

# **BELFAST CITY COUNCIL DRAFT ATTENDANCE POLICY**

## **1. Introduction**

As an employer, the Council is concerned about the health, safety and well-being of **all** its employees, and commits itself to promoting good health throughout the organisation. The Council recognises that it is inevitable that employees will experience periods of ill health which prevent them from attending work. It will ensure that all such sickness absences are treated fairly and sympathetically, and is committed to providing appropriate support and encouragement to employees who are absent. The Council will take all reasonable steps to assist employees to return to work.

High levels of employee absence increase the workload for other members of staff who may be required to provide cover for absent colleagues. This is disruptive and can reduce the quality of service provided to customers. Employee absence is also financially expensive for the council. Satisfactory levels of employee attendance are therefore a priority for Belfast City Council. The effective implementation of this policy is an essential part of good people management. We have put in place an 'Absence Management Framework' enclosed at Appendix A, which sets out the organisational arrangements for the reporting, monitoring, management of and accountability for attendance.

## **2. Purpose**

The purpose of this policy is to support a culture in Belfast City Council in which everyone works together to maximise productive attendance. It is designed to balance the requirements of the service with the interests of individual employees, and encourage all employees to meet the high standards of attendance normally achieved by the vast majority of Belfast City Council staff.

## **3. Application**

This policy:

- applies to all Council employees and all absences from work other than scheduled leave such as holiday, maternity and paternity leave;
- outlines the reporting requirements for employees who are absent;
- includes an Attendance Procedure consisting of a series of stages at which employees who do not meet the minimum standards of attendance will be encouraged, through advice and guidance, to

improve their attendance to an acceptable standard and to avoid any formal action which may lead to dismissal;

- may be amended from time to time, in consultation with trade unions.
- will be applied fairly and consistently by managers/relevant officers. They will be supported and trained by Business Support and Human Resources, who will monitor the application of the policy. The Occupational Health Unit will provide medical and counselling advice to assist in decision making.
- will be applied using the Attendance Booklet which sets out roles and responsibilities.

#### **4. Reporting absence**

Employees must comply with the notification requirements in Appendix B when reporting absence.

#### **5. Returning to work**

When an employee returns to work from absence, the manager/relevant officer must meet with him or her as soon as possible for a return to work discussion. The purpose of the discussion is to:

- Acknowledge the employee's return and show their presence is valued;
- Enable the employee to air any concerns;
- Identify the causes of the absence and explore whether any help can be offered to prevent the employee's absence in the future; and
- Ensure the absence has been properly certified and recorded.

A "return to work" form should be completed by the manager/relevant officer at that meeting and given to the relevant business support representative. Employees returning to work must also complete Form C immediately on their return.

#### **6. Review Meeting**

A review meeting will normally be held by the manager/relevant officer where an employee has 5 working days' absence in a rolling 12 month period. The purpose of the review meeting is to:

- Review the employee's attendance history and possible underlying reasons
- Make the employee aware of the impact of their absence
- Explain the consequences of further absence, ie action being taken under the Attendance Procedure

- Offer assistance and support to the employee

The review meeting will normally be held separately to the return to work interview. However, where the employee is in agreement, the review meeting may be held concurrently with the return to work interview where an employee has reached the trigger for a review meeting on his/her return to work.

## **7. Standards of attendance**

Attendance will normally be regarded as warranting action under the Attendance Procedure if an employee has:

- Stage One: Over the preceding 12 months, the employee has either 6 separate periods or a total of 12 working days
- Stage Two: Over the next 12 months, after a stage one warning, the employee has either a further 3 separate periods or a further 12 working days
- Stage Three: Over the next 12 months, after a stage two warning, the employee has either a further 3 separate periods or a further 12 working days
- Stage Four: Over the next 12 months, after a stage three warning, the employee has either a further 3 separate periods or a further 12 working days

Although these are the normal attendance standards, the exact standards and review periods applied to employees under the Attendance Procedure may be tailored to an employee's special circumstances (for example, a longer review period may be set where the manager is exercising his/her discretion to reflect that the employee has a disability or where the Council and a disabled employee are testing out adjustments to the workplace intended to enable the employee to meet the attendance requirements).

A warning may be issued before the employee reaches the above triggers points in exceptional circumstances where a pattern of absence has been identified. The manager/relevant officer must consult with the relevant business support representative before taking such action. Guidance on what constitutes a pattern is detailed in the Attendance Booklet.

