

# Attendance Management and Support Policy and Procedure



<b>Document Control Information</b>	
<b>Finance and Resources Committee</b>	<b>04 June 2024</b>
<b>Date of next review</b>	<b>31 July 2027</b>

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives. This Policy has been subject to an Equality Impact Assessment, which is published on our website: [Policies and Reports - Glasgow Kelvin College](#)

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# Attendance Management and Support Policy

## 1. Introduction

Glasgow Kelvin College is committed to providing a working environment and support facilities which promote and support health and well-being. The College aims to take a supportive approach to employees who suffer ill health, physical or mental and provide assistance and reasonable adjustments to employees with a disability, an underlying health condition, experiencing the menopause or pregnant. Reasonable adjustments will be made where appropriate. It is anticipated that a positive approach to employee health and well-being, will encourage employees to disclose their condition and help to assist the College ensure that appropriate support and reasonable adjustments are made at an early stage.

The College recognises its responsibility for the health, safety and welfare, mental health and the well-being of its staff, and in conjunction with its other policies, this policy places great emphasis on the range of support mechanisms and services established to provide assistance and support.

The College is committed to managing attendance levels. Management, Trades Unions and staff recognise that unsatisfactory levels and patterns of absence adversely place additional burden on other employees, affect employee morale, the efficiency and effectiveness of the service provided by the College and the quality of service available to learners and the community.

To promote and support health and well-being of employees the College has a range of policies and procedures and support facilities. These are outlined in section 18 of this document.

## 2. Scope

This policy and associated procedure applies to all employees of Glasgow Kelvin College.

The purpose of this policy and associated procedures is to:

- maintain staff attendance;
- deal with absence related to illness or health conditions quickly and fairly;
- manage and assist individuals with a disability, underlying health condition, experiencing the menopause or pregnant to ensure that reasonable adjustments are made to support and maintain their health and well-being and employment; and
- address individual problems caused by infrequent attendance both speedily and effectively with the opportunity for review of any decision.

### 3. Principles

The College will observe the following principles in all matters relating to absence due to sickness, ill health and disability and will:

- identify appropriate support and assistance to manage any potential problems both for the College and individuals;
- ensure managers/supervisors are trained in the control and monitoring of absence;
- ensure managers/supervisors are trained in equalities in particular disability discrimination;
- observe the College Equality and Diversity Policy in relation to this policy;
- make reasonable adjustments for employees with disabilities or an underlying health condition(s) as appropriate to ensure they maintain/retain ;
- make reasonable adjustments for employees who experience the menopause or who are pregnant to support their health and wellbeing;
- liaise consistently and effectively with employees in dealing with long-term illness or disability and the on-going support which may be required;
- deal sympathetically and sensitively with all illness incapacity, disability, underlying health conditions, staff experiencing the menopause and pregnancy related illness;
- identify and address problems in the work environment and/or job factors which may be contributing to staff absence;
- treat employees who are absent from work due to illness fairly, equally and consistently across the College;
- support all employees to be able to attend work and provide
- effective service, and consider all reasonable options to enable them to do so;
- not normally make any decisions in relation to formal action due to absence levels without first referring the matter to the College Occupational Health Service and subsequently receiving professional medical advice (there may be certain circumstances where this is not necessary, for example where there are no underlying health issues disclosed);
- consider phased returns to work where medical advice recommends it, or the manager, employee, or OHS believe it would be appropriate and beneficial;
- advice received from OHS will only be discussed with the manager(s) responsible for managing the employee or key personnel who requires sufficient information on which to make an operational decision;
- allow employees to have a right of appeal against any formal action taken as a result of absence levels; and
- respect the need for confidentiality in employee absence issues in all cases.
- An employee who fails to follow the correct absence reporting, certification, or other procedures set out in this policy may be managed under the College's Disciplinary Policy and Procedure.

#### **4. Responsibilities**

The emphasis throughout this process is not to force employees who are unfit back to work, but to take positive action to improve attendance and to maintain employment for those with a disability or long-term health condition through making reasonable adjustments and implementing well thought out rehabilitation programmes. Everyone has a responsibility to ensure high levels of attendance.

Responsibilities of individuals include:

##### **Employees should:**

- report any absence from work to the Human Resources Department in accordance with the College's Reporting Absence Notification Procedure outlined in section 5;
- cooperate with reasonable requests to attend Occupational Health for assessments to enable management to make informed decisions in the best interests of the employee and the College. Repeated refusal to cooperate with the College's attendance management and support processes, including attending Occupational Health, without the benefit of up-to-date Occupational Health or professional medical advice, may lead to action being taken under the College's Disciplinary Procedure up to and including dismissal; and
- be aware that advice received from OHS will only be discussed with the manager(s) responsible for managing them or any manager who may require sufficient information on which to make an operational decision.

It should be noted that the Health and Safety at Work Act 1974; Section 7 states the general duties of employees at work. The Act states that:

It shall be the duty of every employee while at work –

- (a) to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work; and
- (b) as regards any duty or requirement imposed on his employer or any other person by or under any of the relevant statutory provisions, to co-operate with him so far as is necessary to enable that duty or requirement to be performed or complied with.

##### **Managers should:**

- take prime responsibility for managing attendance;
- maintain contact with absent employees with the assistance of the Human Resources Department;
- ensure that new employees are informed of the College's sickness absence reporting procedure and that all employees follow this agreed procedure;
- ensure that all absences are recorded and that accurate attendance and non-attendance records are maintained by informing the Human Resources

Department accordingly;

- conduct a return to work interview with the employee on their return to work, section 6 to discuss reasons for the absence; ascertain whether repetitive absence has an underlying medical cause, and, where necessary via the Human Resources Department, arrange an assessment with the Occupational Health Service to identify the need for any action or reasonable adjustments;
- identify any occupational/work related causes of ill health, and trigger action to improve the situation such as a referral to Occupational Health, conducting a Solution Focussed Conversation, an Individual Stress Risk Assessment or a referral to Employee Counselling Service;
- encourage and support a return to work as appropriate with reference to Occupational Health advice and expertise;
- ensure good communications especially during the early part of a rehabilitation programme; regularly review rehabilitation programme objectives, priorities and end dates;
- where necessary, ensure that employees receive positive encouragement and support to improve attendance and to take action appropriate to the circumstances, or review previous support or reasonable adjustments; and
- encourage employees to involve their Trade Union representatives as appropriate at an early stage.

