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## Attendance Management

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## OFFICIAL

### Contents

1. Overview .....	3
2 Officer/Staff .....	4
3 Manager .....	8
4 Resources .....	13

### Appendices

Appendix A	Attendance Management – Example Scenarios
Appendix B	Attendance Management – Manager Frequently Asked Questions
Appendix C	Attendance Management – Officer/Staff Frequently Asked Questions
Appendix D	Attendance Management – Process Map
Appendix E	Bradford Score Calculation Information
Appendix F	Half Pay/Nil Pay Information
Appendix G	How to Carry out an Attendance Support Meeting
Appendix H	How to Consider Reasonable Adjustments
Appendix I	How to Have a Return to Work Interview
Appendix J	How to Manage Rehabilitative/Light Duties and Phased Returns
Appendix K	How to Record Disabilities and Reasonable Adjustments on SCoPE
Appendix L	SMS Absence Reporting Process – User Guide
Appendix M	The Right to be Accompanied
Appendix N	Things to Consider before Progressing to Capability

OFFICIAL

## **1. Overview**

### **1.1 What is this about?**

- 1.1.1 We want our people to enjoy good health and be able to maintain regular attendance at work. We also understand that this will not always be possible – people may get ill or injured at some point during their working life. This information explains what to do if you are too ill to attend work, and the support available.

### **1.2 Who is this for?**

- 1.2.1 This is for all authority/police staff and officers. Any parts which are only for staff or for officers are clearly marked.

### **1.3 Key information**

- We expect our people to look after their health and wellbeing, and make every effort to come to work.
- All sickness absence must be reported as soon as possible.
- We will support the health and wellbeing of our people, and provide them with assistance and guidance as required.
- Individuals and managers have a joint responsibility for keeping in contact during a sickness absence.
- Return to Work interviews will be held after every sickness absence.
- If an officer/staff member meets any of the following trigger points, they may be invited to an Attendance Support Meeting:
  - four periods of sickness absence in any rolling 12-month period
  - a Bradford factor score of 200 or more
  - absent on a long-term basis (over 28 days)
  - any absence or health issue that causes concern (for example, a lot of absences on specific days or for the same reason)
  - being on rehabilitative/light duties and/or a phased return.
- When managing attendance, we will only share details with other people if they are involved or need to know, and will treat all personal information sensitively and confidentially.

## **2 Officer/Staff**

### **2.1 What you need to do:**

- Report the start and end of all absences in line with the process detailed below.
- Keep in regular contact with your manager when you are off.
- Participate fully in any Return to Work interviews and Attendance Support Meetings.
- If you want to speak to someone about your health and wellbeing, support is available from
  - your manager
  - People and Development;
  - the Employee Assistance Programme;
  - Occupational Health (if referred); and/or
  - Trade Union/Scottish Police Federation/Association of Scottish Police Superintendents (ASPS) representatives/diversity staff associations.

### **2.2 Reporting the absence**

- 2.2.1 If you are too ill to attend work, or cannot attend work because you have been injured, you have to report this as soon as possible, via the absence reporting line (**[REDACTED]**) – even if it is a rest day. You can use the SMS reporting process if this has been agreed as a reasonable adjustment. You must also contact your manager to let them know.
- 2.2.2 If you fall ill at work or have to leave work due to sustaining an injury, you must follow the same procedure as above, letting your manager or another supervisor know before you leave, where possible. When you phone the absence reporting line, let them know that you have worked some of your rostered hours. This day will not be counted as a day's absence. Your first day's absence will be counted as the next day (unless you report fit for work the next day).
- 2.2.3 Normally you should phone in personally to report your sickness absence. But in exceptional circumstances, e.g. if you have been hospitalised, someone else can report your absence on your behalf. This must still be done by phoning the absence reporting line.

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- 2.2.4 If your absence relates to an injury at work, you should read the Accident/Incident/Near Miss Reporting and Investigation guidance.

## 2.3 Certifying your absence

- 2.3.1 If your absence lasts longer than seven calendar days, you will need to get a Statement of Fitness for Work (fit note) from your GP to certify your absence from the eighth day onwards, and give this to your manager. A photocopy of the fit note is also fine; we do not need the original.

## 2.4 Keeping in contact

- 2.4.1 You and your manager have to keep in regular contact while you are off. This includes returning missed calls from your manager and attending any meetings related to your absence you are invited to attend. Your manager will offer support, which may include a referral to Occupational Health.
- 2.4.2 Face-to-face meetings, phone calls, video conferencing, SMS, and email are all possible ways of keeping in touch. You and your manager should keep in contact in whichever ways are most appropriate.
- 2.4.3 You should keep your manager informed of when you are likely to return to work, as well as any developments/improvements in your health.

## 2.5 Sick pay

- 2.5.1 Details of sick pay for officers can be found in the Police Regulations. Details of sick pay for staff can be found in your contract and the Manual of Staff Terms and Conditions. Your manager will let you know if/when you are due to run out of full pay and/or half pay.

## 2.6 Support

- 2.6.1 If you hit a trigger point (detailed in Key Information within the Overview section), your manager may invite you to an Attendance Support Meeting (ASM), to discuss the reasons for your absence in more detail. ASMs may be held during an absence or after you have returned to work. An ASM is an informal, supportive meeting to discuss any support you may need to help you return to work or continue to work.
- 2.6.2 **Officers and PCSOs only:** If you are a member of the Police Treatment Centres charity, you can apply to use their facilities. These can help you recover or manage your illness or injury. The centres are Castlebrae in Aucherarder, Perthshire, and St Andrews in Harrogate, North Yorkshire. They provide inpatient and outpatient services including physiotherapy, rehabilitation, and help with stress and anxiety. If you are interested in

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applying for treatment at a Police Treatment Centre, more information can be found on their website.

- 2.6.3 If you are worried about the financial impact of going onto half pay or nil pay, you may be able to claim Employment and Support Allowance (ESA) or Universal Credit from JobCentre Plus. The SSP1 form (which is needed for claiming benefits) is issued (by Finance) automatically.
- 2.6.4 More details about how to contact JobCentre Plus and claim ESA/Universal Credit can be found on the gov.uk website

## **2.7 Ending your sickness absence**

- 2.7.1 As soon as you are feeling well enough to return to work, call the absence reporting line ([REDACTED]). It does not matter if you are not due to be in work because you have a rest day or annual leave scheduled.
- 2.7.2 You will be asked if you have worked or will be working your rostered hours for this day. If you are going to work your normal shift, or are on a rostered rest day/annual leave, you should answer 'yes'. If you were rostered to work but did not do so because you were still ill, you should answer 'no'.

## **2.8 Return to Work interview**

- 2.8.1 When you return, your manager will have a Return to Work interview with you. This may be combined with an Attendance Support Meeting.

## **2.9 Phased return and light/rehabilitative duties**

- 2.9.1 Your GP or Occupational Health may recommend that you return on a phased return or amended duties. We will try to offer this where possible, but cannot always guarantee it. If a phased return or light/rehabilitative duties have been recommended, speak to your manager.

## **2.10 If we can no longer support your absence levels**

- 2.10.1 We cannot support long term sickness absence or frequent short-term sickness absence indefinitely. In some cases, we may have to stop managing your absence through Attendance Management. We may then move to the Capability (Performance and Attendance) (Officer) procedure, which is directly aligned to the Police Service of Scotland (Performance), the Capability (Performance) procedure, or consider whether ill health retirement may be an option.
- 2.10.2 We may do this if you:

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- are off sick on a long-term basis and it looks like you may be unable to return to work; or
- continue to have frequent short-term absence levels that we feel are unacceptable.

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## **3 Manager**

### **3.1 What you need to do:**

- Support the health and wellbeing of team members, while they are absent, and help them to return to, and remain in work wherever possible.
- Treat all personal and medical information sensitively and confidentially, only sharing necessary details with other people if they are involved or need to know.
- Maintain regular contact with team members who are off sick and provide assistance or signpost as required.
- Let team members know when their pay is due to reduce to half/nil pay.
- Keep a written record of all contact made/attempted and conversations had with team members who are off sick.
- Conduct Return to Work interviews (RTWs) and Attendance Support Meetings (ASMs) in line with this procedure.
- Support retirement on the grounds of ill-health where possible, or the termination of employment in the case of capability where continued employment is not a viable option.

### **3.2 When an absence is reported**

- 3.2.1 Managers have responsibility for monitoring and managing sickness absence with support from Heads of Department, Business Support Units and People and Development.
- 3.2.2 When a team member is sick they should immediately report their absence using the absence reporting line ([REDACTED]) which will generate an email notification to you.
- 3.2.3 At or around the time any absence is reported to you, you should speak to the team member. You should
- check if the illness or injury is work related;
  - check if they have any specific work that will need covered in their absence;

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- ask about an expected return to work date;
- remind them if they are due to go onto half/nil pay in the near future; and
- offer any support they may need, such as providing details of the Employee Assistance Programme.

3.2.4 If the team member contacts you directly and you have not received an absence notification, you should tell them to call the absence reporting line as soon as possible.

3.2.5 If the absence relates to an injury while at work, you may need to complete the Violence/Accident Form on SCoPE. Further guidance is available from the Accident/Incident/Near Miss Reporting and Investigation guidance.

3.2.6 Remember to consider alternatives to the team member taking sick leave, where appropriate. For example, if an injury means that they cannot travel to the office, but are fit to work otherwise, it might be possible for them to temporarily work from another office. Or if they have taken medication and may be fit to work later in the day, consider whether a shift slide may be possible.

### 3.3 Keeping in touch

3.3.1 All contacts and attempted contacts with team members should be recorded using the Absence Contact Record on SCoPE. You should note relevant points but not specific medical details.

3.3.2 Regular contact should be maintained by both parties during the absence and can include, face-to-face meetings, phone calls, video conferencing, SMS, and emails.

3.3.3 Exactly how often you need to make contact can be agreed by you and the team member but regular contact has been shown to help get individuals back to work sooner. When deciding how frequently to make contact, you should consider the nature of the absence, as well as practical considerations.

