on this occasion. However, you confirmed that you were happy to proceed.*

As explained, the interview was not of a disciplinary nature but a formal interview to explore your levels of sickness absence and your failure to reach the required standard of attendance which were set at your initial discussion on [insert date].

During the meeting you were advised that your sickness level had given me cause for concern. We discussed the reasons for your absence and there *was / was no underlying reason for your continued absence.

*I have referred you to Occupational Health for advice and support around your condition to help you to improve your attendance at work. * You confirmed that there were no issues at work or at home which affected your ability to attend work regularly.

*I discussed issues at work/home* which impacted on your ability to attend work and we agreed the following actions [insert actions taken].

Your absence will continue to be monitored over the next 12 month period.

As discussed, you are a key member of staff and your absence not only impacts you but also affects your colleagues and users of the service. Therefore, you are expected to demonstrate a significant and sustained improvement in your attendance at work.

If your sickness levels do not significantly improve, you will progress to the next stage of the procedure which is Stage 2 – Second Formal Interview. However, I plan to meet you within the next [insert number of months] to support your attendance and ascertain whether there are any other measures that need to be considered to help you. I have arranged for this review meeting to take place on [insert date & time] at [insert venue].

Please note that this letter acts as a summary of our discussions. This letter and the record that we signed following the interview will be retained on your personal file.

I hope an improvement in your attendance is forthcoming following this meeting. Should you require any further help or support in the next few months, please do not hesitate to discuss the matter with me.

Yours sincerely

[insert Manager’s Name]
[insert job title]
PRIVATE & CONFIDENTIAL

Dear

RE: 2\textsuperscript{ND} FORMAL SICKNESS INTERVIEW

Following your previous first formal interview review meeting on [insert date], your sickness absence record has not improved significantly and you have not achieved or maintained the agreed improvements.

Therefore in accordance with the teaching Health Board Sickness Absence Policy, you are requested to attend a stage 2 interview. This interview will take place on [insert date and time] at [insert venue]. [insert name], HR Officer/Manager will also be in attendance.

Whilst this meeting is not a disciplinary interview, its purpose is to ascertain the reasons for your absence and to agree an improvement. However, because this meeting is of a formal nature, you have the right to be accompanied by an official of a recognised trade union or staff organisation or a work place colleague. You are advised to contact your trade union representative on receipt of this letter, should you require such support.

You have a contractual obligation to attend this meeting, but if you are unable to attend on this date, I am happy to re-arrange this meeting on one occasion to try to accommodate your needs. Should you be unable to attend a second time or fail to attend without substantial reason, a decision will be made based on the evidence available at the time.

I should be grateful if you could contact me on [insert contact number] to confirm that you are available to attend this meeting.

Yours sincerely

[insert name]
[insert job title]

cc. personal file
PRIVATE & CONFIDENTIAL

Dear

RE: 2ND FORMAL SICKNESS INTERVIEW

Thank you for attending the second formal sickness interview which took place on [insert date] at [insert venue], in the presence of [insert names]. *I note that whilst given the opportunity to be accompanied at the meeting, you chose not to on this occasion. However, you confirmed that you were happy to proceed.*

As explained, the interview was not of a disciplinary nature but a formal interview to explore your levels of sickness absence and your failure to reach the required standard of attendance which were set at your formal (Stage 1) interview on [insert date].

During the meeting you were advised that your sickness level had given me cause for concern. We discussed the reasons for your absence and there *was / was no underlying reason for your continued absence.

*I have referred you to Occupational Health for advice and support around your condition to help you to improve your attendance at work.  
* You confirmed that there were no issues at work or at home which affected your ability to attend work regularly.
* You discussed issues at work/home* which impacted on your ability to attend work and we agreed the following actions [insert actions taken].

Your absence will continue to be monitored over the next 12 month period.

As discussed, you are a key member of staff and your absence not only impacts you but also affects your colleagues and users of the service. Therefore, you are expected to demonstrate a significant improvement in your attendance at work which as to be maintained.

If your sickness levels do not significantly improve, you will progress to the next stage of the procedure which may lead to the termination of your contract of employment. However, I will meet with you on a regular basis to review your attendance and to ensure that you have enough support to attend work regularly. I have arranged for review meeting to take place on [insert date & time] at [insert venue].

I hope an improvement in your attendance is forthcoming following this meeting. Should you require any further help or support in the next few months, please do not hesitate to discuss the matter with me.

Please note that this letter acts as a summary of our discussions. This letter and the record that we signed following the interview will be retained on your personal file.

Yours sincerely

[insert Manager’s Name]  
[insert job title]
PRIVATE & CONFIDENTIAL

Dear

RE: STAGE 3/FINAL FORMAL SICKNESS INTERVIEW

Following your second formal interview review meeting on [insert date], your sickness absence record has not improved significantly and you have failed to achieve or maintain the improvement required.