**The College will work in partnership with its recognised Trade Unions to:**

- explain and increase awareness of employees and understanding occupational health;
- assist and support employees' involvement in Occupational Health referrals at the employees request;
- liaise with line management where appropriate to support employees;
- promote good communications between employee and the line manager;and
- ensure that employees are accompanied and represented where necessary.

**Occupational Health should:**

- provide professional occupational health advice to the employee and the College;
- provide support in planning an employees' return to work and rehabilitation programmes in partnership with the employee and the manager
- make recommendations for specialist treatment when appropriate; and
- liaise with general practitioners and specialists in respect of managing the employees case with the consent of the employee.

**Human Resources should:**

- provide absence summaries on a monthly basis to line managers for monitoring purposes;

- keep managers informed in relation to the ongoing progress of staff absent on sick leave;
- ensure a consistent approach to absence management and ensure that rehabilitation is applied in conjunction with the line manager;
- support and advise line managers and employees regarding absence management and rehabilitation;
- monitor performance of occupational health service provider;
- liaise with the Health and Safety Manager to ensure a health surveillance programme for relevant staff; and
- provide attendance management reports to the College's Human Resources Committee.

## Attendance Management and Support Procedure

### 5. Reporting Absence Notification Procedure

Employees are required to notify the HR Department that they will not be reporting for work on the first day of their sickness absence before 8.30am this is to ensure class or services cover is provided. If no-one is available in the HR Department to take the call a message can be left on the answering machine or the Receptionist will take a message and pass it to Human Resources as soon as possible.

Sickness must be reported on any day an employee would normally work and is not on leave, even if they are not due to attend College premises, are away on travel, were planning to self-locate, or are attending a conference or training event.

An employee may be requested by their line manager to contact them direct earlier than 8.30am where this is necessary to maintain a College service. This arrangement will be agreed between the staff member and their manager. The staff member must still contact Human Resources who are the main point of contact.

The employee must make contact personally by telephone. Contact should not normally be made through an indirect means (for example email, text message, colleague, friend or relative) unless the employee is not fit to speak to someone personally. If this is the case the employee should, when they are able, contact the Human Resources Department themselves at a later date.

During a call the employee, or the person phoning on their behalf, should explain:

- the reason they are absent;
- the length of time they expect to be absent / their expected return date if known;
- whether they intend to seek, or have sought medical advice or help; and
- whether there is anything the manager will need to do to reassign the employee's classes, work or meetings for the time they will be absent.

5.1. On contacting the HR Department of the first day:

- 7 days or less - where it is unclear how long the illness is likely to last the employee must contact the HR Department on a daily basis to confirm that they are still unfit to resume duty.
- 8 days or more (including Saturday and Sunday) - contact the HR Department again on the eighth (8th) day to confirm that a medical practitioner has been consulted and provide where possible an indication as to the duration of the absence.

5.2. Where the absence is covered by a Fitness for Work Note the employee must:

- contact the HR Department on each visit to their General Practitioner (or



- other medical advisor);
- confirm if they have been signed fit to return to duty; or
- confirm if they have been issued with another Fitness for Work Note to cover them for a further period.

5.3. The HR Department will:

- advise the manager as soon as possible after initial contact is made by the employee and discuss with the manager whether there is appropriate support which will assist the employee and/or facilitate an early return to work;
- issue a Self-Certificate/Return to Work form to the manager; and
- record the employee's absence on the Human Resources Computerised Information System (HRCIS).

5.4. Employees **must** notify Human Resources of the date that they intend to return to work or immediately when they return to work. Failure to do so may result in the employee continuing to be recorded as absent from work which could impact on salary payment.

5.5. Failure to provide the appropriate notification and certification may mean that any entitlement to Statutory Sick Pay (SSP) or Occupational Sick Pay (OSP) may be affected. The absence may also be regarded as unauthorised and as such be managed under the College's Disciplinary Procedure and/or result in loss of salary.

5.6. The College reserves the right to request a Fitness for Work Note for periods of absence of 7 days or less under certain circumstances. The circumstances will be discussed with the employee.

5.7. The College will conduct an investigation under its Disciplinary Procedure if circumstances come to light which suggest a breach of the policy and, following such investigation, the College reserves the right to withhold or reclaim payment of sick pay.

For example if an employee:

- failed to comply with notification procedures, either the College's or statutory;
- knowingly provided false information; or
- knowingly for any other reason abused the sick pay regulation.

5.8. An employee who is absent as a result of an accident shall be required to indicate whether it is intended to pursue a claim against a third party or insurer in respect of responsibility for that accident. Where no such intention is indicated the OSP and SSP is payable in the normal way. Where such an intention is indicated the College will reclaim the amount paid to the employee in respect of loss of earnings (OSP and SSP) connected with the period of absence. Any period of absence shall not be treated as sickness absence and shall not count against the period of

entitlement. Where there is no award of damages the absence shall be treated as sickness absence and count against the period of entitlement.

### 5.9. Illness Whilst at Work

If an employee becomes ill during the course of the day they should not leave place of work (i.e. to go home) without notifying the line manager/supervisor so that cover can be arranged (if required). The employee or the manager/supervisor should notify the HR Department so that the absence can be recorded.

The HR Department will be the contact point for reporting sickness absence in cases where the line manager/supervisor cannot be contacted in the first instance. Consequently, in the case of lecturing staff, Human Resources will be responsible for notifying the appropriate Curriculum Manager, or nominee, of the absence of a member of staff within his/her line management. They will initially notify the Curriculum Manager, or nominee, verbally so that immediate steps can be taken to arrange class cover if necessary. For non-teaching staff, the appropriate line manager/supervisor will be informed. Human Resources are responsible for maintaining absence records and forwarding the appropriate documentation to the manager/supervisor.

## 6. Return to Work Meeting Process

### 6.1. Purpose of Return to Work Meeting

Return-to-work Meetings have been shown to be one of the most effective interventions in managing sickness absence (ACAS).

A key advantage of conducting return-to-work Meetings on a regular and consistent basis is that they give line managers an opportunity to ascertain the possible underlying cause(s) of frequent absences at an early stage and provide staff with any required support or reasonable adjustments.

Frequent short-term absences for minor illness may mask worsening health, or stressful situations at work, abuse of alcohol or drugs or difficulties at home. These can lead to poor performance and more serious illness leading to longer absences if support or reasonable adjustments is not offered. A sensitive and non-judgmental approach can help bring out any underlying problems that a staff member may have or be experiencing. Staff who have medium to longer term absences may need support or assistance when they return to work or reasonable adjustments made a return to work Meeting ensures that this support is offered at an early stage.