### 3.4 Certifying

3.4.1 The team member must give you a 'Statement of Fitness for Work' (fit note) from their GP if their absence lasts longer than seven calendar days. A photocopy of the fit note is also fine; we do not need the original. Log the details on SCoPE and return the fit note to the team member.

3.4.2 Fit notes must include all days of absence after the seventh day, including weekends, public holidays and rest days.

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### 3.5 Sick pay

- 3.5.1 Sick pay entitlements vary depending on service, any previous absence in the last 12 months, and whether the individual is an officer or staff member. Check that the team member knows when they are due to go onto half pay/nil pay, as appropriate. They should be given plenty of notice of this – give at least two months' notice where possible. You can find this information on SCoPE, on the absence tab in the team member's personal record. You should tell them as part of your regular contact, or at an ASM, and give them the Half Pay/Nil Pay Information sheet.
- 3.5.2 Normally there should be no need to provide this information in writing, however, on some occasions it may be necessary to do so. It can be particularly helpful for individuals whose poor mental health or extreme physical pain may mean they find it difficult to retain or process information.
- 3.5.3 You should log a request with People Direct to have a half pay/nil pay letter sent if
- the team member asks for confirmation in writing;
  - they (or their fit notes/Occupational Health reports) have told you that they have a mental health condition, or one that is likely to affect their memory; and/or
  - you cannot contact the team member to tell them when they are due to go onto half pay/nil pay.
- 3.5.4 If you are asking People Direct to request a letter, you should take a note of this request within the Absence Contact Record on SCoPE.
- 3.5.5 **Officers only:** Officers who are members of the Scottish Police Federation's insurance scheme may have access to additional benefits during periods of half/nil pay and details can be found on the Federation's website.
- 3.5.6 If a team member believes that there are exceptional circumstances around their sickness absence, they may apply for 'particular case' status to extend their period of full/half pay. More details on this process can be found in the Half Pay/Nil Pay Information sheet.

### 3.6 Support

- 3.6.1 You should offer the team member support and advice as appropriate. It is a good idea to let your team member know about the support they can get from our Employee Assistance Programme, which can be contacted by phone or online (even when not on a work PC).

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- 3.6.2 If the team member's levels of absence hit one or more triggers (detailed in Key Information within the Overview section), you should review their absence(s) and consider inviting them to an Attendance Support Meeting (ASM). These triggers are only indicators, so use your discretion when applying them.
- 3.6.3 It is preferable for ASMs to take place during the sickness absence, however where this is not possible or practical, they may also be carried out on the team member's return. These must always be documented and recorded as having taken place on SCoPE and on the Record of Attendance Support Meeting Form (060-007). If you feel an ASM is not appropriate, you must complete the ASM section of SCoPE to explain why you chose not to have an ASM.
- 3.6.4 More information can be found in the How to Carry Out an Attendance Support Meeting document.
- 3.6.5 Further ASMs should be arranged as appropriate, if the team member's poor attendance levels continue. ASMs should continue until the trigger the individual had reached falls below the threshold.

### **3.7 Pregnancy and disability related absences**

- 3.7.1 Absences relating to pregnancy and disability should be managed in line with the Equality Act 2010. Disability related absences should also be managed in line with the Disability in Employment procedure.
- 3.7.2 For example, discounting particular absences against any trigger point could be considered a 'reasonable adjustment' for a team member that has an impairment/condition affecting their attendance at work. These absences may be discounted when calculating trigger points. Or another possible reasonable adjustment may be allowing an individual to be accompanied at an informal meeting (e.g. an ASM). Exactly what reasonable adjustments are made will depend on the nature of the disability and its impact on the individual and their attendance.

### **3.8 Return to Work interview**

- 3.8.1 When your team member comes back to work, you should meet with them for a Return to Work interview. This should be done as soon as possible. See the How to Have a Return to Work Interview document for more details.
- 3.8.2 Record the RTW on SCoPE, and ensure that the team member signs this electronically when they receive the email prompting them to do so.
- 3.8.3 Even though a team member has returned to work, they may still meet the triggers for an Attendance Support Meeting. If they do, you can combine

OFFICIAL

this with the Return to Work interview.

- 3.8.4 If you are going to do this, let the team member know. You will still have to update both the Attendance Support Meeting and Return to Work sections on SCoPE separately.

### **3.9 Phased return/light duties**

- 3.9.1 If Occupational Health or the GP recommends a phased return and/or modified duties, consider whether the division/department can support this request. Also consider how long the team member was off for, what the illness or injury was, and any previous absences.
- 3.9.2 More information about light/restricted duties can be found in the How to Manage Rehabilitative/Light Duties and Phased Returns guidance document.

### **3.10 If we can no longer support absence levels**

- 3.10.1 You may want to stop managing an absence through Attendance Management, and move to the capability procedure or consider whether ill health retirement may be an option if a member of your team
- is off sick on a long-term basis and it looks like they may be unable to return to work; or
  - continues to have frequent short-term absence levels that we feel are unacceptable.
- 3.10.2 If you are considering moving forward in this way, make sure you have spoken to P&D before making any decisions. Any decision made should be made together.
- 3.10.3 You must then advise the team member that their case may be progressed to the Capability process, and confirm this in writing (normally in the ASM notes).

## **4 Resources**

### **Forms**

- Health and Safety Risk Assessment Form (076-001)
- Individual Stress Risk Assessment Questionnaire (100-005)
- Record of Attendance Support Meeting Form (060-007)
- SMS Absence Reporting Registration Form (123-011)

### **How to Guides**

- How to Carry Out an Attendance Support Meeting
- How to Consider Reasonable Adjustments
- How to Have a Return to Work Interview
- How to Manage Light/Rehabilitative Duties and Phased Returns
- How to Record Disabilities and Reasonable Adjustments on SCoPE

### **Reference Documents**

- Attendance Management - Example Scenarios
- Attendance Management - Manager Frequently Asked Questions
- Attendance Management - Officer/Staff Frequently Asked Questions
- Attendance Management - Officer/Staff Frequently Asked Questions
- Bradford Score Calculation Information
- Half Pay/Nil Pay Information
- Health, Safety and Wellbeing Policy
- Police Negotiating Board Circular 05/1 – Guidance to Chief Officers on the use of discretion to resume/maintain paid sick leave
- Process Map
- The Right to be Accompanied
- Things to Consider before Progressing to Capability

### **Related Procedures**

- Allowances and Expenses (Officers)
- Annual Leave and Public Holidays (Police Officers)
- Annual Leave and Public Holidays (Staff)
- Capability (Attendance and Performance) (Police Officers)
- Capability (Attendance and Performance) (Authority/Police Staff)
- Disability in Employment
- Fertility Treatment
- Equality, Diversity and Dignity
- Ill Health Retirement (Staff)
- Ill Health Retirement/Injury on Duty (Police Officers)
- Pregnancy and Maternity
- Special Leave

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- Stress Management
- Transitioning at Work
- Volunteer Reserve Forces

### **Useful Links**

- Acas - Managing Staff Absence: A Step-by-Step Guide
- Access to Work
- Accident/Incident/Near Miss Reporting and Investigation guidance
- Employee Assistance Programme
- Employment Rights Act 1996
- Equality Act 2010
- Gov.uk 'Statutory Sick Pay (SSP)'
- Gov.uk 'Contact JobCentre Plus'
- Gov.uk 'Employment and Support Allowance (ESA)'
- Pension Fund Administrators – Contact Details
- Scottish Public Pensions Agency

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## Appendix A

## Attendance Management - Example Scenarios

**Scenario 1:** Lisa wakes up on her rest day, Sunday, having vomited through the night, and still feeling very sick. She realises that if she were required to work today, she would not be fit enough to do so, and thinks it may take longer than one day to recover. Her next rostered shift is on Monday. What should she do?

**Answer:** Lisa should phone the absence reporting line to report herself as unfit for work, even though she is not scheduled to work today. When she is asked 'Have you worked any of your rostered hours today?' she should answer 'yes' (because she is on a rest day). This will ensure that the first day lost to absence is marked as the Monday rather than the Sunday. This will give her manager the best possible notice that it is likely Lisa will be absent on Monday, and will allow them to plan accordingly. It also means that, in the event of a major incident, Lisa will not be recalled to duty on her rest day, as we know that she is ill.

**Scenario 2:** Rob has been off work, sick, for six weeks. His doctor has said that he will be fit to return next Monday, 24<sup>th</sup> August. Rob had previously booked two weeks' annual leave, from 24<sup>th</sup> August to 4<sup>th</sup> September. Rob is then scheduled to have two rest days on 5<sup>th</sup> and 6<sup>th</sup> September. When should Rob phone the absence reporting line to report himself fit for work?

**Answer:** Rob should phone the absence reporting line on the evening of 23<sup>rd</sup> August, before his fit note expires (fit notes expire at midnight). He should simply explain that he is calling to report the end of his sickness absence. He does not need to explain that he will be on annual leave as of the next day – the only thing that is important is that he will no longer be on sick leave.

**Scenario 3:** Amira is a member of police staff, and is pregnant. Her Expected Week of Childbirth is due to start on Sunday, 4<sup>th</sup> June. Her pregnancy is causing her a lot of back pain, and on 10<sup>th</sup> May, her back pain is so great that she does not feel fit for work. She phones the absence reporting line to report her sickness absence. What should Amira and her manager do next?

**Answer:** As Amira's absence is related to her pregnancy (the sore back is caused by her pregnancy), and her absence falls within the four weeks before the first day of her Expected Week of Childbirth (4<sup>th</sup> June), her maternity leave will automatically start from the next day (11<sup>th</sup> May). Amira's manager should phone her as soon as they are aware of her sickness absence, and advise her of this. Her manager should



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contact People and Development on the morning of 11th May and advise them that Amira's absence should be closed off with immediate effect. Amira will therefore have been recorded as having a one-day sickness absence on 10th May, and her maternity leave and pay will start on 11th May.

