



Cookstown

DISTRICT COUNCIL

COMHAIRLE CHEANTAR NA COIRRE CRÍOCHAÍ
DISTRICK COONCIL O COOKESTOUN

POLICY AND PROCEDURAL ARRANGEMENTS RELATING TO: MANAGING ATTENDANCE

DOCUMENT CONTROL

Author	Health and Safety Officer		
Version	FINAL		
Approved by	Policies Review Group	Date Approved	28 May 2008
Approved by	Council (Statutory Meeting)	Date Approved	11 November 2008
Approved by		Date Approved	
Screened by		Date Screened	
Review by		Review Date	
Distribution	All staff		

1.0 BACKGROUND

This policy has been developed to complement the Local Government Staff Commission scheme for Managing Attendance in Local Government in Northern Ireland.

POLICY STATEMENT

Cookstown District Council recognises that a satisfactory level of employee attendance at work is crucial to the success of the Council in meeting its obligations to its stakeholders, bearing in mind that high absence rates reduce the resources available to provide its services and places colleagues under undue pressure

The Council commits to act as a reasonable employer at all times in its dealings with employees who suffer illness or incapacity through injury or disability and to allow members of staff reasonable time to recover their health, so that on return to work they are able to fulfil the requirements of their job

It is every manager's responsibility to ensure a healthy and safe working environment to help prevent problems and to encourage and facilitate staff on sick leave to return to work at the earliest opportunity.

2.0 AIM:

The primary aim of this policy is to ensure adequate and effective systems are in place to ensure that all sickness absence is dealt with in accordance with best practice and the relevant legislation. This policy aims to strike a balance between the Council's service needs and the need for the employee to be given time to recover from illness.

3.0 ROLES AND RESPONSIBILITIES:

Chief Executive:

The Chief Executive has ultimate responsibility for ensuring compliance to this policy, as for all Council policies. Day to day responsibility for the implementation of this policy is however delegated down through the management structure to individual managers who are held accountable for ensuring that the requirements set out in this policy are implemented fully.

Directors and Line Managers:

Managing employee attendance is a management responsibility. Directors and Line Managers are responsible for the following:

- Actively monitoring sickness levels and causes of sickness absence within their area of responsibility, constantly reviewing every employee's attendance record of attendance in accordance with the Absence Review Threshold discussed at 4.7

- Ensuring that absence returns are completed and returned promptly to the Corporate Services Department for absence monitoring and sick pay purposes
- Putting in place a specific plan of action, including close monitoring and active management of problem areas, if sickness levels are unsatisfactory within a particular Department.
- Ensuring that regular contact is maintained with the member of staff throughout the absence in line with the employee's responsibilities. These opportunities should be taken to enquire after the employee's state of health and to update him/her as to what has been happening in the Department.
- Meeting any employee who has had any time off sick on a formal basis by their immediate manager for a "return to work interview". The purpose of this is to show concern, and to check that the employee is fit enough to return to work.
- Ensuring that a new employee, as part of the induction process, is made aware of and understands the rules and procedures for attendance management; ensuring that employees follow all aspects of the procedures for reporting absence.
- In attempting to resolve any sickness problems, managers must act fairly and consistently and in a manner sensitive to individual case characteristics. Managers should act as flexible as is reasonably practical within the needs of the service, for example with regard to considering more flexible working patterns and hours of work, in order to reach a speedy resolution to the problem. Any understandings reached should be confirmed in writing to the employee concerned.
- Ensuring that quick, appropriate and sensitive action is taken where other interventions such as counselling have failed to correct a problem;
- Seeking specialist help and advice from Personnel Section when required.
- Assisting and facilitating employees to follow rehabilitation back to work programmes.

All Staff:

All employees are responsible for

- Being fully aware of the requirements of this policy;
- Notifying their manager or person in charge within one hour of their expected start time of their absence. This notification should be carried out by the employee. Relatives or other people should only make the call if the employee cannot do so personally. The notification should include information as to the reason for absence and the anticipated duration if

known. Where the manager is not available, the employee must make contact with whoever is in charge. In the case of shift workers as much advance notice as possible should be given before the start of a shift.