The purpose of a return-to-work Meeting is to:

- provide a forum for open discussion about any relevant issues that may have

- or be contributing to the employee's absence(s);
- convey that the College cares about an employee's health, welfare, mental health and well-being after sickness absence of any kind;
- help ascertain any underlying pattern of absence or cause of absence, which can then be discussed, supported and managed; and
- allow managers to establish as accurately and as quickly as possible the reason(s) for absence(s).

The manager must complete a return to work Meeting form after every period of sickness on the employee's first day of return to work or as soon after the date of return as possible. This ensures that all staff are managed consistently and early intervention or support/assistance is provided where appropriate.

It is recognised that staff can be based at a different campus from their manager. Where appropriate the manager may, with the agreement of the employee, conduct the return to work Meeting over the telephone. However where possible a face-to-face Meeting should be held by the manager. A face-to-face meeting is a one-to-one meeting between the manager and the employee. The manager must however conduct a face-to-face Meeting where there is concern about the level of absence; concern for the employee's health or wellbeing; where support or reasonable adjustments have been put in place, and/or after a period of long-term absence.

The form should be completed by the manager in conjunction with the employee, the information recorded by the manager should be read back to the employee over the phone to ensure they understand the content of the form. The manager should sign the form and send it to the employee for signature. The employee should be asked to return the signed form to the HR Department.

Although the employee does not have a legislative right to be accompanied by a Trade Union representative the College is willing to grant such a request if the employee feels that this would assist them through the process. The manager is encouraged to consider providing this support. The HR representative may also be present during the Return to Work Meeting under these circumstances. (This arrangement will be reviewed 12 months after the implementation of this policy and procedure.)

The main aim is to offer help if appropriate and assess what action or support, if any, is required at this stage.

## 6.2. Return to Work Meeting Process

Where the Self-certificate/Return to Work Meeting form indicates previous absences or where the manager has any concerns about the employee's absences they may wish to obtain information in relation to the employee's attendance record prior to the return-to-work meeting from the HR Department.

This will assist in the management of the employees overall attendance and indicate if there is any underlying absence pattern.

Return-to-work Meetings should be held in private.

At the Meeting, the manager should:

- explain to the employee that the purpose of return-to-work Meeting is to manage and monitor their absence(s) so that any difficulties can be identified and support offered where appropriate;
- ask the employee about the reason(s) for the absence, ensuring that the question is asked in a supportive way;
- ask the employee whether or not they consulted a doctor or attended hospital;
- avoid asking intrusive medical questions of the employee, while at the same time seeking to establish the basic underlying cause of the absence;
- check with the employee if they feel well enough to return to work, if they do not then the manager should risk assess the situation and make a decision as to whether the employee should be asked to reconsider their fitness to return to work;
- if there is any discrepancy between the employee's stated reason for the absence and the information given when notification of absence was originally provided, ask the employee to explain the discrepancy;
- where appropriate, ask the employee if the condition has resulted in any mobility issues which may require a personal egress evacuation plan (PEEP) in the event of an emergency evacuation of College buildings. If a PEEP is required the manager should contact the College's Health and Safety Manager;
- if the absence is related to a disability or the employee is returning to work after a long-term absence then it may be appropriate for a Risk Assessment to be conducted. The manager should contact the Health and Safety Manager and make the necessary arrangements; and
- review and check the details on the self-certification form, make sure the return to work date is on the form, the employee has signed it, and the manager should countersign the form.

If a manager has any grounds on which to reasonably conclude that the employee's absence may not genuinely have been for the reason given, the manager should put the evidence to the employee directly so that he or she has the opportunity to respond and provide an explanation. If the manager is dissatisfied with the reason given by the employee the manager should advise the employee accordingly and adjourn the meeting until further investigation can be undertaken. The employee should be advised of an estimated timescale when a further meeting will take place.

If a manager wishes to hold a Return to Work Meeting and a Formal Meeting, see section 8 below, simultaneously the manager should organise this with the

HR Department. The HR representative will not normally be present during the Return to Work Meeting, unless specifically invited to provide support to the employee and/or the manager, but will be present during the Formal Meeting process.

## 7. Categories of Absence

A formal Meeting will be triggered when an employee falls into, including periods of industrial injury, the following categories:

- 4 self-certificates or Statement of Fitness for Work or a total of 10 days (pro-rata for staff working less than 35 hours per week) absence inclusive within a 12 month period;
- a long-term period of absence of 11 consecutive days or more; or
- any periods of unauthorised absence.

### 7.1. Disability Special Leave

Disability Special Leave will be granted to cover the absence of an employee who is considered as disabled within the legislative framework and also confirmed by the employee and a professional medical advisor for the purposes of:

- scheduled treatment such as physiotherapy, counselling, e.g. hip replacement or depression;
- an employee who has to attend a specialist centre for a check-up e.g. cancer, HIV, multiple sclerosis, diabetes or epilepsy;
- an employee with a visual impairment who is no longer able to carry out the main tasks of their job role due to deterioration of their disability and the recommendation is to install special software. This may also include if the employee is also required to attend any specialist training for the installed software or even unable to attend work until the software is installed;
- an employee who has been diagnosed with a disability by their GP or specialist and confirmed by the Occupational Health Service for an assessment to identify their specific work needs including a rehabilitation period to adjust to their changed circumstances. For example, deafness, physical disability;
- a visually impaired employee who needs training for new equipment and or a guide dog including if the guide dog is ill and the employee needs to make other arrangements in order to attend work; and
- an employee who uses a wheelchair or special equipment is unable to attend work when a part of the chair / equipment requires repair.

**Please note that this list is not exhaustive and any queries need to be directed to Human Resources.**

Any required adjustments may also require an appropriate risk assessment by the Health and Safety Manager and/or involvement of the Occupational Health

Service and/or Access to Work.

Supporting evidence will be required where the disability was previously not disclosed or known by the College.

Employees who require leave as a result of their disability should agree a Disability Leave Plan, with their manager and Human Resources and set out if possible their leave requirements for the next rolling 12 month period. This could include appointment, treatment, rehabilitation or assessment related to their disability.

For Disability Special Leave the employee should advise his/her line manager of the proposed time of the appointment(s) as soon as possible and must produce an appointment card or letter if asked. Where there are a series of appointments for regular and ongoing treatment, acceptable arrangements need to be agreed with the line manager.

Dependent/Carers leave is available for employees who have caring responsibilities for a disabled dependent who requires being accompanied for the purpose of rehabilitation, assessment appointments etc. Supporting evidence will be required. Employees should refer to the Family Friendly and Flexible Working Policy for leave entitlement under this Policy.