**Scenario 4:** Gail is a police officer and is pregnant. Her Expected Week of Childbirth (EWC) is due to start on Sunday 5th March, and she has chosen to start her maternity leave on Monday 27th February. In the later stages of her pregnancy, she has been suffering from exhaustion, and when she visited her GP on 31st January, she was advised her that the exhaustion, which was brought on by the pregnancy, meant that she was unfit to work. Gail phoned the absence reporting line on the same day and reported her sickness absence from work. It is now 6th February (the first day of the four weeks before Gail's EWC), and Gail is still off on sick leave due to her pregnancy-related exhaustion. What does this mean for Gail?

**Answer:** Gail's sickness absence will continue until either she feels fit enough to return to work, if this is before 27th February, or until her maternity leave begins on 27th February. She will not be paid any maternity pay until her maternity leave starts on 27th February (unless her baby is born before this – in which case, her maternity leave and statutory maternity pay will begin on the day the baby is born. Her police maternity pay will not be paid until 27<sup>th</sup> February, the date she had originally chosen for it to commence). Her manager should make her aware of this, and continue to support her through her sickness absence. They should discount the absence for the purposes of reaching trigger points, as it is pregnancy related, but in every other way, manage it as they would with any other sickness absence.

**Scenario 5:** Omar has been off work on sick leave for three days, due to a sickness bug. He now feels well again, and knows that he will return to work on his next rostered shift, in two days' time. What should he do?

**Answer:** Omar should phone the absence reporting line to report himself fit for work as soon as he knows he will be able to work his next rostered shift. He should not wait until the day of his next rostered shift to phone the absence reporting line, as this would extend his absence by two days, and it would not be possible to amend the details of this absence.

**Scenario 6:** Gordon works a standard Monday to Friday shift, and has been off sick with food poisoning. By Thursday afternoon he is feeling better, and plans to return to work the next day for his shift. What should he do?

**Answer:** Gordon should phone the absence reporting line as soon as possible on Thursday to report fit for work. When they ask if he has worked or will work any of his rostered hours that day, he should answer 'no' (as he was rostered to work, but couldn't work his shift due to his illness).

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## Appendix B

# Attendance Management – Manager Frequently Asked Questions

## Reporting absence

**A member of my team has come to me during their shift to advise that they feel too ill to continue to work and want to go home. What should I do?**

Reassure them that if they feel too ill to work, they can go home, and remind them to contact the absence reporting line either before they leave work or as soon as they get home. You should then treat the absence as you would any other absence.

**A member of my team has phoned in to report a sickness absence. What should I do?**

Phone the team member to make contact, if you have not already spoken to them. This is an opportunity for you to offer any support they may need, such as providing details of the Employee Assistance Programme, where appropriate, as well as to find out their expected return to work date, if known at this stage. You may also want to check if they have any specific work that will need covered in their absence.

**What information should I ask for when speaking to the team member after they phone in sick?**

You should ask them to tell you

- the cause of the absence (what is the illness or injury?), if this is not already noted in SCoPE; and
- an estimated date of return to work, if known.

You should also

- check if this illness/injury is work related;
- check if they have been given medical advice or have any plans to get medical advice;
- remind them to contact the absence reporting line as soon as they are feeling fit for work again;

## OFFICIAL

- 
- remind them that support is available, e.g. the Employee Assistance Programme; and
- tell them if they are due to go onto half pay/nil pay in the near future (you can find this information on SCoPE).

### **What if the team member does not want to tell me what their illness/injury is? Or if they tell me but ask me not to record it on SCoPE?**

Explain that we need to understand why they are off sick to help us support them, manage the absence, and get them back to work. Remind them that if they feel more comfortable discussing this with an alternative manager, they can ask to do so. Remember, it is reasonable for us to know why someone is not in work when we are paying sick pay and providing benefits such as access to the Employee Assistance Programme. Also remember that we have a duty of care to our people's health and wellbeing.

### **What if the team member asks to speak to an alternative manager about their illness, rather than me?**

They may speak to either you, the alternative manager, or People Direct to request this. Try to support requests like this wherever possible, in order to support your team members in the most appropriate way.

### **Someone has to go to hospital for a pre-planned operation – how should this be reported?**

The team member should apply for Special Leave for the day of surgery (whether the surgery is elective or non-elective), and this should be processed as per the usual Special Leave procedure. The day after surgery, if they require time off to recover, they should phone the absence recording contact line to report the first day of sickness absence. The absence will, from this point on, be treated in the same way as any other absence, so the requirement to provide a fit note to cover the eighth day of absence onwards, and to report fit for work via the absence recording contact line still apply.

### **One of my team members has a disability that means they are unable to use the phone. How can they report their sickness absence, and how do I manage it?**

The SMS absence reporting service can be used, if you agree to this as a reasonable adjustment. The team member needs to fill in the SMS Absence Reporting Registration Form (123-011) to register for the service.

Once registered, the team member can send an SMS to the assigned number and you will be sent an email notification to let you know that they are off sick. On the rare occasion that there is a network issue and the SMS is delayed, you should contact People Direct for the absence to be amended to the correct date/time.

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You should manage this absence just like any other – but you will have to agree on a suitable method of contacting the individual during periods of absence so that you can keep in touch. This may be by SMS, email, face-to-face meetings, or any other method that you both agree on.

### Support

#### **An individual has now been off sick for a few days – what should I do?**

Always keep in contact on a regular basis. Both you and the team member have a responsibility to keep in touch with each other while they are off. How often you speak to each other will depend on a few things, including what the cause of their sickness absence is, and how keen they are to speak regularly.

For example, if they have an appointment with their GP or a consultant, it would be appropriate to schedule a phone call to find out how they got on, and if there are any changes to their diagnosis, medication, or expected date of return to work. On the other hand, if the team member has made you aware that their GP has signed them off for a further two weeks, after which point they expect to return to work, there may not be any value in regular contact during this time. But you may wish to schedule a quick catch up just before their return to work, to ensure that they feel supported at this stage.

If they are due to go onto half pay/no pay within the next month, you should contact them as soon as possible to make them aware of this. This can be done as part of a routine 'keeping in touch' phone call.

#### **A member of my team is off sick with work-related stress. What should I do?**

We have a statutory duty to protect our people from work-related stress. So although you should manage the absence in the same way as any other sickness absence, there are some additional considerations. As with any absence, ensure that you are sensitive to how frequently the team member may want to be contacted, and remind them of the Employee Assistance Programme.

Offer a stress risk assessment. Your team member does not have to agree to this, but it can be very helpful in identifying what is causing the stress, and how to reduce this as much as possible. This should be carried out within one to two weeks of the first day of absence, at a location that the team member is comfortable with. Usually this will not be the workplace.

If arranging Attendance Support Meetings, you should be especially mindful of the fact that the team member may feel more comfortable meeting outside the workplace, so ensure you offer this as a possibility.

It is not normally appropriate to refer the individual to Occupational Health.

#### **When should I refer someone to Occupational Health?**

## OFFICIAL

## OFFICIAL

There is no right or wrong answer here. But usually, if you could get the information you are looking for from another source (e.g. the team member themselves, their GP, or their consultant), then you should not refer to Occupational Health.

Occupational Health can help you understand how an illness or injury will impact on someone's ability to work and/or when they may be able to return to work, and what support we can offer to help them return. If these are the kind of details you are looking for, an Occupational Health referral may be needed.

Occupational Health referrals should only be made once you have spoken to the team member and checked that they are happy for the referral to be made. You must specifically ask the team member if they consent to their information being shared with management and People and Development before you select the appropriate drop-down option on the referral form. Referrals should be made through the Optima portal.

### **Record keeping**

#### **Do I need to keep a written record of anything when managing sickness absence?**

Yes, you must keep a record on SCoPE of all contact that you have made and/or attempted to make with the team member, and a note of what was discussed in any conversations you have with them. When they return to work, you must complete the details of their Return to Work interview on SCoPE.

If you are carrying out Attendance Support Meetings (ASMs), you must record what was discussed in the Attendance Support Interview section on SCoPE. You also need to detail what was discussed on the Record of Attendance Support Meeting Form (060-007) – remember, if the absence continues, this form may be used as evidence of what was discussed, so it is important to give plenty of detail – but do not include specific medical detail. Bear in mind that the team member has a right to see all data about them that we store, so make sure you would be comfortable sharing the information before writing it down.

If a team member meets a trigger point but you decide not to hold an ASM, you must also make a note of this (and why the decision was made) in the Attendance Support Interview section on SCoPE.

The written record of any meetings held with the team member (or in their absence, if unable to attend) must be provided to the team member. A copy must also be sent to People Direct for filing.

### **Protected characteristics**

#### **Someone has told me that their absence is related to a disability – what should I do?**

## OFFICIAL

## OFFICIAL

If this is the first time that the team member has told you about the disability, contact People Direct for guidance. There is also guidance available in the Disability in Employment SOP.

For all disability-related absences, you should check with the team member to see if there is any additional support that may be required – e.g. reasonable adjustments when they return to work or at any meetings they need to attend during their absence. More guidance can be found in the Recording of Disability and Related Reasonable Adjustments Guidance.

You should consider whether this absence may be discounted or the trigger points altered to allow them more days or periods of absence than usual, as a reasonable adjustment to support this team member's attendance at work. Any alteration of trigger points or discounting of absences should be done manually, due to system restrictions. You should note any decisions made about altering trigger points or discounting absences in the Absence Contact or Attendance Support Interview section of the Absence module in SCoPE, and bear these in mind when managing further absence.

Check that they have support available, through their GP, consultants, or other specialists, as well as relevant disability support groups, if appropriate. Provide them with the contact details for the Employee Assistance Programme, as they will be able to provide guidance and support, particularly if the individual's disability is impacting on their mental health.