- The employee should continue to keep the manager up-to-date with their progress on day 4 and then on day 7.
- When on sick leave, employees should not be involved in any activity which would bring into question the genuineness of their illness.
- Where medical advice indicates that a holiday would be beneficial or contribute to recovery, employees should produce written evidence from their GP. In these circumstances, the employee must also advise their manager of the relevant dates and location.
- Entitlements to Occupational Sick Pay and Statutory Sick Pay may be forfeited should an employee fail to comply with the above requirements and he/she may be liable to disciplinary action.
- Complying with any reasonable treatment of any medical condition to ensure the soonest recovery;
- Co-operating fully with the Absence Review Threshold and procedures

Personnel Section

The Personnel Section are responsible and will assist Managers in the following:

- Arranging and checking results of pre-employment medicals and referees' reports;
- Ensuring that the rules and procedures associated with attendance management are clearly understood by Managers.
- Ensuring that training to Line Managers is provided so that they are equipped with the necessary knowledge and skills (procedural and interpersonal) to manage attendance effectively.
- Providing Line Managers with professional advice and interpretation of policies and procedures in relation to attendance management.
- Provision of Welfare and Counselling services as required to employees to assist them in dealing with problems which adversely affect their attendance at work.

- Making referrals to the Council's Occupational Health Service to establish the actual medical position of an individual employee as part of the process of managing attendance, and usually following a recommendation from a Line Manager.
- Ensuring accurate and up-to-date attendance records are maintained and that reports are produced to enable Line Managers to monitor and measure attendance.
- Assisting when required in the disciplinary process in cases where the sickness absence has no underlying medical condition.

4. THE SCHEME FOR MANAGING ATTENDANCE

The precise mechanisms of the Scheme for Managing Attendance (the Scheme) are contained in this section. This takes the form of a 10 point set of procedures, which is based and reflects the Local Government Managing Attendance Scheme.

4.1 The Principles:

Within this framework the Council will:

- require staff to comply with the procedures for reporting absence to their manager, and for claiming Occupational Sick Pay (OSP) /Statutory Sick Pay (SSP);
- ensure that early contact is made with an employee experiencing ill health, and that such contact is maintained throughout the period of illness;
- seek medical advice from an employee's General Practitioner (GP), and where appropriate from the Council's Occupational Health Service;
- ensure that managers make contact with an employee on his/her return to work; and
- treat fairly, sympathetically and confidentially, all cases of intermittent or long-term absence due to ill health in consultation with the employee concerned, and in line with procedures.

4.2 Absence Records:

The primary purposes of formally recording absence are to provide the Line Manager with information on the employee's attendance / absence over the past year, and to assist the Line Manager in his/her efforts to develop a high attendance culture.

The employee's Absence Record may be used as part of any review of absence or on any other occasion on where the employee or the Line Manager believes that the information contained therein is of material relevance to any decisions regarding the employee.

4.3 Advance Warning of Absence:

It is the responsibility of individual employees to inform their Line Manager at the earliest opportunity of any planned absences for medical reasons, such as hospital, dental or doctor appointments of a non urgent nature. These should be recorded in accordance with the Absence Recording system. In so far as is possible, employees should endeavour to arrange such appointments outside core hours, and Line Managers should seek to accommodate such arrangements. Staff members are reminded of the Council flexible working hours scheme.

4.4 Reporting Unforeseen Absence

In all cases, responsibility for informing of absence rests with the individual employee; the appropriate point of contact within the organisation is the employee's immediate Line Manager.

In cases of unforeseen absence, employees are required to notify their immediate Line Manager as early as possible if they are unable to attend for work. Normally, this will be not more than one hour after start time or in accordance with arrangements made with local management. The employee should speak personally to his/her **immediate Line Manager or whoever is in charge**.

The employee should make the manager aware of the nature of the illness and the projected length of absence, including likely date of return. In cases where the period of illness does not extend for more than 3 working days, the employee will be required to submit the organisation's Self Certification of Illness form (Appendix 2) to his/her Line Manager on the day of return to work.

Line Managers have responsibility for recording each occasion of absence. The Line Manager must also nominate another senior member of staff, to whom absence should be reported in the event that the Line Manager is unavailable. All employees are to be informed of the name and contact details of the nominee. Absence may only be reported to the nominee when the Line Manager is unavailable. In all other circumstances absence must be reported directly to the Line Manager.

Where the period of absence extends (or is likely to extend) for more than 3 working days or, includes a weekend period within the 3 days absence (for example Friday to Tuesday inclusive), the employee is required to report to his/her Line Manager (or nominee) as above on the first day of absence, and subsequently on days 4 and 7 to provide an update on the individual's condition and the likely date of return to work.