The Equality Act 2010, which replaced the Disability Discrimination Act (DDA) defines a disabled person as someone who has a “physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities”.

Where an individual is absent as a result of a circumstance (e.g. rehabilitation, training etc) related to their disability but not from actual sickness, then the absence should be considered as disability special leave and not recorded as sickness.

Each case will be considered on its own merits and according to the nature of the employee’s individual disability and the circumstances. As the nature of an individual’s disability can change over time, line managers will liaise with the employee and the Human Resources Department with the support of the Occupational Health Service and the Health and Safety Manager where appropriate.

Duration of the Disability Special Leave is dependent on each case. If rehabilitation or assessment is required on a continuous basis over a short-term period of time or immediately on a permanent basis, then alternative working patterns may need to be considered (refer to section 14 and/or the Family Friendly and Flexible Working Policy).

Where an employee has a recognised disability, they should make sure this is

reflected in their Personal File by advising the Human Resources Department otherwise consideration of appropriate support may not be possible.

Disability Special Leave will be monitored as part of the attendance management and support process.

## **8. The Formal Meeting**

### **8.1. Purpose of the Formal Meeting**

The purpose of the Formal Meeting process is to discuss the employee's level of absence with the aim of improving attendance at work or to discuss/offer any support to the employee or make reasonable adjustments where a need is identified. It is a formal meeting to:

- review attendance and/or health situation;
- discuss the employee's absences or support requirements;
- identify if there are any support mechanisms that could be put in place or reasonable adjustments which could be made to assist the employee and help reduce or improve the level of absence(s) or support and assist the employee in the workplace; and
- look at the options available in line with College policies such as those which support attendance, wellbeing, flexible working and equalities.

The employee should be actively encouraged to contribute to the process.

### **8.2. Formal Meeting Process**

The Formal Meeting will:

- be held when an employee falls into a category of absence (sec 7);
- be conducted by the manager;
- have a Human Resources representative present;
- have a work colleague or Trade Union representative, if the employee wishes to be accompanied;
- be aimed at offering support, assistance or reasonable adjustments; and
- be aimed at improving levels of attendance.

A Formal Meeting will be held when the undernoted trigger occurs:

<b>Absence</b>
4 periods of absence, or a total of up to 10 days inclusive within a 12 month period, or a long-term period of absence of 11 consecutive days or more.
A further period of absence within a six month period from the date of the last absence.
A further period of absence within a six month period from the date of the last absence.

Managers will:

- not have access to more information about an employee's health than is necessary for them to carry out their management responsibilities;
- as far as possible confine the information collected to that necessary to establish the employee's fitness to work, rather than consist of more general medical details; and
- encourage employees to provide the College with as much information as possible to assist in the appropriate management of their case. It must be noted however that management decisions can only be based on the evidence available at that time.

The main aim of the Meeting process is to ensure that the employee is provided with support, assistance or reasonable adjustments where this is needed and to improve attendance.

#### 8.2.1. Disability, Long-term Health Condition, Pregnancy or Menopausal Related Absence

The College may make reasonable adjustments such as accepting a higher rate of absence Meeting in cases where absences are related to:

- an employee's disability, as defined by the Equality Act 2010 (which from time to time may be expanded);
- long-term health condition (in particular in cases where medical evidence suggests this may lead to a recognised disability longer term);
- the menopause; or
- pregnancy.

HR will advise on such cases.

#### 8.2.2. Recording the Formal Meeting Process

The Formal Meeting should be recorded on the form "Record of Attendance Management and Support Meeting" which will be issued by the HR Department. On<sup>1</sup>c<sup>6</sup>e completed and signed by both the manager and the employee the form will be filed in



the employees Attendance Record file held in the HR Department, for recording purposes. Data relating to the employee's attendance will not be filed in their personal file but kept in their Attendance Management and Support File and managed in accordance with the College's Data Protection Policy.

The employee has the right to be accompanied by a companion, either a Trade Union representative or a work colleague at all stages of the Formal Meeting process. The manager may be assisted by one other officer who is familiar with the employee's area of work, if necessary.

The College may consider a request from the employee to be accompanied by someone other than a Trade Union representative or work colleague, such as a relative in cases where this will assist the employee with a particular difficulty as a result of a language barrier or a disability or long-term health condition. This person will be in addition to their chosen companion and each request will be considered on its own merit. The College will not accept a request from an employee to be accompanied by a legal representative or an individual who has a legal background.

On conclusion of the Formal Meeting the manager has two options available, they may:

Indicate on the Record of Attendance Management and Support Meeting form that a **Formal Review** meeting will be conducted. A review meeting should be scheduled - where the employee is to be provided with an opportunity to improve their attendance; to review progress and/or where support or assistance has been put in place. A Formal Review Meeting to monitor or review progress should be held within a minimum three month period.

or

In cases where there is no need for a review to monitor support put in place or discuss progress or concerns in relation to the employee's attendance the manager should indicate that the file should be suspended and no further action taken at that time.

### 8.3. Formal Review Process

A Review meeting may be appropriate Meeting in certain circumstances, these include:

- as part of the rehabilitation process at any stage of the Meeting process where no further absences have occurred. This is to offer continued support or review arrangements put in place to assist an employee;
- absences are related to pregnancy
- absences are related to the menopause; and
- absences are related to a disability as defined by the Equality Act 2010 (which from time to time may be expanded).

In cases involving absence(s) related to disability, pregnancy, menopause or a long-term health condition) ongoing Formal Review meetings may be arranged with the employee to discuss reasonable adjustments. Suggestions for reasonable adjustments are outlined in section 14. Depending on the circumstances, it may be

necessary to convene further Formal Review meetings to monitor and review progress. The key purpose of these is to maintain the impetus to deliver required changes, to keep the employee informed on developments, to ensure the appropriate support is put in place and the reasonable adjustments continue to be appropriate.

It is expected that with reasonable adjustments and ongoing support, where appropriate, the employee is able to continue in their current job. It is accepted that there will be cases where it becomes obvious, during the process, that remaining in employment or a return to work of any kind is not feasible or not desired by the employee. In such circumstances, the normal processes for handling long-term absence will apply. If there are a combination of disability and non-disability related absence the employee Formal Meetings will be held where appropriate meeting when the non-disability related absence fall into the categories specified in section 7 in accordance with the normal procedure.