### **Someone has told me that their absence is related to their pregnancy – what should I do?**

This absence should be recorded and supported in the usual way. But it should not count towards any trigger points. (You will have to manually calculate the team member's Bradford score, discounting pregnancy-related absences, as SCoPE is unable to do this.) Also, if this absence is within the four weeks before the first day of the Expected Week of Childbirth (EWC) this will affect the team member in different ways, depending on whether they are an officer or staff member. (The EWC is given on the MAT B1 form and Application for Adoption or Maternity Leave Form [089-002]. If you are unsure of the EWC, contact People Direct to check.) You should therefore advise the individual of how this absence will affect their maternity leave and pay, as outlined below.

**Police Officers only:** If an officer is off sick within the four weeks before the start of their EWC, they will continue to be on sick leave whilst off work due to the pregnancy-related absence, and should therefore be supported and managed according to normal Attendance Management guidance. Their maternity leave and all maternity pay will start on the date previously agreed, unless the baby is born early. If the baby is born early, maternity leave and Police Maternity Pay will start on the day the baby is born, and Occupational Maternity Pay will start on the date previously agreed.

**Staff only:** If a member of staff is off sick within the four weeks before the first day of her EWC, her maternity leave and pay will start automatically from the day after the

## OFFICIAL

## OFFICIAL

first complete day of pregnancy-related absence. This means that after the first day of sickness absence within the four weeks before the EWC, the individual is no longer on sick leave, and does not require to be managed according to normal Attendance Management guidance. In order to ensure the absence is closed off correctly, you should contact P&D and ask for the sickness absence to be closed with immediate effect.

Remember that the above guidance only applies if the team member is off sick with a pregnancy-related illness. If a team member is off work with a non-pregnancy-related absence in the four weeks prior to their EWC, this makes no difference to their maternity leave and pay, and should be managed as per the usual absence management guidelines.

### **One of my team members is transgender and needs time off for surgical and/or non-surgical procedures to allow them to transition. What should I do?**

As everyone is different, and no two people transition in exactly the same way, we treat transgender-related absences on a case-by-case basis. You should contact People and Development, who will be able to advise how these absences should be supported and recorded. See the Transitioning at Work procedure for more information about how to support transgender staff.

## **Managing trigger points**

### **One of my team members has hit a trigger point. What should I do?**

Consider scheduling an Attendance Support Meeting with them. More information about what you should do before, during, and after an Attendance Support Meeting can be found in the Manager How to Have an Attendance Support Meeting guidance.

One of my team members is currently off sick and has hit the trigger point of a Bradford score of over 200. But I think this absence may become a long-term one. Should we have an Attendance Support Meeting (ASM) now, based on the Bradford score trigger, or should we wait and have an ASM if/when the absence becomes long term?

Remember, trigger points are only indicators that you should think about how best to manage the absence. So you do not need to schedule an ASM just because the team member has hit one trigger point. But you should think about what concerns you may have, and whether you want to schedule an ASM now or when the absence becomes long term.

## **Returning to work**

### **One of my team members has advised that they will be returning to work after a sickness absence. What should I do?**

## OFFICIAL

## OFFICIAL

When you speak to them before their return, check that they know to phone the absence reporting line to report fit for work as soon as they are well enough.

If the absence was disability related or the illness/injury means that they may need additional support measures, you should check if there are any reasonable adjustments or alterations to the workplace or work patterns that may help them in their return to work. The latest fit note provided may give details of supportive measures that could help the individual return to work.

If the fit note or Occupational Health recommends a phased return, you should discuss in advance how this should work, and agree on the team member's working hours for the first few weeks of their return. You can contact People Direct for more advice about how to arrange a phased return.

When the team member returns to work, have a Return to Work interview with them. You should use this as a chance to check how they are feeling and remind them that you are still available for support, as well as ask any relevant questions about the absence/illness. See the How to Have a Return to Work Interview guidance document for more information. As a Return to Work interview is an informal meeting, the team member has no right to be accompanied. See the Right to be Accompanied SOP for more details.

If the fit note or Occupational Health says that they are fit for work but not all their duties, you should consider whether you can accommodate them in a modified duties role on a temporary basis (up to 12 weeks). This supportive measure can help them return to work sooner than if they wait until they are fully fit, and can benefit the team member financially, if they have exhausted their entitlement to sick pay. It is not always possible to accommodate modified duties, and where this is the case, you should talk to your team member and look at alternatives together. This may include the possibility that they cannot return to work yet.

### **When should I carry out a Return to Work interview?**

You must carry out a Return to Work interview (RTW) after every absence. An RTW is provided as a supportive measure, to ensure that the team member is definitely fit to be back at work, and to see whether we as an organisation can continue to provide any support to make the return easier. See the Right to be Accompanied SOP for more details.

The RTW should take place on the day that the team member returns to work, or as soon as possible after this.

More information about what you should do before, during, and after a Return to Work interview can be found in the How to Have a Return to Work Interview guidance.

### **What if someone's condition is so poor that they may be unable to return to work?**

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## OFFICIAL

If it becomes clear, through discussions at Attendance Support Meetings and/or Occupational Health reports that a team member may not be able to return to work due to their ill health, you should phone People Direct for guidance on whether the Capability procedure should now be started, or whether ill health retirement may be an option.

### Other procedures

**One of my team members is off work on annual leave/a public holiday/TOIL/a rest day and has fallen ill (or an ongoing absence includes days that should be public holidays/annual leave/TOIL/flexi leave/a rest day). What should I do? Do they get the day(s) back?**

#### Annual leave/TOIL

The team member should report this sickness absence as per the usual process. If the sickness absence lasts more than seven calendar days, a fit note is required from the eighth calendar day of absence.

The days for which they have reported sick will then be recorded as sickness absence rather than annual leave/TOIL, and the days will be added back into their annual leave/TOIL balance.

Please be aware that different rules will apply to lost annual leave if the absence spans two leave years.

#### Public holiday

**Officers only:** If an officer is off sick on a public holiday, the public holiday cannot be reallocated.

**Staff only:** The team member should report this sickness absence as per the usual process, but if they want to have the public holiday hours reinstated, they will also require a fit note to cover that day (whether it is within the first seven calendar days of absence or not).

The day(s) for which they have reported sick will then be recorded as sickness absence, and the hours will be converted into annual leave and added back into their annual leave balance.

Please be aware that different rules will apply to lost public holidays if the absence spans two leave years.

#### Rest day (including re-rostered rest day)

It is not possible to reclaim a rest day (or re-rostered rest day) that has been lost due to sickness absence.

**A team member's sickness absence has lasted from one annual leave year into the next. What happens to their unused annual leave from the previous year?**

## OFFICIAL

## OFFICIAL

They may be able to carry over some of their unused annual leave. Contact People Direct for advice on what can be carried over.

**One of my team members has been off on long term sickness absence, and has now returned within the same annual leave year. Are they able to carry any unused leave forward into the next annual leave year?**

If they return to work before the end of the current leave year, but are prevented from taking some or all of their annual leave (due to lack of time or business needs), they may be able to carry some of this into the new leave year. Contact People Direct for advice on what can be carried over.

**Someone wants to go on holiday while they are off sick. What do I do?**

Depending on the illness/injury, and their GP's recommendations, it can be beneficial for the team member to go on holiday whilst recovering from some illnesses and injuries. For example, it might be very beneficial for a team member suffering from depression to go on a 'sunshine break' to relax and take time out. However, it probably would not be appropriate for someone who is off work with back pain to go on a skiing holiday. If you have concerns about the type of holiday a team member wants to take whilst off sick, contact People Direct.

Team members going on holiday during sickness absence should not request annual leave, but they should give you contact details for when they are away.

**One of my team members wants to use some of their annual leave during their sickness absence. What should I do?**

Although it is not possible to take annual leave in order to go on holiday while off sick, individuals can request to be paid for a period of annual leave to help them financially. This is only possible with the Working Time Directive portion of their annual leave— i.e. the first 140 hours (staff) or the first 160 hours (officers) – or the remaining balance of this, if some has already been used. Contact People Direct for advice if a team member wants to do this.

**One of my team is currently being investigated as part of the disciplinary/misconduct process. They have now gone off sick. What should I do?**

Manage their absence as usual. Reassure them that your main concern is their health and getting them back to work when they are fit enough. It may sometimes be necessary to put the disciplinary/misconduct process on hold during the sickness absence.

But if the sickness absence is due to work-related stress, and seems to have been triggered by the team member's involvement in the disciplinary process, it might be better for their health to continue with the disciplinary process while they are off. This will allow it to be concluded as soon as possible, and hopefully allow the team member's health to improve, and for them to return to work. You should also refer to

## OFFICIAL

## **OFFICIAL**

the Stress Management procedure for guidance on how to manage this aspect of the absence.



## Attendance Management – Officer/Staff Frequently Asked Questions

### Reporting absence

#### **I have a disability that means I cannot use the phone. How can I report my sickness absence?**

An SMS absence reporting service is available as a reasonable adjustment and may be used if agreed with your management. You need to fill in the SMS Absence Reporting Form (123-011) to register for this service. Once registered, you can report any sickness absences by SMS. Your manager will agree with you the best way to keep in touch while you are off– this may be by email, face-to-face meetings, or any other way that you agree on.

#### **I have to go to hospital for a pre-planned operation – how should this be reported?**

Apply for special leave for the day of surgery (whether the surgery is elective or non-elective). The day after your surgery, if you require time off to recover, you should contact the absence recording contact line to report the first day of sickness absence. The absence will, from this point on, be treated in the same way as any other absence, so the requirement to provide a fit note to cover the eighth day of absence onwards, and to report fit for work via the absence recording contact line still apply.

#### **Do I have to tell my manager what my illness/injury is – and does it have to be recorded on SCoPE?**

You do not necessarily have to tell your manager the details of your absence, but we do need to know the nature of the illness and how it is affecting your ability to work. We have a duty of care for your health and wellbeing, so need to understand why you are off work. This is so that we can help support you, manage the absence, and get you back to work.

If you want to request an alternative manager to discuss your absence, speak to either your manager, the alternative manager in question, or People Direct. We will do our best to support your request, wherever possible.