Once the period of illness extends to 4 working days (or 3 working days but incorporating a weekend period) a Self Certification of Illness form must be submitted to the Line Manager stating the reasons for absence. (Med F2) If the employee's absence extends to a period of more than 7 days, he / she must forward a doctor's medical statement directly to his/her Line Manager. If the employee does not return to work on the expiry date of this statement, then further consecutive notes must be supplied to cover the entire period of certified absence.

In cases where it is apparent from the outset of the illness that the employee will be absent from work for more than 7 days, medical statements should be submitted to the Line Manager as soon as these become available. An employee is not required to contact his/her Line Manager on days absence which are covered by medical statements.

4.5 Absence Administration, Sick Pay Entitlement, Notes And Certificates:

The Line Manager will be responsible for recording all periods of absence and informing the Corporate Services Department.

Entitlement to sick pay depends upon the employee's length of service, notification of absence to the Line Manager and submission of appropriate sickness certificate (Appendix 3)

On the fourth day of absence the Line Manager must forward the Self Certification of Illness form submitted by the employee to the Finance Section. It should be noted that when a period of sickness includes Saturday and Sunday, e.g. from Thursday to Monday inclusive, this constitutes 4 days for Occupational Sick Pay purposes (Sunday is not included).

If the employee's absence extends to a period of more than 7 days, he/she must forward a doctor's medical statement (Form Med 3) directly to their Line Manager. The Line Manager must forward this to the Finance Section on the day of receipt. If the medical certificate is for a period of more than 15 days, the manager must also forward a copy to the Director of Corporate Services for information.

All employees whose absence is covered by a GP's medical certificate must provide their Line Manager with a signing off line on return to work. The Line Manager must forward this to the Finance Section on the day of receipt. In cases where an employee considers him or herself to be fit for work, and wishes to return to work before the expiry of a medical certificate, he/she must submit a doctor's signing off line to indicate his/her fitness for return.

4.6 Return To Work

Following each absence from work due to sickness, the employee must report to and meet with his/her Line Manager to confirm the reason for absence. Where the absence is over 4 days the Line Manager should record formally the duration of and reason for the absence. Primarily, the purpose of the meeting between the returning employee and the Line Manager will be to facilitate the employee's return to work. Normally, therefore, the Line Manager will use the meeting to confirm the reason for the absence and, if appropriate, to investigate if there are any underlying reasons or likelihood of recurrence. The Line Manager should also use the meeting to inform the employee of changes and developments in the workplace, and to offer support to help them cope with their return.

In situations where the employee is remote from his/her Line Manager, suitable arrangements must be made locally for reporting for duty upon return to work. It is suggested that in these circumstances the employee should speak to his/her Line Manager by telephone on the first morning of his/her return to work, and that he/she must meet with the Line Manager within 72 hours.

Where requested, and/or where possible, it may be appropriate for the return to work interview to be carried out by a Line Manager of the same gender or by a more senior member of the management team. On each occasion of return to work, the employee's Absence Record will be reviewed by the Line Manager. In circumstances where the employee's absence reaches the trigger points identified in the Absence Review Threshold the Line Manager must carry out a Formal Absence Interview upon the employee's return to work.

4.7 Absence Review Threshold

A Formal Review of Absence will be conducted once the below trigger points indicate to management that a particular employee's pattern of absence has reached a point where there may be cause for concern and a need to investigate. The use of trigger points will ensure a consistent approach to the control of absence in such circumstances.

Where in any sequential 12 month period that employee has met any of the following criteria:

- i. persistent intermittent absence (whether self-certified or medically certified)
- ii. displayed an unacceptable pattern of absence (e.g. regular Fridays and Mondays);
- iii. 20 days continuous absence and/or 4 periods of absence

4.8 Absence Review Procedures

When it is clear that the employee falls within the criteria identified in the absence review threshold, the Line Manager will instigate the Absence Review Procedures. This may take one of two formats depending on the characteristics of the individual case. Specifically, in cases where the employee is attending work (i.e. has returned to work) an Absence Interview will be held with the employee; in cases of ongoing long term sickness absence the procedures detailed in 4.8.3 will be followed.