#### 8.4. Further Absences

If further absence(s) occur within a six month period from the date of the last absence the manager may:

- conduct a further Formal Meeting to review the employee's attendance, to discuss support, assistance or concerns. The same process as detailed above should be followed; or
- in certain circumstances, choose to monitor the employee's attendance record until a six (6) month period has passed without further absence occurring from the date of the last absence. Such decisions will be advised by the HR Department.

If a further Formal Meeting is necessary further assistance or support may be required. The line manager should consider what steps may need to be taken in terms of managing the employee's attendance, where appropriate.

The employee should be advised that if further absences occur within a six month period another Formal Meeting will be held.

If further absence(s) occur within a six-month period from the date of the last absence a Formal Meeting may be necessary, the manager should consider:

- what further action might be taken such as further advice or support being put in place; or
- more formal action if this is felt to be appropriate if there has been no improvement despite opportunities or support/assistance to improve.

#### 8.5. Support Meeting

An employee who wishes to meet with their line manager and a member of the Human Resources Team to seek support or reasonable adjustments at work where there has been no absence(s) or the employee does not fall into the categories in section 7 may do so upon request. The meeting should be recorded as a support

meeting on the form “Record of Attendance Management/Support Meeting”. The purpose of this is to ensure that the employee is fully supported at work and that the support is monitored and reviewed as discussed and agreed between the employee and the manager.

## 9. Guidance on Managing Absence Categories

This section aims to provide guidance on the management of the main categories of absence. HR will advise on all stages of the management of absence.

### 9.1. Short/Medium Term Intermittent Absence

- 9.1.1. It is inevitable that employees will on occasion, be off work through short periods of sickness absence. Difficulties usually only arise when the level of attendance becomes unsatisfactory and it affects the College’s curriculum or service delivery.

Where short-term intermittent absence has been identified, a distinction should be made between an absence record which has:

- short-term intermittent absences where there is no long-term health problem; and
- absence on grounds of illness or injury where there is an identifiable long-term health problem.

- 9.1.2. The manager is responsible for discussing the attendance levels with the individual with the aim of providing support to improve attendance.

- 9.1.3. During the discussion the manager should seek to:

- provide the employee with details of their sickness absence and invite them to comment;
- identify the frequency and reasons for the absences and ensure that the employee is aware that the absence record is giving cause for concern and why, again invite the employee to comment;
- advise the employee if they disclose a long-term health problem to seek proper medical attention if they have not done so already and provide appropriate support or make reasonable adjustments (section 14);
- give consideration to any personal or domestic problems and possible ways of helping the employee resolve them or support them;
- identify any problems connected with work or the working environment which may be contributing to the absence level;
- if there is no underlying reason specify the standard that should be reached and indicate clearly to the employee the next step if there is no improvement; and
- provide the employee with every opportunity and support/assistance to improve and maintain an acceptable level of attendance.

## 9.2. Managing Short/Medium-Term Intermittent Absence – No Underlying Health Problem

9.2.1. This involves a situation where:

- the employee has failed to achieve and maintain a satisfactory level of attendance despite being given a sufficient opportunity to improve and the appropriate support/assistance where required; or
- the manager does not find the explanation(s) offered by the employee on the self-certificate as acceptable.

9.2.2. The manager will liaise with HR to:

- formally write to the employee to confirm the facts of the absence and any action/support taken to date or action/support to be taken;
- clearly inform the employee that persistent absence is unacceptable;
- make explicit the standards expected, in future, of the employee;
- inform the employee that any future failure to reach the standards and maintain an acceptable level of attendance could result in the matter being dealt with under the College's Disciplinary Policy and Procedure which could lead to further action being taken against them including putting their continued employment at risk; and
- confirm to the employee that their attendance will be closely monitored and a Review date for a further meeting to discuss and assess progress should be set.

A further Formal Review meeting should be arranged within a three month period or sooner if further absences occur. If no further absences have occurred then the file may be suspended at this stage and re-opened should further absences occur.

An employee will continue to progress through the Formal Meeting process. If the employee has a period of six (6) months where there have been no periods of absence from the date of their last period of sickness absence then they will return to a Formal Meeting in the process.

9.2.3. The main aim is to provide the employee with encouragement and an opportunity to improve their attendance level. This approach is in the best interests of the College and the employee.

9.2.4. In the case of short-term intermittent absence where there is no identifiable underlying health problem or acceptable explanation provided by the employee to account for their continuing level of non-attendance the matter will be considered under the College's Disciplinary Policy and Procedure.

## 9.3. Managing Short/Medium-Term Intermittent Absence – Underlying Health Condition

9.3.1. Where medical advice and/or information provided by a medical practitioner reveals an inherent underlying medical condition the employee will usually receive medical treatment, physiotherapy, remedial surgery etc. which will often result in an acceptable rate of

recovery and attendance level being achieved. Employees should be offered support and reasonable adjustments made where appropriate.

- 9.3.2. However, where the prognosis is such that frequent or prolonged absences will be a continuing feature this should be discussed with the employee and options explored. The case may require to be treated as one of capability on the grounds of ill health.
- 9.3.3. If a disability or long-term health condition is confirmed the College will seek to make reasonable adjustments to assist the employee to achieve and maintain an acceptable level of attendance. The employee will be expected to fully assist the College in this aim. As a reasonable adjustment the College might accept a higher level of absence in the case of an employee with a disability or long-term health condition however each case will be considered on its own merits and will fully consider the impact on service delivery. The College may also accept a higher level of absence for staff whose absences are related to pregnancy or who are experiencing the menopause.

#### 9.4. Managing Long-term Absence

- 9.4.1. When an employee is absent on a long-term basis, except in cases where it is deemed medically inappropriate, the manager with the assistance of Human Resources will contact the employee to arrange a meeting, this meeting can be held in the work place; at the employee's home or at some other mutually agreed place. A number of meetings may be required over a period of time to monitor and review the employee's progress.

The purpose of such meetings are to:

- enable the manager to demonstrate the College's concern for the employee and establish the reasons for absence and its likely duration (taking into account any medical advice if available);
- discuss what assistance and support might be appropriate to support the employee during their absence and aid their return to work (an agreed rehabilitation programme should be put in place nearer the employee's return to work date);
- discuss whether or not a referral to the OHS would be beneficial to the employee and the College at this stage with the aim of obtaining advice, identifying a possible timescale for recovery, support or assistance or reasonable adjustments;
- assess progress in recovery from the illness and offer any support to the employee, options for assistance and support to aid the employee's return to work;
- discuss the remaining sick pay entitlement; and
- as a last resort, consider the likelihood of termination of employment on the grounds of:
  - capability should there be no potential of a return to duty and if no other acceptable alternative option(s) exist in accordance

- with the Disciplinary Policy and Procedure; or
- early retirement on the grounds of ill health (if applicable) and if no other acceptable alternative option(s) exist.