Therefore, in accordance with the teaching Health Board’s Sickness Absence Policy, you are requested to attend a final formal meeting which will be held on [insert date & time] at [insert venue].

I will chair the meeting and will be supported by [insert HR Manager]. [insert line manager’s name] will present the evidence relating to the management of your absence, and he/she* will be supported by [insert HR officer/manager]. A copy of the management report detailing your sickness absence record is enclosed for information.

As this meeting is of a formal nature, you have the right to be accompanied by an official of a recognised trade union or staff organisation or a work place colleague. You are therefore advised to make these arrangements on receipt of this letter, should you wish to have such supported.

You should be aware that in view of your sickness absence and the effect that this is having on the delivery of services, it will be necessary to consider at this meeting whether or not your employment can continue with the teaching Health Board. As such, you have a contractual obligation to attend this meeting and as with all meetings, should you be unable to attend on this occasion, I will rearrange the meeting once to accommodate your needs. Should you fail to attend a second time without substantial reason; a decision will be made based on the evidence available at the time.

I should be grateful if you could contact me on [insert telephone number] to confirm that you are able to attend this meeting.

Yours sincerely

[insert Manager’s name]
[insert Job title]
PRIVATE & CONFIDENTIAL

Dear

RE: STAGE 3/FINAL FORMAL SICKNESS INTERVIEW

I would like to confirm the outcome of the Final Formal Sickness Meeting held in the [insert venue details] on [insert date]. You were advised that the purpose of the meeting was to consider your attendance at work over the past [insert number of months], in line with tHB Sickness Absence Policy.

As [insert job title], I chaired the meeting supported by [insert name & job title of HR representative]. [insert name and job title of line manager] presented the management case, supported by [insert HR officer/manager]. [insert name of note taker] was in attendance to take notes of the meeting.

*I note that you chose to be accompanied by [insert name & title ]
*You confirmed that although being given the opportunity to be accompanied at the meeting, you chose not to on this occasion. As a result, you took responsibility for providing mitigation into the circumstances surrounding your absence.

In making my decision, I have given full consideration to all of the circumstances of this case, including the detailed written evidence contained within the pre-hearing documentation; the presentation made by the management team, and the submissions made by you.

I considered that the management case clearly demonstrated that a thorough and fair process had been followed:

- Return to work interviews had been undertaken on every occasion.
- Adjustments had been made in accordance with Sickness Absence Policy to take into account your specific needs, [insert examples of adjustments that have been offered and/or not taken up].
- Occupational Health view [insert details of medical evidence indicating whether fit or unfit for normal duties]
- Details of reasons for absence [insert information]
- The effects absence had on service provision [quality of care, bank & agency details, effects on team].

In mitigation, you explained [insert details of mitigation offered in support of their case for continued employment].

In conclusion, the organisation has supported you during your absences and the likelihood of an improvement in attendance in the foreseeable future appears improbable. The service needs staff who are reliable and attend work on a regular basis. Unfortunately [xx number] episodes of sickness during an [insert timescales] cannot be sustained.
I therefore feel that I have no option but to:

* redeploy you to an area of work which will give you the opportunity to demonstrate an improvement in your attendance. This period of redeployment will be [insert area, banding etc] and will be for a period of [insert timescales]. Any further periods of absence during this period will result in a review by this panel.

* extend the period of monitoring in your same role. Any further periods of absence during this period will result in an immediate review by this panel.

* recommend to a Director that your contract of employment is terminated on the grounds of capability due to your continued ill health. Your termination date and last day of service will be with immediate effect. Your contractual notice of [insert notice period] will be payable in lieu. In addition you have the right to be paid for any outstanding annual leave accrued from [insert timeframe].

You have the right to appeal against my decision. Any appeal should be made in writing and addressed to the [insert name], Director of Workforce and OD clearly outlining the reasons for your appeal, within 14 days of receipt of this letter.

I should be grateful if you could arrange to return any identification badges, uniforms or hospital equipment in your possession to [insert line manager details].

Yours sincerely

[insert name]
[insert title]
The line manager will need to prepare a detailed report in order to progress to the final formal stage. The report should contain the following information:

1. **Summary of Absence**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td><strong>Start date with organisation</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td><strong>Job Title and main duties</strong></td>
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<tr>
<td><strong>Contracted hours</strong></td>
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**Sickness Absence Record over the previous [insert number] months**

<table>
<thead>
<tr>
<th>Start date</th>
<th>End date</th>
<th>Working days lost</th>
<th>Reason for absence</th>
<th>Date return to work completed</th>
</tr>
</thead>
<tbody>
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**Total absences:** [insert number] Episodes

[insert number] Days lost

2. **Action Take to Support the Individual during the Sickness Management Process**

<table>
<thead>
<tr>
<th>Date</th>
<th>Stage</th>
<th>Agreed Action Points</th>
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<tbody>
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3. **Attendance Overview**

This section is an opportunity to confirm any other concerns that have been raised with the individual such as:

- Timekeeping
- Lack of communication
- Frequent requests to take emergency leave
- Carers leave

Also enables the manager to express in narrative format:

- Advice received from Occupational Health
- The opportunities given to improve eg., adjustments considered/implemented
- The extent of the sickness absence, including other types of absences as above
- The impact that this absence has had on the working environment.