The Absence Interview is a formal procedure and will be conducted in accordance with the Absence Interview pro forma. (Appendix 4). The Absence Interview must be conducted in privacy and in a sensitive and courteous manner. It is the responsibility of the Line Manager to complete the Absence Interview Documentation during the interview, and the employee is required to sign the pro forma. Copies of the documentation should be retained by the Line Manager and the employee, with a third copy being forwarded by the Line Manager to the Personnel Section.

Reflecting the formal nature of the Absence Interview, the employee is entitled to be accompanied by a Trade Union representative or a work colleague.

The Absence Interview should be used to determine the best method of dealing with the issue. Initially, this requires that the absence be categorised into one of the following:

- unrelated, intermittent absences, each with a separate (non-related) medical explanation;
- related intermittent absences caused by a related, underlying and ongoing medical condition; and
- intermittent or continuous absence with no underlying medical condition;.

Continuous absence (ongoing absence) attracts its own Absence Review Procedures, detailed in Section 4.8.3.

4.8.1 Unrelated Intermittent Absences, Each With A Separate (Non-Related) Medical Explanation

The Absence Interview should take the format of an in-depth discussion focusing on the frequency of absence and the reasons for it; the outcome should be agreement between the Line Manager and the employee on the improvement required and how this improvement is to be brought about. This may include, for example, referral of the employee by the Line Manager to counselling facilities or training programmes, or may involve redeployment, reduction in hours or a change in duties.

The following points should be covered in each Absence Interview:

- quantification of absence in terms of frequency and duration;
- exploration of reasons for absence; and
- comparison with the general level of absence within the Section/Department or for similar employees in terms of age, grade, gender and skill/experience.

The impact and the serious nature of the absence on the workload should be emphasised by the manager and an action plan with specific target dates for improvement should be agreed with the employee and his/her representative in order to minimise further periods of absence. The responsibility for the subsequent management of attendance and the achievement of agreed action plans rests with the Line Manager. Advice and assistance will be available from the Personnel Department.

If attendance improves in line with the agreed action plan, the Line Manager should explain to the employee that their absence is no longer under formal review. If the agreed action plan is not adhered to a further meeting must be arranged with the employee; a counselling approach should be adopted, with the aim being to assist the employee in

improving his/her attendance. Agreed desired improvements should be noted, including dates for further review and a record of the meeting and agreed action plan retained on the employee's personnel file. The employee should be advised verbally that his/her job could be at risk if absence levels do not improve.

If non-adherence to the agreed action plan continues, a further meeting should be arranged with the employee and his/her representative to discuss the employee's record and agree an action plan for improvement. Every effort should be made to accommodate genuine illness, but the employee must be counselled that no improvement could ultimately lead to dismissal. The employee must be informed of this in writing and a record of the meeting retained on the employee's personnel file. Following this, further lack of improvement will result in a final meeting, at which a further written communication will be issued by the Council. This will be to the effect that a continued lack of improvement will lead to a Formal Case Review (see Section 4.9), and may result in dismissal on the grounds that the employee is unable to provide regular and sustained attendance.

4.8.2 Related Intermittent Sickness Absence Arising From A Single Related, Underlying And Ongoing Medical Condition

When the information available indicates that the employee's absence falls within the category of intermittent and persistent absence arising from an ongoing, underlying medical condition, the Line Manager should, during the Absence Interview, examine any underlying reasons for the absence and indicate that the current level of absence is a cause for concern. At this interview, the manager should explain the effects of absence, the cost to the organisation and remind the employee that each member of staff has responsibility to ensure that such absences are kept to a minimum. Management of the medical condition should be discussed, and all alternatives considered. This might include, for example, redeployment, reduction in hours or a change in duties. At this stage an action plan is agreed.

The manager should set a date to review attendance. If attendance has improved by this date, the Line Manager should explain to the employee that their absence is no longer under formal review. However, the employee should be made aware that if, after initial improvement, their absence pattern continues over an extended period, the absence management procedure will be applied immediately and the Line Manager will refer the employee to the Council's Occupational Health Service for confirmation of any underlying medical condition.