We need to record the reason for the absence on SCoPE, but your manager will treat this information in the strictest confidence, and only disclose it to people who

need to know, e.g. a People and Development representative if they are advising your manager on the case.

## **Support**

### **What support is available when I am off sick?**

Your manager will phone you as soon as possible after you have reported your sickness absence to find out more about how you are feeling and what they can do to help. This is also a chance for you to ask any questions you may have. If you are off for a longer time, you and your manager must continue to keep in touch. This allows them to check how you are doing and for you to give updates – e.g. if you have been to see your GP or a consultant, you should let your manager know if there are any changes to your diagnosis, your medication, or your expected recovery time. You do not have to discuss anything you do not feel comfortable with, but the more information you provide us with, the more support we can give you.

### **What is an Attendance Support Meeting (ASM) and do I have to attend?**

ASMs are scheduled if your level of absence becomes concerning to us – usually if you hit a trigger point. Trigger points are explained in the Attendance Management procedure. ASMs are a chance for your manager to discuss your absence with you in more detail. It will help them to understand how much longer you might be off for, if you are currently absent, and offer any support that may be required to help improve your attendance.

You must attend ASMs, but if the date/time proposed is not suitable, contact your manager to arrange a new date/time. Normally, ASMs are held in the workplace, but if this is impractical or if you do not feel comfortable with this, you should speak to your manager to see if the meeting can be held either in your home (with your permission) or at an alternative location that you are both comfortable with.

As an ASM is an informal, supportive meeting, you do not have the right to be accompanied. See the Right to be Accompanied information for more details.

## **Sickness absence or different absence type**

### **My child is ill so cannot go to school. I cannot go to work, as I need to look after them. Should I phone the absence recording line?**

No. The absence recording line should only be used if you are going to be off work due to your own ill health (or are reporting fit for work after your own sickness absence). If your child (or another dependant) is ill and you need to make arrangements for their care, you should ask your manager about taking special leave.

### **I am not sure if I need sick leave or if I am entitled to bereavement leave/special leave. What should I do?**

## OFFICIAL

Speak to your manager (or another supervisor, if your manager is not on duty), and ask them what type of leave is available to you. Do not phone the absence reporting line unless you are sure that you need to phone in sick. The staff who answer the absence reporting line cannot advise on what type of leave you can/should take.

### **Protected characteristics**

#### **What if my illness is caused by a disability?**

We are committed to supporting anyone with a disability, so let your manager know if this is the cause of your sickness absence. They will be able to manage the absence more appropriately if they are aware of this, and they may be able to alter trigger points, or discount the absence when calculating whether you have met a trigger point. If you are aware of any reasonable adjustments that may help you in your return to work, you should discuss these with your manager.

Remember, some conditions that you may not consider to be disabilities are considered disabilities for the purposes of equality legislation. More information can be found in the Disability in Employment procedure.

#### **What if my illness is related to my pregnancy?**

Let your manager know. They will then discount this absence when calculating whether you have reached a trigger point (either now or in the future).

**Officers only:** If you are off sick with a pregnancy-related illness within the four weeks before your Expected Week of Childbirth (as given on your MAT B1 form), you will continue to be on sick leave whilst off work due to the pregnancy-related absence, and will therefore be supported and managed according to normal Attendance Management guidance. Your maternity leave and all maternity pay will start on the date previously agreed, unless your baby is born early. If the baby is born early, maternity leave and Police Maternity Pay will start on the day the baby is born, and Occupational Maternity Pay will start on the date previously agreed.

**Staff only:** If you are off sick within the four weeks before your Expected Week of Childbirth (as given on your MAT B1 form) with a pregnancy-related illness, your maternity leave and pay will start automatically from the day after the first complete day of pregnancy-related absence.

#### **I identify as transgender and am going to be transitioning. How will you handle any absences I may have as a result of this?**

Speak to your manager about this as early as possible, so that they are able to offer you support throughout the process. As no two people transition in exactly the same way, we treat transgender-related absences on a case-by-case basis. Please see the Transitioning at Work procedure for more information.

### **Returning to work**

## OFFICIAL

## OFFICIAL

### **I am off work sick, and feel well enough to return – but today is a rest day for me. When should I report myself fit for work?**

As soon as you feel well enough to return. It does not matter if you are on a rest day or annual leave when you feel well enough to return to work – you should still contact the absence reporting line to report yourself fit for work. When you are asked 'will you work any of your rostered shift today?' you should answer 'yes' to this question.

### **What if my condition is so poor that I may be unable to return to work?**

If it becomes clear, through discussions at Attendance Support Meetings and/or Occupational Health reports, that you may not be able to return to work due to your ill health, your manager may decide to invite you to a Capability meeting. Or if you wish to be assessed for eligibility for ill health retirement, speak to your manager.

## **Other procedures**

### **I am off work on annual leave/a public holiday/TOIL/flexi leave/a rest day and have fallen ill (or an ongoing absence includes days that should be public holidays/annual leave/TOIL/flexi leave/a rest day). What should I do? Do I get the day(s) back?**

#### **Annual leave/TOIL/flexi leave**

If you injure yourself or become ill during annual leave/TOIL/flexi leave and would, as a result of this, be unfit for work, you should report this as per the usual process. A fit note is required from the eighth calendar day of the absence.

You should then ask your manager to contact People Direct, so that the days for which you have reported sick are recorded as sickness absence rather than annual leave/TOIL/flexi leave, and the days are added back into your annual leave/TOIL/flexi-time balance.

Please be aware that different rules will apply to lost annual leave if the absence spans two leave years.

#### **Public holiday**

**Officers only:** If you are sick on a public holiday, the public holiday cannot be reallocated.

**Staff only:** If you injure yourself or become ill on a public holiday and would, as a result of this, be unfit for work, you should report this as per the usual process.

If you wish to have the public holiday hours reinstated into your annual leave balance, as a result of being ill, you need to provide a fit note to cover this day (even if it is within the first seven calendar days of your absence). You should then ask your manager to contact People Direct, so that the day for which you have reported sick is recorded as sickness absence, and the hours are converted into annual leave

## OFFICIAL

## OFFICIAL

and added back into your annual leave balance. If no fit note is provided, we cannot reinstate the hours into your annual leave balance.

Please be aware that different rules will apply to lost public holidays if the absence spans two leave years.

### **Rest day (including re-rostered rest days)**

It is not possible to reclaim a rest day (or re-rostered rest day) that you have lost due to sickness absence.

### **My sickness absence has lasted from one annual leave year into the next. What happens to my unused annual leave from the previous year?**

If your sickness absences lasts from one annual leave year into the next, you might be able to carry over some of your unused annual leave. Speak to your manager if you want to do this.

### **I have been off on long term sickness absence, and have now returned within the same annual leave year. Am I able to carry any unused leave forward into the next annual leave year?**

If you return to work before the end of the current leave year, but are prevented from taking some or all of your annual leave (due to lack of time or business needs), you may be able to carry this into the new leave year. Speak to your manager if you want to do this.

### **Is it possible to use my annual leave when I am off sick?**

You cannot take annual leave, but you can go on holiday. We understand that sometimes taking a holiday when you are ill can be beneficial and help you in your recovery. If you want to go on holiday during your sick leave, and if your GP agrees that this would be helpful, or at least not hinder your recovery, then you should let your manager know. You cannot take annual leave for this period – you will remain on sickness absence and sick pay (if you are still within the paid portion of your sick leave) when you are away. But you should let your manager know the best way of contacting you while you are away, as you are still expected to keep in touch with them.

Although you do not need to take annual leave in order to go on holiday while you are off sick, you are able to ask to be paid for a period of annual leave (whether you need this for a holiday or not) during sickness absence, in order to extend the period you will be paid either full or half sick pay. You can only be paid for the Working Time Directive portion of your annual leave while you are off sick – i.e. the first 140 hours (staff) or the first 160 hours (officers) – or the remaining balance of this, if some has already been used.

If you want to be paid for untaken annual leave while on sick leave, you should put the request in writing to your manager. You will receive your normal rate of pay for annual leave payments. So, if you are paid an average of 35 hours per week, no

## OFFICIAL



## OFFICIAL

matter what your shift pattern may be, you will be paid for your standard average hours per week, and your full or half pay end date will be moved forward accordingly. You should request this payment as far in advance as possible, otherwise we may be unable to process this in time for the pay date you require.

## Pay

### How much sick pay am I entitled to?

Sick pay entitlement is dependent on whether you are an officer or member of police staff, as well as how long you have worked for us. It is made up of Statutory Sick Pay (SSP) and Occupational Sick Pay (OSP). Details of entitlement to sick pay can be found in the Police Regulations (for officers) or the individual's contract (for staff).

### What is Statutory Sick Pay?

Statutory Sick Pay (SSP) is the pay that the government says must be paid when you are off sick. We will pay this for 28 weeks. Any entitlement to full pay during this time will be offset by your entitlement to SSP. Any entitlement to half pay during this period will be paid in addition to SSP, as long as the combined total is not more than your full pay would be. After this, you may be entitled to claim Employment and Support Allowance (ESA) via JobCentre Plus. Finance will send you the form (SSP1) you need to submit to JobCentre Plus to apply for this allowance, when you are about to run out of SSP. If you are in the pension scheme, you should speak to the pension provider as soon as you know you are going onto nil pay, as this might affect your pensionable service.

### What if I run out of sick pay?

**Officers only:** If you are a member of the Scottish Police Federation, you may be able to claim on their insurance policy. Contact the Federation for more information.

**All:** If you run out of sick pay (go onto either half pay or nil pay), you can apply for 'particular case' status. This is where we decide that you should continue to receive sick pay for longer than you are entitled to, or your sick pay should resume after it has finished. Speak to your manager or contact People Direct if you are about to go onto, or have recently gone onto half or nil pay, and feel your circumstances should allow for your sick pay to be continued.

### What happens to my pension contributions if I am on half/nil pay?

Any reduction in your pay can affect your pension contributions. You should contact your pension fund administrator for more information and guidance.