9.4.2. Upon notification that the employee is returning to work the manager and an HR representative will meet, where possible, with the employee at least one week prior to their return to work date. The purpose of the meeting is to discuss what support and assistance or reasonable adjustments, where necessary, should be put in place to integrate the employee back into the work place.

A rehabilitation programme should be discussed and agreed with the employee.

Available options for reasonable adjustments are outlined in section 14.

9.4.3. If there is no possibility of the employee returning to duty or within the foreseeable future the Principal or Vice Principal will thereafter consider the effects of the long- term absence on the College's service and how long the service can be continued at an acceptable level.

Where the prognosis is such that a prolonged absence or absences are likely then the College may have no alternative but to consider terminating the contract of employment.

## 10. Support Mechanisms

### 10.1. Employee Assistance

The main aim of this Policy and Procedure is to encourage and support employees to achieve and maintain a satisfactory level of attendance at work.

A range of support mechanisms and assistance or advice is available for employees. These include:

- Human Resources Department - advice and support;
- Occupational Health Service (OHS) – professional medical advice to support the employee in the workplace and provide guidance and advice to the College on how best to achieve this and on-going health surveillance in certain curriculum areas;
- Solution Focussed Conversation – to assist the employee in identifying what would be happening in the future when a “problem” is happening less or not at all. The focus is on solutions rather than “problems”, issues are solved with an emphasis on what is wanted, rather than what is not wanted and detailing when this happens, who will be doing what? Also, the manager attempts to raise awareness in the employee of those times that parts of the solution have occurred in the past or are occurring now.
- Individual Stress Risk Assessment (ISRA) – to consider areas or issues in the work place which the employee feels is impacting on their health and wellbeing and how these might be addressed. The use of the ISRA will

involve a referral to the Occupational Health Service to support the employee and the manager;

- Health and Safety – undertake risk assessments and provide advice and support to employees and managers;
  - Dignity and Respect Policy and Procedure; and
  - Employment Services Agency and Access to Work through JobCentrePlus.
- **MCL Medics (Employee Assistance Programme)**

Download the App accessed through:

**URL:** <https://www.mcl-medics.com/glasgow-kelvin/>

**Password:** Welcome\_Glasgow\_Kelvin

Access Code: 593925

**Email:** [eap@mcl-medics.com](mailto:eap@mcl-medics.com)

**Freephone:** 0800 196 1441

The support of internal and external agencies should be offered by the manager with a view to assisting and supporting the employee to help improve the employee's attendance level or maintain their employment.

**Note 1-** In circumstances where an individual has been referred to OHS or EAP a further meeting should be arranged as soon as the relevant report has been received from the OHS and/or a number of sessions have taken place with the EAP. The purpose of the meeting is to review the employee's progress and ensure that appropriate support is in place or the impact of any reasonable adjustments is appropriately assessed.

## 10.2. Occupational Health Advice

10.2.1. Advice may be required from the Occupational Health Service in cases where there is:

- a health condition, disability or advice is required on reasonable adjustments to support the employee in the workplace;
- a long-term period of absence of 11 or more consecutive days or two (2) working weeks in the case of part-time employees to consider what support/assistance or reasonable adjustments may be appropriate;
- frequent periods of absence for similar reasons, where an absence(s) are linked to a potential health condition or disability;
- short-term intermittent absence, however there is no long-term health condition, disability or underlying health problem(s). Whilst it is not always necessary to obtain medical advice it may be advisable to do so in some circumstances, if only to establish that there is no underlying health condition.

If a staff member is referred to the OHS for medical advice the HR Department will prepare a management report on behalf of the College

in conjunction with the manager and the employee to be sent to the OHS Physician. The report will provide information on the employee's job, absence record, reasons for the referral and requesting specific information on what assistance or reasonable adjustments could be made or put in place to support the employee.

10.2.2. The purpose of obtaining a medical advice will be to establish:

- what the impact of work is on the employee's health;
- the likely recurrence or duration of absence;
- whether the employee is likely to make a partial or full recovery;
- what reasonable adjustments might be made, should these be permanent or temporary, and if temporary for what period of time;
- what support or assistance the College might reasonably provide to help the employee at work; aid a return to work if absent long-term or assist the employee undertake their role; and
- an appropriate approach on how to manage the employee's absence and make an informed decision which will support that approach.

This list is not exhaustive.

**Note:** Any decision relating to the employee is the responsibility of management in consultation with the Director of Human Resources and not the Occupational Health Service (OHS).

10.2.3. The College:

- may request that the OHS provider contact the employee's General Practitioner and/or specialist/consultant for a report on current illness/condition/disability. An appropriate consent form will be issued to the employee for authorisation by OHS. The information will be obtained and assessed by the OHS. **The College will not have direct access to this information:** the OHS will provide the College with advice and guidance on how the absence(s) could be managed appropriately; and
- will normally follow reasonable recommendations of action made by the OHS. An employee is entitled to obtain an independent medical report if they so wish, the College will not be responsible for any such costs incurred.

10.2.4. If an employee chooses not to attend the Occupational Health Service it must be noted that management decision can only be based on the evidence available at that time. If further relevant information becomes available after a decision has been taken, the decision may be reviewed. If an employee continues to fail to cooperate with the College in the management of their attendance the matter may be dealt with under its Disciplinary Policy and Procedure.

10.2.5. An appointment with the Occupational Health Service shall be arranged by the HR Department and the employee shall be notified accordingly. If



the employee is unable to keep the appointment the employee should contact the HR Department who will arrange an alternative appointment. Should the employee fail to attend an appointment without providing prior notification and/or a reasonable explanation the College reserves the right to charge the employee for the costs incurred. The charges will be detailed in the appointment letter to the employee.

The content of the management report to the OHS should be prepared after discussion with the employee. A copy of the report is available to the employee upon request. (Access to Medical Reports Act 1988 and Access to Health Records Act 1990).

### 10.3. Mental Health and Wellbeing

Mental health is the mental and emotional state in which we feel able to cope with the normal stresses of everyday life.

If we are feeling good about ourselves we often work productively, interact well with colleagues and make a valuable contribution to our team or workplace.

Positive mental health is rarely an absolute state. One may feel in good mental health generally but also suffer stress or anxiety from time to time.