If attendance does not improve, the Line Manager should, through the Personnel Department, arrange to have the employee medically examined:

- i. if medical advice indicates that the employee is unlikely to provide regular and reliable service, the Line Manager should arrange to meet the employee with a representative

from Personnel to discuss the options available, and the possibility of a referral to NILGOSC for ill health retirement; the Line Manager and the Personnel Specialist may decide at this stage to conduct a Formal Case Review (see Section 4.9);

- ii. if the medical report indicates that an improvement is likely, the Line Manager and a representative from Personnel should meet with the employee to confirm the doctor's prognosis and review absence. At this interview, the employee has the right to be accompanied by a Trade Union representative or a work colleague. The format should follow the initial absence review stage, and a date should be set for the next review. If no improvement is noted during the second review, the Line Manager in conjunction with the Director of Corporate Services should undertake a Formal Case Review. (Section 4.9)

4.8.3 Long Term Sickness Absence

Long term ill health can be defined as one period of sickness extending for more than 4 consecutive weeks (20 working days). While the Council will extend every support to the employee in this situation, it is important to emphasise that the need to provide an efficient and effective service is of paramount importance.

The procedures for managing long term ill health require various actions to be adopted by the Line Manager prior to the individual employee's return to work, in other words before the opportunity arises to conduct a formal Absence Interview.

Managers should ensure that they maintain regular contact with employees who are on long term sickness absence. Informal contact should be made with the employee during the first 4 weeks of absence, and arrangements should be made for regular formal contact thereafter. For example, a home visit by the Line Manager and a representative of Personnel should be made by week 4. Employees who are on a period of long term sickness absence often experience a lack of confidence and regular contact helps them keep in touch, thus making their return to work easier.

It is also important for Line Managers to act consistently and adhere, as far as possible, to the timetable outlined below in relation to medical reports and appointments.

Week 2 The Line Manager should forward a copy of any medical certificate which is for more than 15 days to the Corporate Services Department for their information.

Week 4 The Director of Corporate Services shall request the employee to provide a letter from his/her GP when the absence reaches the 4th week. The purpose of this letter is to gain a better understanding of the employee's illness and to gain an understanding of when the employee is likely to return.

Week 5 The employee should be referred to the Council's Occupational Health Physician no later than the 5th week. Corporate Services Department will make the referral to the Occupational Health Service.

Depending on the medical advice, the employee may be referred for further assessment to the Council's Occupational Health Service. Under normal circumstances there will be no more than 2 medical reassessments.

If the report advises that the employee is no longer capable of providing regular and reliable service, the Director of Corporate Services and the Line Manager should discuss with the employee the options available, for example, suitable alternative employment or ill health retirement.

Where after the referral to the Occupational Health Service the sickness absence or prognosis continues to give cause for concern, e.g. there is no clear indication of return date, it may be appropriate to consider the long-term employment prospects of the individual. The Line Manager in conjunction with the Director of Corporate Services will need to consider, after extensive consultation with the employee and his/her representative, the following factors:

- the length of the absence to date, and the likely length of the continuing absence;
- the nature of the illness and medical advice/prognosis on the individual; and
- the effect of the individual's absence on the workload and performance of the work unit.

It is acceptable for the manager, having reviewed all of these factors, to consider that the employee is no longer capable of discharging the terms of his/her contract of employment. At this stage a Formal Case Review should be carried out, due consideration having first been given to the Disability Discrimination Act (1995) and the procedures which surround Ill Health Retirement.

Disability Discrimination Act 1995

Under the Disability Discrimination Act 1995, if the nature of the ill health means that an employee is classed as a disabled person (i.e. a person who has a physical or mental impairment which has a substantial and long term adverse effect on his/her ability to carry out normal day activities), the Council must consider making reasonable adjustments to accommodate the disabled person. The Disability Discrimination (Northern Ireland) Order 2006 (DDO) updates the Disability Discrimination Act 1995 and extends protection from discrimination to people and situations that were not previously covered.

The Director of Corporate Services must be consulted in the event of any query relating to disability

III Health Retirement

Retirement on the grounds of ill health can only be recommended in cases where the employee is, in the opinion of the Occupational Health Physician, permanently incapable of carrying out his/her regular duties due to a medical condition.

Upon receiving such advice, the Director of Corporate Services will immediately make arrangements with the employee to discuss the situation. The meeting must be handled with sensitivity, with due care being given to the potential need for counselling and advice.

The employee should be advised of the benefits to which they are entitled, and arrangements should be made by the Corporate Services Department to inform the Superannuation Committee and to make the necessary arrangements for the employee to be examined by the NILGOSC Medical Advisor.