### What happens to my memberships and subscriptions if I am on half/nil pay?

If you are a member of the Scottish Police Federation, trade union, or any other organisation that takes membership subscriptions from your pay, you should make contact with them directly for advice and guidance.

## OFFICIAL

## OFFICIAL

### **What if I have received compensation for being the victim of a crime of violence?**

You will not be required to refund any sick pay received from us.

### **I am on a phased return and want to take some annual leave. How is this calculated?**

Deductions from your annual leave balance will still be made on the basis of your contractual hours, and not the hours that have been agreed for your phased return. So if you normally work seven hours a day, but are only working five hours a day during your phased return, and take one day's annual leave during this time, seven hours will be deducted from your annual leave balance.

## **Miscellaneous**

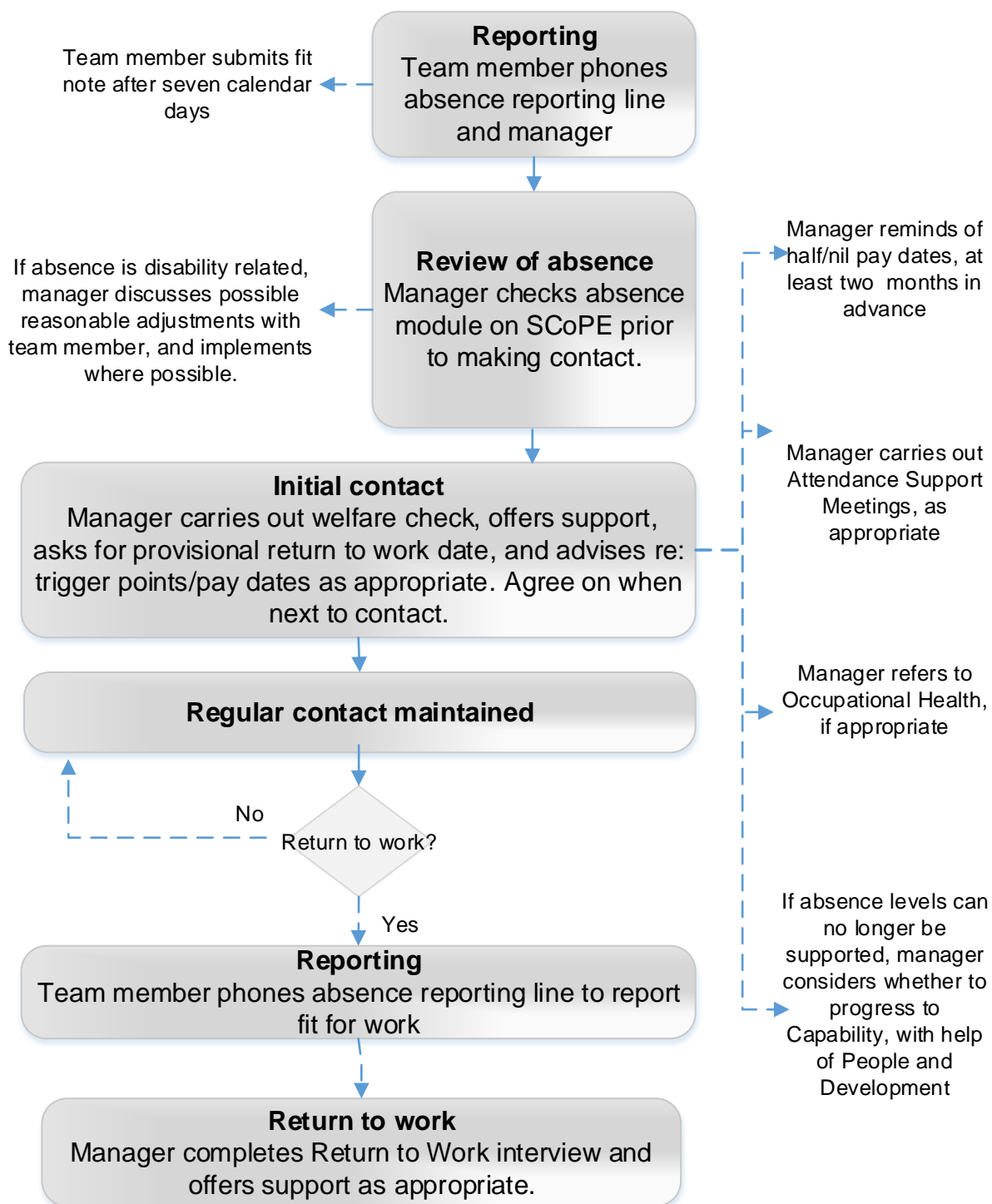
### **What if I fall ill and I have another job outside of Police Scotland/SPA?**

Normally if you are on sickness absence with Police Scotland, you would also be on sickness absence from any other job(s) you may have. However, in certain circumstances, it may be that your condition allows you to work in your other job, but not in Police Scotland/SPA. If you think this is the case for you, you must discuss this with your manager as soon as you report unfit for work (or as soon as you plan to end your sickness absence in your other job but not Police Scotland/SPA).



## Appendix D

### Attendance Management - Process Map





## Bradford Score Calculation Information

One trigger point we use when deciding on how to support your attendance is the Bradford factor. The Bradford factor calculation is as follows:

### **S x S x D = Bradford score**

**S** is the number of occasions of absence in the last 52 weeks and **D** is the total number of calendar days' absence in the last 52 weeks.

Your Bradford score depends on both how many days your absence or absences last, as well as how many absences you have.

So, for example, you might be absent for 14 days, but your Bradford score will be different depending on whether this was one 14-day absence, or several shorter absence adding up to a total of 14 days:

- One absence of 14 days is 14 points (i.e. 1 x 1 x 14)
- Seven absences of two days each is 686 points (i.e. 7 x 7 x 14)
- 14 absences of one day each is 2,744 points (i.e. 14 x 14 x 14)

We do not include pregnancy-related absences when we calculate a Bradford score.

Some disability-related absences may not be included when calculating a Bradford score, as a reasonable adjustment.

The Bradford score shows how disruptive frequent short-term absence can be, compared to occasional longer spells of absence. Bradford scores help us identify individuals whose absence patterns mean they may need more support to attend work.

**Appendix F**

## Half Pay/Nil Pay Information

If you have just been told that your sick pay will soon reduce or stop, you will probably have some questions and concerns. This information should help answer these questions and explain what options and support are available to you.

### Particular case status

If there are exceptional circumstances around your sickness absence, you can apply for 'particular case' status, to extend your period of full or half pay. For staff, the criteria we apply when considering such cases are set out in the Manual of Staff Terms and Conditions. For officers, we will only consider cases where:

- we are satisfied that the officer's incapacity is directly attributable to an injury or illness that was sustained or contracted in the execution of their duty;
- the officer is suffering from an illness which may prove to be terminal;
- the case is being considered in accordance with the PNB Joint Guidance on Improving the Management of Ill Health and the police authority has referred the issue of whether the officer is permanently disabled to a selected medical practitioner; or
- The Force Medical Adviser advises that the absence is related to a disability as defined by the Equality Act 2010 and we consider that it would be a "reasonable adjustment" to extend sick pay, generally speaking to allow (further) reasonable adjustments to be made to enable the officer to return to work.

Your appeal will be considered by the HR Business Partner for your Division/Department, on behalf of the Chief Constable. If your appeal is supported, it is called 'particular case' status. If you are given particular case status, your full pay or half pay will continue or be reinstated.

Speak to your manager if you want to apply for particular case status.

Applications for 'particular case' status should be sent in writing to People Direct. If your application is unsuccessful, it is possible to appeal the decision. To do so, you should write to People Direct within 10 working days of receiving the outcome letter.

## **Paid annual leave during sick leave**

It may be possible to be paid for a period of annual leave during the half pay/nil pay portion of your sickness absence. This is only possible for the first 140 hours (staff) or 160 hours (officers) of your annual leave. Speak to your manager or People Direct if you would like to do this.

## **Employee Assistance Programme (EAP)**

[REDACTED] (24/7, 365 days a year)

The EAP is there for you if you have questions about finances, are worried about work or home life, need someone to talk to about other concerns, or simply when you do not know where else to turn. They can offer expert guidance on everyday matters, but are also there for information and support with more serious problems.

## **Scottish Police Federation (officers only)**

You may want to speak to the Scottish Police Federation, if you are a member, as they can provide specialist advice, support, and information on insurance cover.

## **Scottish Police Benevolent Fund**

<http://www.spbf.org.uk/about-us/>  
0300 303 0028

If you are a member of the Scottish Police Benevolent Fund and are suffering financial hardship, they may be able to help you and your dependants. The Fund is able to offer grants, loans and emergency loans/grants to members, depending on the circumstances.

## **Scottish Police Credit Union**

<https://www.scottishpolicecu.co.uk/>  
0141 771 1314

The Scottish Police Credit Union offer loans if you are already a member. This may be an option if you are planning to return to work in the near future, but need some short-term financial help until you are earning again.

## **Mobile Wellbeing pages**

<http://www.scotland.police.uk/wellbeing> (user name: [REDACTED]; password: [REDACTED])

You can access the Police Scotland Wellbeing pages even when you are not on a work PC, using the link and login details above. These pages contain a variety of links to organisations that can help with your psychological, physical, financial and social wellbeing.

## **Pension information**

If you are in the pension scheme, you should contact your pension administrator for advice on how your reduced pay will affect your pension contributions.



## **Appendix G**

# **How to Carry out an Attendance Support Meeting**

## **What...?**

Attendance Support Meetings (ASMs) are supportive measures, which give a better opportunity for you to speak with your team member about the reason for their absence(s) and see whether there is anything that we as an organisation can do to support them.

You must always document the discussions had during an ASM on the Record of Attendance Support Meeting Form (060-007) and on SCoPE. Make sure that you give an accurate, detailed account of what was discussed during the meeting, so that you and P&D can be certain of what happened at each meeting. This will also ensure that we are able to progress the case appropriately, if we need to.