4. **Conclusion**

What as a manager can you conclude in terms of the likelihood improvement in attendance?
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Dear

RE: FORMAL LONG-TERM SICKNESS MEETING

I am sorry to hear that you are still not enjoying good health and that you are unable to attend work.

In accordance with the teaching Health Board’s Sickness Absence Policy and the management of long term sickness absence, I feel that it would be helpful for us to meet to discuss your current state of health and to ensure that you are receiving the support you require during this time.

I should be grateful therefore if you would attend a meeting in ________________ at ______ on _______________. Also present at the meeting will be ______________________, HR Officer. As this meeting is of a formal nature, you have the right to be accompanied by an official of a recognised trade union or staff organisation or a work place colleague. You are therefore advised to make these arrangements on receipt of this letter, should you wish to have such supported.

Should this date not be convenient, or should you prefer some alternative arrangements, please contact me on the above telephone number ext  . Please bring with you any information that will assist us at the meeting.

Yours sincerely

[insert name]
[insert job title]
PRIVATE & CONFIDENTIAL

Dear

RE: LONG TERM SICKNESS MEETING

Thank you for attending the long term sickness meeting which took place with me on [insert date] at [insert venue], in the presence of [insert names]. *I note that whilst given the opportunity to be accompanied at the meeting, you chose not to on this occasion. However, you confirmed that you were happy to proceed.*

The purpose of the meeting was to discuss your continued absence from work since [insert date] and your progress toward recovery and the likelihood of you returning to work in the near future.

During the meeting you stated that [insert how the employee is feeling, any pertinent points such as consultant appointments or further treatment dates.]

You explained that you had attended Occupational Health on [insert date]. [insert any important points that may have arisen, and if applicable the date of the employee’s next Occupational Health appointment.

In conclusion it was agreed that [insert details].

I reminded you that when you return to work I will arrange a return to work meeting with you [insert if applicable - and during your phased return we will meet on a weekly basis to review the situation]. If you have any concerns on your return you are to inform me immediately.

Please note that this letter acts as a summary of our discussions. This letter and the record that we signed following the interview will be retained on your personal file.

If you have any queries or concerns please do not hesitate to discuss the matter with me.

Yours sincerely

[insert Manager’s Name]  
[insert job title]
# Management Referral to Occupational Health Services

<table>
<thead>
<tr>
<th><strong>Full Name:</strong></th>
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<tbody>
<tr>
<td><strong>Date of Birth:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Dr/Mr/Mrs/Miss/Ms:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Contact Number:</strong></td>
<td></td>
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<tr>
<td><strong>Address:</strong></td>
<td></td>
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<tr>
<td><strong>Job Title:</strong></td>
<td></td>
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<tr>
<td><strong>Hospital:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Department:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Hours of Work:</strong></td>
<td><strong>Full or Part Time:</strong></td>
</tr>
<tr>
<td><strong>From:</strong></td>
<td><strong>To:</strong></td>
</tr>
<tr>
<td><strong>Details of Sickness Absence to Date:</strong></td>
<td></td>
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<tr>
<td><strong>Reason Given for Absence:</strong></td>
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</tbody>
</table>
Dates/reason for absence during the last two years:

Brief Summary Of Job Responsibilities/Duties:

(Please include shift patterns/Health and Safety requirements/Specific physical demands or requirements associated with the job and attach a job description if appropriate)

Reason for Referral:

*These questions are meant to guide the referring manager please tick relevant questions and add any further relevant specific additional questions/requirements.*

- Prognosis/Estimated duration of absence?
- How can the employee be supported whilst in or on return to work?
- Does the rehabilitation policy apply?
- Is the condition likely to be covered by the DDA?
- Are there any adjustments necessary including redeployment?
- Does the employee wish to discuss ill health retirement?
- Additional questions/requirements?
### Referring Manager’s Details

<table>
<thead>
<tr>
<th>Referring Manager’s Name:</th>
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<tbody>
<tr>
<td>Referring Manager’s Job Title:</td>
<td></td>
</tr>
<tr>
<td>Referring Manager’s Signature:</td>
<td>Date:</td>
</tr>
<tr>
<td>Referring Manager’s Contact Number:</td>
<td></td>
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<tr>
<td>Department:</td>
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</table>

### Declaration

The reason for this management referral to the Occupational Health Service has been fully explained to my by the above manager and I confirm the information provided is current and accurate.

<table>
<thead>
<tr>
<th>Employee Signature:</th>
<th>Date:</th>
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