In some instances the employee may disagree with the Council's Occupational Health Physician that they are permanently unfit to undertake the duties of their post.. If this is the case, the employee can request access to an independent Occupational Health Service

4.8.4 Intermittent Or Continuous Absence With No Underlying Medical Condition

Cases of absence where there is no underlying medical condition will be dealt with under the Council's Disciplinary Procedures.

4.9 Formal Case Review –

The Line Manager and the Director of Corporate Services shall undertake a Formal Case Review:

- where all possible steps have been taken and have failed to secure regular and sustained attendance
- where all possible steps have been taken and have failed to secure the employee's return to work

The purpose of the Formal Case Review is to advise the Functional Director on the individual case and to make the appropriate recommendation.

The Line Manager and Director of Corporate Services will consider all material evidence of relevance to the individual case in conducting the Formal Case Review. This will include:

- ascertaining the nature of the illness;
- considering medical evidence/prognosis and determining the likelihood of recurrence;

- considering the length of absences and periods of good health between these;
- assessing the level of disruption and appropriateness of action to date;
- assessing the impact of the absence on the work of the Unit; and
- considering all aspects of mitigation presented by the employee and his/her representative.

The employee and his/her representative will be given the opportunity to present relevant facts in support of their case as part of the Formal Case Review. The Council does however; reserve the right to conduct the meeting in the employee's absence dependent upon the circumstances.

The recommendation of the Director of Corporate Services and the Line Manager shall be forwarded to the Functional Director.

In instances of ill health dismissal, the employee will have the right to appeal against the decision to an Appeals Committee.

4.10 Monitoring Information

Based upon the information submitted by Line Managers, the Corporate Services Department will issue monthly absence reports to the relevant functional director for their information. These reports will provide details of employees who have an unacceptably high level of absence and will seek feedback from Line Managers on action that has been taken.

5.0 PREVENTATIVE MEASURES

5.1 Occupational Health Service

It is the role of the Occupational Health Service to support and advise managers and staff on illness and work related injuries as well as give an opinion on the ability to work of an individual member of staff. The opinion may include advice on restrictions on activities in the workplace which may enable an employee to return to work. It may also include an assessment as to the length of time it would be before someone is fully fit to work and how long the restrictions, if any, should apply.

5.2 Risk Assessment

In line with the Council's Health and Safety Policy and Procedure, managers are responsible for the risk assessment of every potentially hazardous or dangerous situation so that these can be avoided by staff. Where a risk assessment has indicated the need for health surveillance, then this should be arranged through the Health and safety Officer.

5.3 Health Promotion/Health Education

The Council is committed to the provisions of a high standard of health promotion and awareness training for its staff designed to introduce preventative health care to employees.

5.4 Understanding the Causes

Sickness information will be analysed on a regular basis in order to gain a better understanding of the causes of absenteeism within the Council. The intention is to identify and address issues within the control of the Council which may be contributing to staff health problems.