Mental health conditions may emerge suddenly, as a result of a specific event or incident, or gradually, over a period of time when the condition may worsen or improve. Some illnesses are persistent and may be classed as a disability.

Managers should be aware it is not just about absences and some employees may show signs of mental ill health at some stage during their employment.

Common symptoms of mental ill health might include:

- an increase in unexplained absences or sick leave;
- poor performance;
- poor timekeeping;
- poor decision-making;
- lack of energy;
- uncommunicative or moody behavior;
- any changes, in terms of patterns of behaviour; or
- general mental resilience to stressful situations.

The College is committed to providing a working environment and support facilities which promote and support health and well-being. Mental health and well-being in the workplace is monitored through an annual stress risk assessment process. In addition an Individual Stress Risk Assessment is available for employees who feel that they are suffering stress, anxiety or ill health as a result of work related issues.

### 10.3.1. Organisation Stress Risk Assessment

The College is keen to ensure that if there are any work related issues which affect the well-being of staff that these are addressed as early as possible. The College will undertake a Stress Risk Assessment using an appropriate survey mechanism on an annual basis. The results of such a survey will be shared with staff and will inform the College's health and wellbeing strategy.

If an employee feels that they are having difficulties at work which they feel is causing them stress or anxiety then an Individual Stress Risk Assessment should be conducted.

If an employee makes a manager aware of difficulties at work which they feel is causing them stress at work the manager should discuss options with the employee which would assist to resolve the issue(s), as far as reasonably practicable.

If the manager is unable to resolve informally what the employee feels is the issue(s) the employee should be invited to participate in an Individual Stress Risk Assessment. The Individual Stress Risk Assessment document assists in the management of stressors associated with work.

In cases where the employee advises of ill health as a result of work related matters a referral to the OHS is recommended to seek guidance and support.

### 10.3.2. Individual Stress Risk Assessment (ISRA)

Managers should seek to discuss and resolve work related matters through the Solution Focussed Conversation approach initially. The Individual Stress Risk Assessment (ISRA) process should be applied where occupational health advice is required. The ISRA process requires:

- the employee to record on the ISRA form what they feel is the issue(s) and put forward any potential solutions to resolve the issue(s) which they feel might be considered by the College;
- the manager will consider what actions the College can or cannot take in an attempt to resolve what the employee feels is the issue(s);
- the manager will meet with the employee to discuss the actions to be taken where reasonably practicable. If a solution is not feasible the reason for this is discussed with the employee and recorded. The agreed changes which will be made or cannot be made will be recorded; and
- the completed ISRA form will be sent to the College's OHS for assessment where appropriate. OHS will provide advice and support for the employee and the manager. The main aim of the process is to ensure the well-being of the employee and minimise the impact on service delivery.

Managers will be trained in how to conduct the ISRA process. Further support and advice can be sought from the Human Resources Team. An ISRA form can be obtained from the Human Resources Department.

#### 10.4. Menopause

Managers should acknowledge that there may be an additional need for sickness absence by employees experiencing the menopause in order to manage their menopausal symptoms.

Absence will be recorded as related to menopausal symptoms where disclosed and managers will consider such absence as an ongoing condition requiring the consideration of reasonable adjustments and flexibility in absence procedure triggers.

Information relating to reasonable adjustments can be found in section 14.

### 11. Occupational Sick Pay – Exhaustion of Entitlement

11.1. The employee will be informed in writing at least four (4) weeks before the date when they will have exhausted their entitlement to:

- full Occupational Sick Pay that their entitlement to full salary will reduce to half salary; and
- half Occupational Sick Pay that their salary entitlement will cease.

11.2. The College may consider termination of the contract of employment on the expiry of the employee's Occupational Sick Pay. The College may consider granting a period of unpaid leave of absence in respect of a critical illness or disability as outlined in section 12.

### 12. Critical Illness or Disability

In circumstances where an employee has exhausted their entitlement to Occupational Sick Pay and Statutory Sick Pay and they have been diagnosed with a critical illness or disability the College will explore the option of holding open the employee's position. The conditions covered by this section will apply to those employees who are disabled as defined by the Equality Act 2010 which from time to time may be expanded. The period of unpaid leave of absence beyond the period of OSP granted to an employee by the College should be sufficient to enable appropriate treatment and rehabilitation.

The period of time which the employee's post may be held open will be determined by a panel consisting of a member of the Senior Management Team, a Head of Faculty or Head of Department and the Director of Human Resources.

The panel will consider such a request taking into account:

- the case put forward by the employee or their representative;

- the operational case put forward by line manager;
- the reason for the absence;
- the medium to long-term prognosis;
- any planned or future treatments available and the potential impact on the health condition; and
- the employee's position with the College and the impact of the employee's absence on College services.

Each request will be considered on its own merits.

If a decision is taken not to hold open the position the case will be managed in accordance with the College Disciplinary Policy and Procedure.

### **13. Sickness or Disablement due to Accident in the Course of Employment**

- 13.1. An acknowledged industrial injury will be treated as an absence category within these procedures. Where an employee is absent due to sickness or disablement as a result of an accident arising out of and in the course of employment, or due to industrial disease, the employee shall be entitled to a separate allowance calculated on the same basis as the sickness allowance.
- 13.2. The allowance in respect of normal sickness and that of absence due to an industrial accident or disease are entirely separate. Periods of absence in respect of one shall not count against the allowance for the other.
- 13.3. An absence due to an accident at work shall only be accepted and qualify for payment when an entry in BI510 (Accident Book, approved for the purposes of the Social Security Act 1975, as amended) is appropriate and has been completed; in the subsequent investigation by the College, the facts so recorded are found to be accurate and there has been no negligence on the part of the employee in terms of that individual complying with the recognised safe methods of work.
- 13.4. In determining what, if any, action should be taken where an employee's overall absence record includes period(s) of accepted industrial injury, managers should be cognisant of the reasons for the absence when assessing the record, and considerate account taken of accepted industrial injuries when dealing with employees under the terms of this Policy and Procedure.
- 13.5. Wherein applying this procedure a manager identifies an employee who regularly sustains industrial injuries additional training and/or advice may be required. The College's Health and Safety Manager will be available to assist managers.