## **When...?**

This is at your discretion, but normally an ASM should be arranged where a team member meets one of the following criteria:

- Has had four absences from work in a rolling 12 month period (discounting pregnancy related absences and possibly disability related absences).
- Has a Bradford factor score of 200 or more.
- Currently has, or has had, any absence or health issue which gives cause for concern.
- Is absent on a long-term basis. This should usually take place after 28 days of absence.
- Remains unfit for full duties and/or hours beyond 12 weeks of rehabilitative duties.

If you do not feel that it is appropriate to carry out an ASM at this time, you must complete the ASM section on SCoPE to explain why you have chosen not to have one.

Invite the team member to the ASM in person or by phone/email. Do not send a letter unless this is specifically requested.

As this is an informal meeting, there is no right for the team member to be accompanied.

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If the ASM is due to happen when the team member returns from an absence, you may prefer to hold the ASM at the same time as the Return to Work interview. You will still have to update both the Attendance Support Meeting and Return to Work sections on SCoPE separately.

### Where...?

ASMs should normally be held in the workplace, but if necessary (e.g. the team member cannot drive to the office, due to their illness) or if you think it would be better (e.g. the team member is off with work-related stress), then you can both agree to have the meeting in another suitable location. Meeting face to face can really add some detail to your understanding, as well as helping the team member feel supported.

### Before the meeting

- Check the team member's attendance record on SCoPE, noting which trigger point(s) they have met or may be about to meet, or any other concerns.
- Check if the absence/absences are related to pregnancy or disability.
- Consider what reasonable adjustments have been suggested/put in place and how these have helped or may help.
- Review any additional notes on SCoPE, and check if the team member had any recent medical appointments.
- Consider reassessing eligibility for CRTP (if applicable).

### During the meeting

- Discuss support provided by the organisation so far and any reasonable adjustments.
- Confirm what they have done to support their return to work/maintain good attendance at work.
- Remind them of the support available – e.g. EAP, flexible working, etc.
- Check the outcome of any medical appointments. Were reasonable adjustments suggested?
- Ask if they have an idea of when they might be fit enough to return to work or how they could improve their short term absence pattern.
- Check if there is anything that we could do to support the team member and help them improve their attendance. Consider reasonable adjustments or other recommendations from the GP or Occupational Health.
- Consider whether a referral to Occupational Health may be required.
- Agree on a goal to be achieved within four to 12 weeks, and a review date. The review date should be no more than 12 weeks in the future.
- If the case may have to be progressed through the Capability process, let them know that this is a possible outcome.

### After the meeting

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- Record the ASM in the absence module on SCoPE (under Attendance Support Interview) –include details of the discussion, trigger points discussed, actions agreed, improvements required and the agreed review date. Do not include any detailed medical data.
- Send a hard copy of the detailed meeting notes (Record of Attendance Support Meeting Form [060-007]) to the team member, asking them to sign to show their agreement with the contents.
- Diarise for the review meeting – this must take place and be documented.

### **Before the review meeting**

- Review the team member's recent absence history and check whether they have met the goal set at the last meeting – consider the next steps.
- If you are considering progressing to Capability or ill health retirement, contact People Direct to discuss the case with them.

### **At the review meeting**

- Discuss whether the goal has been met or not, and the reasons for this.
- Discuss what the next steps should be – a new objective and support, or progressing to the Capability/Ill Health Retirement process.
- If a new goal is set, remember to set a date for the next review meeting, between four and 12 weeks in the future.



## **Appendix H**

### **How to - Consider Reasonable Adjustments**

#### **Reasonable adjustments in practice**

The following are examples of the types of adjustments that may be 'reasonable' for us to make:

- Adjustments to premises
- Allocating some of the disabled person's duties to another person
- Changing the person's hours of working or training
- Giving the person to a different place of work or training
- Allowing the person to be absent during work or training for rehabilitation, assessment or treatment (see Special Leave Procedure for further information)
- Giving or modifying equipment
- Giving or arranging for training or mentoring (whether for the disabled person or any other person)
- Modifying instructions or reference manuals
- Modifying procedures for testing or assessment
- Providing a reader or interpreter
- Providing supervision or other support
- Transferring the person to fill an existing vacancy

Please note that this is not an exhaustive list.

#### **The provision of Reasonable Adjustments**

All Reasonable Adjustments being considered should be recorded on SCoPE. SCoPE permission levels allow for anyone within the line management 'chain' of a team member to be able to amend/delete reasonable adjustments on the system. This should not be done without consultation with the team member.

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To arrange provision of assistive technologies, a request should be made with ICT via the [Online IT Connect Portal](#) by someone in the line management chain.

Requests for items of furniture, additional lighting or other non-ICT workstation adjustments e.g. coaching sessions, should be made via the local Business Unit (or the Shared Services team for officers/staff in Corporate Services or detached roles).

Once reasonable adjustments have been identified and agreed, they should be implemented as quickly and efficiently as possible.

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## **Appendix I**

### **How to Have a Return to Work Interview**

#### **Why...?**

Return to Work interviews (RTWs) help you to see if a team member is well enough to be back at work, and also to understand any support that you could offer to help them settle back in and maintain their attendance.

#### **When...?**

An RTW should be held every time a team member returns to work after being off sick.

This should be held as soon as possible after the team member returns to work. If the team member is also due to have an Attendance Support Meeting you can combine the two meetings. You will still have to update both the Attendance Support Meeting and Return to Work sections on SCoPE separately.

It is best to have an RTW face to face, but if this is not possible, a telephone interview is acceptable.

As this is an informal meeting, there is no right for the team member to be accompanied.

#### **Who...?**

You should carry out the Return to Work interview for any of your team members. If you are unable to do so, e.g. due to annual leave, rostered rest days, or your own sickness absence, an appropriate alternative manager should do it instead.

#### **Where...?**

Normally, you should try to have an RTW face to face, and you should have it in a private office or meeting room, so that you can both speak openly about any concerns there may be. If this is not possible, then have the discussion over the phone.

#### **What to do before the meeting**

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- Check the team member's attendance record on SCoPE, noting which trigger point(s) they have met or may be about to meet, or anything else that may be concerning. If they are getting close to any trigger point then consider talking about this at the RTW interview.

### What to do in the meeting

- Update the team member on any developments in the workplace or in their role, including any training required.
- Use the questions on SCoPE to guide you in your conversation.
- Check that the team member has reported their absence and return to work correctly, via the absence reporting contact line.
- Discuss
  - the reason(s) for absence.
  - treatment/advice/medication they were given.
  - current health and any impact this may have on their wellbeing.
  - any support that they may require.
  - any training or adjustments (e.g. phased return, changes to their working pattern) needed to help them settle back into work.
- Explore any underlying personal or work related matter(s) that may be affecting their health.
- Suggest a stress risk assessment, if this may be required.
- Remind the team member of support available, including the Employee Assistance Programme, and the Wellbeing pages of the intranet.
- Discuss whether there is any connection between any of the absences, or any patterns emerging (such as sickness that appears to arise before or after weekends, annual leave/public holidays or whether there is a pattern around a particular shift).
- Let them know if they are about to meet a trigger point, and the impact that would have.
- Look at what could be done to improve attendance, including the possibility of flexible working, if appropriate.

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## **What to do after the meeting**

- Record the RTW in the absence tab in the team member's personal record on SCoPE – you should include details of the discussion you had, trigger points discussed, actions agreed, improvements required, and any future stages.
- Click the 'Manager Signature' tick box on the SCoPE form.
- An email alert will be sent to your team member to let them know that there is a form they need to read and 'sign' (tick the box). You should check that they have done this, as this will close off the process.



## How to Manage Rehabilitative/Light Duties and Phased Returns

### Who...?

Rehabilitative duties are for officers, and light duties are for staff.

Phased returns are possible for both officers and staff.

### What...?

Rehabilitative/light duties describes the situation when an individual is unable to perform their full operational role for a short period, while recovering from ill health or injury. We would only consider placing a team member on rehabilitative light duties if the fit note suggest that the team member would benefit from amended duties, and if this is recommended by Occupational Health.

A phased return is where an officer or staff member returns to work after a sickness absence and works shorter hours or a different work pattern (e.g. day shift only), gradually increasing back to their full normal hours and work pattern. GPs will sometimes recommend a phased return on a fit note.

All requests for rehabilitative/light duties or a phased return should be treated on a case-by-case basis. For individuals whose request for rehabilitative/light duties is disability related, we have a legal duty to consider all possible reasonable adjustments, so remember that rehabilitative/light duties may be a reasonable adjustment. And for cases where the request is not disability related, we still want to be as supportive as we can. You should therefore try to accommodate these requests wherever possible.

Where rehabilitative duties would be an option for an officer but no suitable role can be found, a reasonable adjustment may be to move an office-based, but operationally fit, officer back onto operational duties. The officer requiring rehabilitative duties could then be moved into the office-based role.

You should hold regular Attendance Support Meetings with any team members on rehabilitative/light duties or a phased return.

In some cases, Access to Work may be able to help. They offer support to people with a disability or physical/mental health condition. This might involve help in getting

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to/from work, or specialist equipment or adaptations that help the individual to do their job.

### How long...?

Team members should not be on rehabilitative duties or a phased return for more than 12 weeks, unless there are exceptional circumstances. This might include situations where they are still undergoing treatment, or where they are having tests to determine whether the condition is permanent. Cases should be reviewed and managed on a regular basis.

**Officers only:** In these cases, you should consider extended rehabilitative duties, if possible. Extended rehabilitative duties would usually be in a substantive post.

**Staff only:** There is no separate category for staff who have been on light duties for more than 12 weeks. You should continue to review and manage such cases on a regular basis.

**All:** If one of your team members is on rehabilitative/light duties and/or a phased return, for longer than 12 weeks, you must continue to carry out Attendance Support Meetings with them on a regular basis, and refer back to Occupational Health for updates on their fitness for full duties, as required.