5.5 Training

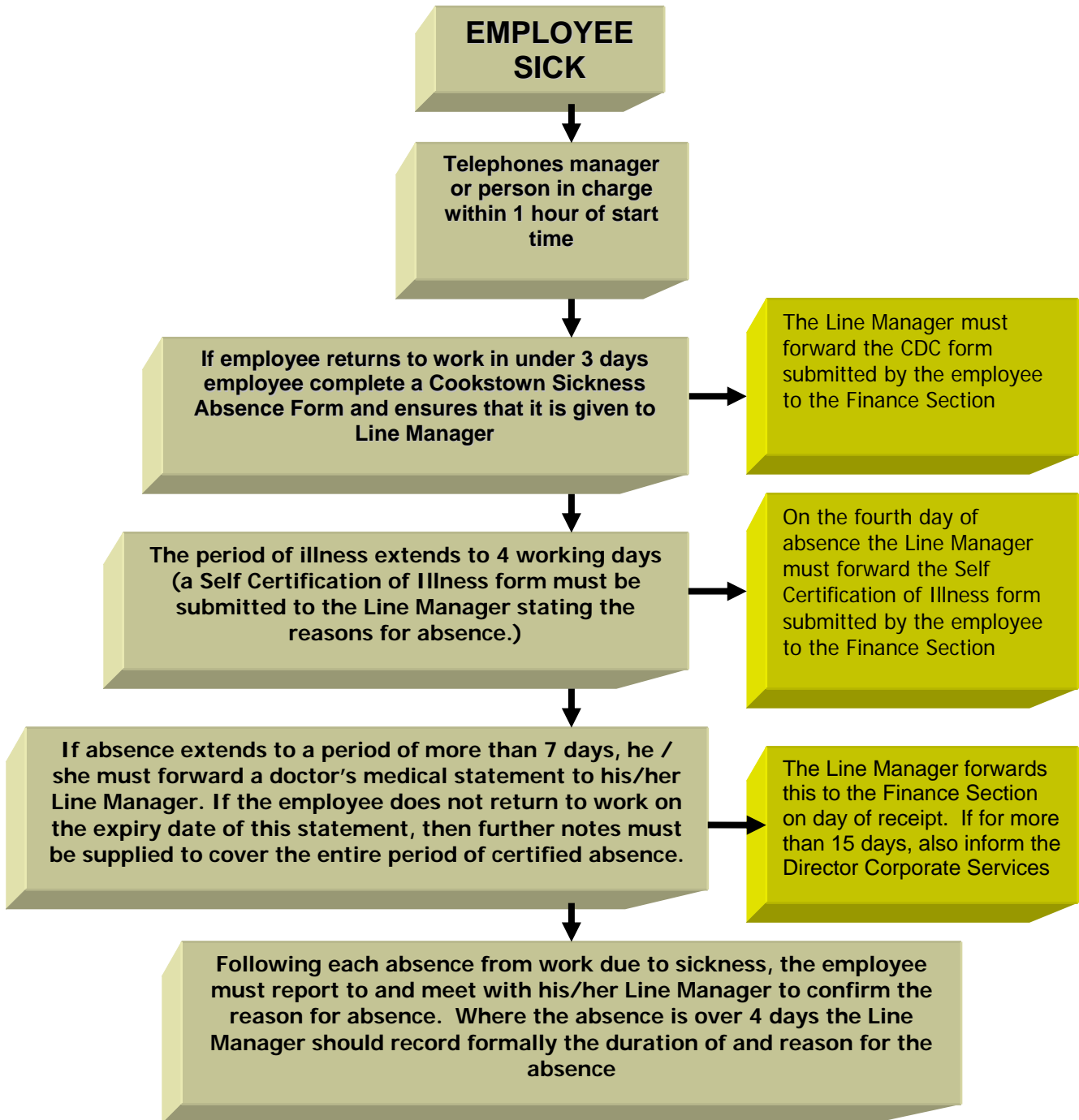
Managers will be trained in the application of this policy and procedure. All staff will be made aware of this policy.

6.0 AUDIT AND REVIEW OF POLICY

The Director of Corporate Services will review this policy on a regular basis in light of any changes in statutory legislation and/or operational experience that prevents full implementation of the policy as intended

APPENDIX 1:

GENERAL OVERVIEW OF SICKNESS ABSENCE REPORTING PROCEDURE



APPENDIX 3: OCCUPATIONAL SICK PAY

This money is payable to you under the terms of your contract and your conditions of service. Your entitlement is determined by your length of service and by any previous sickness absence during a certain period. The scale of allowances for all staff are set out below.

LENGTH OF SERVICE	ENTITLEMENT
Less than 4 Months of Service	1 month full pay
More than 4 calendar Months but less than 1 year of service	1 month full pay and 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
During 3 rd year of service	4 months full pay and 4 months half pay
During 4 th and 5 th years of service	5 months full pay and 4 months half pay
During 6 th and successive	6 months full pay and 6 months half pay

Sick leave for all staff is calculated on the basis of a rolling year. Hence the entitlement during a particular absence is determined by deducting from the full entitlement all sickness absence which has occurred in the preceding 12 months.

**APPENDIX 4:
 RETURN TO WORK INTERVIEW FORM.
 (This form to be stored securely by Manager within Departments)**

NAME OF INTERVIEWEE		NAME OF INTERVIEWER	
ABSENCE DATES	FROM	DATE: OF INTERVIEW	
	TO		

:

REASONS UNABLE TO ATTEND WORK:

WAS ILLNESS/INJURY WORK RELATED? (Yes/No) If yes, please give details.

WHAT TYPE OF SICK NOTE. Self certifying/doctor's sick line.

IS THERE ANY NEED TO REFER TO OCCUPATIONAL HEALTH SERVICE

OTHER COMMENTS.

APPENDIX 5: OVERVIEW OF MAIN POINTS OF ABSENCE REVIEW PROCEDURE