## 14. Reasonable Adjustments

- 14.1. Where there is an underlying health condition appropriate discussion should take place with the employee to assess progress, the prognosis, assistance and supports outlined in this Policy and Procedure.
- 14.2. Managers should, in consultation with Human Resources, and the employee, where appropriate, consider the following options:
- redeployment to alternative work on a temporary or permanent basis;
  - temporary or permanent adjustment of duties and responsibilities;
  - a redistribution of duties to other staff on a temporary or permanent basis in discussion with the staff concerned;
  - part-time hours on a temporary or permanent basis;
  - a phased return to work;
  - facilitating time off during working hours for rehabilitation/treatment;
  - purchasing suitable equipment or reasonable adjustments to facilities;
  - supplying additional training or retraining;
  - agreed action plan under Fit to Work;
  - reasonable adjustments or purchasing of equipment (advice may be sought externally i.e. Disability Employment Advisor, JobCentrePlus).

Where these options are not viable for the College or acceptable to the employee options are:

- for employee - the option to apply for premature retirement because of ill health, where appropriate; and
- the College - the option to terminate the contract on the grounds of lack of capability or some other substantial reason.

Such actions should only be taken after all other options have been explored and exhausted. The employee will be fully involved in the discussions about their future employment with the College and clearly advised of the possibility that the termination of their contract is being considered. The discussion should be confirmed in writing.

The College and the employee should identify a termination date in the best interest of both parties where possible.

## 15. Termination of Contract of Employment

### 15.1. Termination of Contract – Disciplinary Policy and Procedure

The College will in all cases seek to retain an employee in its employment where possible. As a last option where it has been established that there is no prospect of the employee maintaining a satisfactory level of attendance or returning to duty in the foreseeable future the matter will be considered at a Capability

Hearing and managed in accordance with the College's Disciplinary Policy and Procedure.

#### 15.2. Appeals against Termination of Contract

An appeal against the decision to terminate the contract of employment may be submitted in accordance with the College's Disciplinary Policy and Procedure.

Employees shall be fully informed of their position in relation to this policy at all stages of the procedure.

### **16. Annual Leave and Sickness Absence**

#### 16.1. Sickness During Annual Leave

An individual who becomes ill or is injured at the beginning of, or during a period of annual leave may be entitled to claim back the period of annual leave for which they were ill or incapacitated provided that they:

- inform the Human Resources Department of their illness or injury promptly, inline with normal sickness reporting procedures; and
- provide a Fitness for Work Note, or other formal medical certification, covering the full period of their illness or incapacity.

#### 16.2. Holiday/Extended Absences from Home during a Period of Long-term Absence

Individuals are required to inform the Human Resources Department prior to taking leave away from home during periods of sickness absence and provide alternative contact details as appropriate.

It is recognised that taking time away during a period of sick leave can be recuperative and may support recovery. It is expected however that individuals taking time away from home during period of sickness absence do not undertake activities that are likely to aggravate their condition or prolong their absence from work.

Where management has concerns about the proposed nature of holiday activities, the individual can be referred to OHS for further information on the effect the proposed activity may have on the condition and recovery.

Individuals taking leave away from home during periods of sickness absence are required to provide Fitness for Work Notes covering the full period that they are away. Any period not covered by a Fitness for Work Note will, following an appropriate reminder and opportunity to provide this, be designated as annual leave and the leave balance will be debited accordingly. Employees and managers may seek advice from the Human Resources Department.

#### 16.3. Use of Annual Leave Entitlement During a Period of Sickness Absence 30

Where an individual is absent due to sickness they may be able to use annual

leave if they wish to do so. Use of annual leave during sickness absence is voluntary. Individuals wishing to make use of this provision should request leave in writing from the Human Resources Department.

Managers should seek advice from HR regarding requests to use annual leave during sick leave if they receive a request.

Where an individual has a period of annual leave approved during sick leave the payment for annual leave will be in addition to the Occupational Sick Payment. The total Occupational Sick Payment and Annual Leave payment will not exceed the normal monthly salary.

Employees will receive their usual rate of pay for time taken as annual leave. Employees must inform HR in writing of any annual leave requests and HR will arrange for appropriate adjustments to be made to the leave balance and notify the Payroll Officer to make any required amendment to the pay of employee.

A maximum of 28 days including public holidays (pro rata for part time staff) may be used in anyone leave year.

#### 16.4. Carry Over of Annual Leave

Individuals who are absent for an extended period of time may be eligible to carry over their annual leave entitlement up to a maximum of 28 days including public holidays (pro-rated for part-time staff). Leave will normally only be able to be carried over for a maximum of 18 months at which point any outstanding leave will be forfeited. Further information may be sought from the HR Department.

An employee who is released from the College's employment through ill health retirement or capability will receive payment for any outstanding annual leave for accrued entitlement over the period of their absence up to a maximum of 18 months.

### 17. Disciplinary Considerations

The manager may consider managing the absence under the Disciplinary Policy and Procedure where an employee's absence record is deemed to be unacceptable and/or where, for example:

- there is a breach of this policy or procedure;
- a particular pattern of absence can be identified;
- despite being afforded an opportunity to improve and/or offered support and assistance there has been no sustained improvement has taken place;
- the employee is unable to offer any mitigating reason(s) for the persistent and/or high levels of absence; and/or
- there is no identifiable underlying health problem and there have been more than four (4) absences or 10 working days (pro rata for part-time staff) within a twelve (12) month period.

In determining whether or not the matter should be managed in accordance with the College Disciplinary Policy and Procedure account should be taken of all the facts and how the absence has been managed. The above list of circumstances is not intended to be exhaustive.

The employee must be afforded every opportunity to improve upon their attendance level and they must be made fully aware that their attendance record is a cause for concern. The employee must be advised formally that their attendance record is unsatisfactory, what improvement is required and the consequences should there be no improvement in their record of attendance.

Having taken these steps should the employee's attendance record remain unsatisfactory the employee will be advised that the matter will be managed in accordance with the College Disciplinary Policy and Procedure.

## **18. Other Related Human Resources Policies**

- Alcohol, Drugs and Substance Misuse Policy
- Health and Safety Policy
- Recruitment and Selection Policy and Procedure
- Grievance Policy and Procedure
- Disciplinary Policy and Procedure
- Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks
- Family Friendly and Flexible Working Policy
- Public Interest Disclosure Policy
- Equality and Diversity Policy
- Dignity and Respect Policy
- Commendations and Complaints Procedure
- Menopause Policy

## **19. Review and Monitoring**

The content, effectiveness and operation of the Attendance Management and Support Policy and Procedure will be routinely reviewed with a formal review every two years. The Policy and Procedure will be updated in partnership with management, Trades Unions and staff. Account will also be taken of any developments in legislation and case law. The Procedure may be amended from time to time to meet operational requirements, case law, legislation and best practice.