If the individual is still unable to return to full operational duties after 12 months, you should carry out an annual review of the arrangements (or sooner, if medical advice suggests this, or if there are changes to policy/process that might affect the arrangements).

### Process...

If a team member's GP/consultant recommend that they are fit for work but would benefit from amended duties, you should refer them to Occupational Health for an assessment. If Occupational Health recommend rehabilitative/light duties, check whether there are any suitable roles/tasks that could be used to facilitate this. If there are, you should discuss options with the team member, either at an Attendance Support Meeting or as part of your regular contact during the absence. You might need to carry out a risk assessment for the team member's new duties. You should then contact People Direct to let them know about the arrangements. They will update SCoPE.

If there are no suitable roles within the Division/Business Area, you should speak to colleagues in other Divisions or Business Areas to see if they can accommodate the rehabilitative/light duties. If a suitable role still cannot be found, contact People Direct for advice. If it is not possible to accommodate the team member on rehabilitative/light duties, they will have to remain on sick leave until they are fit to return to full operational duties.

Remember to maintain contact with People Direct throughout this period, to ensure that details are updated on SCoPE.

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## **Pay...**

When an officer/staff member is on rehabilitative/light duties or a phased return, they will receive full pay, based on their normal hours, for up to 12 weeks. This will include any applicable allowances. If rehabilitative/light duties are going to extend past the 12-week maximum, you should contact People Direct for advice.

## **Annual leave/TOIL...**

If an officer/staff member is on a phased return and wants to take a period of annual leave or TOIL, you should decide whether to grant this according to operational needs, as usual. While the team member is on annual leave/TOIL, this 'pauses' the 12-week clock, so taking the leave will extend the end date of their rehabilitative duties. You must contact People Direct for them to update the dates on the SCoPE record.

The amount of annual leave/TOIL that will be taken from their entitlement will be the same as if they were working their normal hours. E.g. someone working 40 hours a week, but return on a phased basis for 20 hours a week will have any annual leave/TOIL taken during that time deducted as if they were working the 40 hours.

## **Overtime...**

If a team member is on rehabilitative/light duties, they may still work overtime if doing so will not have any negative impact on their recovery. If you are not sure, speak to People Direct.

If a team member is on a phased return, they are not allowed to work overtime.



## Appendix K

# How to Record Disabilities and Reasonable Adjustments on SCoPE

### SCoPE – Reasonable Adjustments Tab

The Reasonable Adjustments tab in SCoPE can only be updated by someone in the line management chain of a disabled team member. This should be done following discussion with the individual and with their consent, by:

- Clicking on the Reasonable Adjustments Tab in the team member's SCoPE record;
- Selecting the 'Disability Awareness' section by clicking on the magnifying glass symbol;
- Clicking on the green + symbol to open the editable box. Enter the date you became aware of the disability and your own details in the 'acknowledged by' section;
- Click the Reasonable Adjustments Tab again and select the 'Disability Impairment Type' section by clicking on the magnifying glass symbol;
- Click on the green + symbol to open an editable box. Enter the date, select the disability type from the dropdown using 'other' where a suitable option is not listed. (There is a section for notes should you wish to provide more information). Enter your own details in the 'acknowledged by' section;
- Click the Reasonable Adjustments Tab again and select the 'Adjustments' section by clicking on the magnifying glass symbol; and
- Click on the green + symbol to open an editable box. Enter the details requested using the dropdowns. If no adjustments are in place select the 'No adjustments required option'. (There is a section for notes should you wish to provide more information). Enter your own details in the 'acknowledged by' section

### **SCoPE – Equality and Diversity tab**

If the team member wants to update their equality and diversity monitoring data they can do this using the Equality and Diversity tab in their SCoPE personal record. As this is sensitive data, updates can only be completed by individuals themselves by following these steps:

- Click on the Equality and Diversity Tab in SCoPE;
- Select the 'Personal Details Self-Classification' section by clicking on the magnifying glass symbol;
- Click on the 'Edit Personal Details Self-Classification' button (this looks like a hand symbol);
- Click on the drop down menus and select your chosen option, then click save; and
- If Disability is changed from 'No' to 'Yes', additional text displays to advise that your line manager will receive a notification email



## SMS Absence Reporting – User Guide

### What...?

The SMS reporting procedure is a procedure that can be used as a reasonable adjustment for officers/staff members who, due to disability, would find it more difficult or impossible to use the absence reporting line. The SMS absence reporting procedure can be used for sickness absence reporting and notifications of returning to work only. It cannot be used to report or request any other forms of absence, e.g. dependants leave, compassionate leave, etc. These types of leave should be agreed directly with your manager.

The SMS absence reporting number is [REDACTED].

### Who...?

If your manager has agreed that you can use the SMS absence reporting procedure, you can use this to report a sickness absence or to report that you are returning to work after a sickness absence, instead of phoning the absence reporting line. If this has not been agreed with your manager, you cannot use this procedure, and should phone the absence reporting line to report your sickness absence instead.

### How...?

To register for the service, fill in the SMS Absence Reporting Registration Form (123-011). Once registered, you can use the SMS absence reporting system the next time you are off sick.

If you need to report a new sickness absence, you should follow this process:

Start the SMS with: **Staff Sickness Reporting**

Followed by: **Your full name**

**Your employee ID number (PSI)**

**Sickness type (i.e. Self-Certified or Certified)**

You do not need to state the reason for absence, but you can do so if you want to.

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Then continue the SMS with the following questions and whichever answer is correct for you:

**Have you worked any rostered hours for a tour of duty that started today? – YES/NO**

**Is the absence due to an accident/injury at work? – YES/NO**

If you want to provide any other information about your absence, you can enter this at the end of the SMS. We will update your SCoPE record when we get your SMS, and we'll send you a confirmation SMS. We'll let your manager know that you have reported a sickness absence, so they are able to contact you. They will agree the best method of keeping in touch with you while you are off – this may be email, face-to-face meetings, or whatever method of contact would suit you both.

If you change your phone number, you should let the SMS Absence Reporting Liaison Officer know about this, using the SMS Absence Reporting Registration Form (123-011).

When you are fit for work again, report it by following this process:

Start the SMS with: **Staff Return to Work Notification**

Followed by: **Your full name**

**Your employee ID number (PSI)**

Then continue the SMS with the following question and whichever answer is correct for you:

**Will you be working any of your official hours before midnight tonight? YES/NO**

We will update your SCoPE record when we get your SMS, and we'll send you a confirmation SMS.

In the rare event that there is a delay in the Service Centre receiving notifications via SMS due to a network issue, amendments to SCoPE cannot be completed by the Service Centre and must be arranged by the manager via People Direct.

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## The Right to be Accompanied

You have the right to bring someone with you to any formal meetings e.g. disciplinary, grievance, capability etc. This could be a work colleague or a representative of: a Trade Union, Staff Association, Scottish Police Federation or Association of Scottish Police Superintendents. You have to make your own arrangements if you want to bring someone with you.

You have to tell us the name of the person at least 24 hours before the meeting.

The work colleague or representative is entitled to take a reasonable amount of paid time off to attend the meeting. They should also be allowed time off to get to know the case and discuss any related matters before and after the meeting.

The work colleague or representative can address the meeting to: sum up the case; respond to any views discussed at the meeting; confer with you during the meeting or ask for a break. They cannot answer questions on your behalf.

Sometimes, you might be able to bring a work colleague or representative to an informal meeting. You have to be careful when asking or agreeing to this though, as it could make the meeting seem more formal than it has to be. You would have to talk this over with your manager before any arrangements are made.

At times, you might be able to bring a non-work colleague. This could be if you need additional support because of a disability or you might need an interpreter if there are difficulties with understanding or language. You would have to talk this over with your manager before any arrangements are made.

If the work colleague or representative is unable to attend, the meeting can be rearranged. This will normally be within five working days of the original date.

If they are unable to attend the re-arranged meeting you might have to ask someone else.



## **Appendix N**

# Things to Consider before Progressing to Capability

## **What...?**

This guidance will help you to decide whether an absence case should be progressed to the relevant Capability process. You should speak to People and Development for guidance before making the decision, but this guide will help you to consider the case in a fair and balanced way.

## **How...?**

Each case should be considered on its own merits. We should not move to the Capability procedure unless the Attendance Management procedure has been exhausted and the team member is still unable to return to work or maintain satisfactory attendance levels.

When making the decision, you should manage attendance (including progression to the capability process) in a supportive way, to help improve attendance.

- treat people who are injured or ill in a fair and compassionate way.
- be able to show that you have acted reasonably in everything you have done, at all stages of the attendance management process. This includes any decision to progress to the capability process.
- consider medical redeployment or ill health retirement where appropriate. Contact People Direct for advice first, and then discussion can take place with the individual.

It may also be useful to think about

- the impact of the Equality Act 2010.
- whether any of the absences were pregnancy related – if they were, they should be discounted when calculating triggers.
- whether any of the absences were disability related – consider whether they should be discounted.
- what reasonable adjustments have been suggested and whether these have been implemented.
- whether an illness or injury occurred on duty.
- whether absences have been medically certified.
- the nature of the illness, injury or condition.

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- how likely is it that the illness, injury or condition (or some other related illness, injury or condition) will occur again?
- the length of absence(s) and the period of good attendance between them
- how much has the team member co-operated with informal support offered?
- whether you (or another manager) let the team member know that the issue could be progressed to the relevant Capability process, if improvement was not made.
- whether the option of ill health retirement or medical redeployment has been fully considered.

You should normally progress an individual to the relevant Capability process if:

- earlier supportive action was offered but the team member either turned it down or did not engage, and as a result their attendance has not improved; and/or
- the team member's short term absences are still at too high a level, and although support has been given, their attendance has not improved enough; and/or
- the team member is absent due to long-term sickness, and although support has been given, it is not realistic to expect that they will return within a reasonable length of time

Where a team member's attendance issues may be partly or wholly caused by a disability, you should only progress to the Capability procedure if all reasonable adjustments have been put in place but absence levels are still a concern.