## **8. Failure to meet the standards of attendance**

Where an employee fails to meet the standards of attendance set out in section 7 above or notified to them under the Attendance Procedure, this will be explained to the employee under the appropriate stage of the Attendance Procedure (the stages are described in section 9 below).

## **9. The attendance procedure**

In addition to the informal review meeting, the Attendance Procedure consists of four formal stages to which standards of attendance apply. The normal standards are set out in section 7 above. The stages are progressive and are designed to ensure that improvement in attendance is recognised and that continued failure to meet the minimum standards of attendance is addressed.

### *9.1 Right to be accompanied*

At all formal stages of the Attendance Procedure the employee is entitled to be accompanied by a work colleague or represented by a trade union representative.

### *9.2 Stages of the Attendance Procedure*

Employees will be asked to attend meetings held under the Attendance Procedure and must take all reasonable steps to attend. If attendance is not possible, the employee will be given the opportunity to put forward his/her case in writing, and is encouraged to enlist support from a union representative or colleague in drafting his/her case for submission.

#### *9.2.1. Stage One Meeting*

When an employee first falls below the minimum standards of attendance, the manager/relevant officer, in consultation with a business support representative, will arrange to meet with the employee. The business support representative will take notes and provide any other business support function. The manager will discuss the employee's attendance record with him or her and the reasons why he or she is not meeting the attendance requirements. The manager will also consider the employee's entitlement to contractual sick pay (see section 12 below).

If appropriate, the manager/relevant officer will issue to the employee a First Stage Warning

- that his/her attendance is unsatisfactory;
- that he or she is expected to meet the minimum standards of attendance, and his or her attendance will be monitored closely over the review period;
- specifying the length of the review period and the level of attendance that he or she is expected to reach during that time (normally the review period and level of attendance specified will be that set out for Stage Two, i.e. a further 3 separate periods or a further 12 working days).

In most cases where an employee has fallen below the minimum standards of attendance it will be appropriate to issue a First Stage Warning and Stage Two improvement standards based on those set out in section 7 above. However, in exceptional circumstances, such as where absence is related to a disability or the employee's pregnancy (see section 10 below), or where the employee is still sick or injured and cannot for the moment meet improvement targets (see section 11 below), it either may not be appropriate to give a First Stage Warning, or the First Stage Warning issued should set lower standards of improvement or attendance than those normally used for Stage Two. If the absence becomes long term, it may be appropriate to deal with it in accordance with the principles outlined in section 11 below.

Any First Stage Warning issued to an employee will subsequently be confirmed to the employee in writing.

The manager/relevant officer will also encourage the employee to take advantage of the healthcare services available, such as the Council's Occupational Health Service and the employee's own GP, and will discuss any assistance that the Council can give to improve the employee's attendance.

Employees may be asked to produce medical certificates for all absences when a decision has been taken to issue a warning under the Attendance Procedure.

If the required level of attendance is achieved during the review period, there will be no further action under the formal stages of this procedure but normal monitoring will continue.

### 9.2.2. Stage Two Meeting

If an employee who has been given a First Stage Warning fails to meet the requisite standards of attendance during the next twelve months (or the set review period, if different), the manager/relevant officer, in consultation with a business support representative, will arrange to meet with the employee. The business support representative will take notes and provide any other business support function. The manager/relevant officer will discuss the employee's attendance record with him or her and the reasons why he or she is still not meeting the attendance requirements. The manager/relevant officer will also consider the employee's entitlement to contractual sick pay (see section 12 below).

If appropriate, the manager/relevant officer will issue to the employee a Second Stage Warning

- that his/her attendance is unsatisfactory;
- that he or she is expected to meet the minimum standards of attendance, and attendance will be monitored closely over a new review period;
- specifying the length of the new review period and the level of attendance that he or she is expected to reach during that time (normally the review period and *i.e.* a further 3 separate periods or a further 12 working days)

In most cases where an employee has not reached the minimum standards of attendance set for the review period it will be appropriate to issue a Second Stage Warning and improvement standards based on those set out in section 7 above. However, in exceptional circumstances, such as where absence is related to a disability or the employee's pregnancy (see section 10 below), or where the employee is still sick or injured and cannot for the moment meet improvement targets (see section 11 below), it either may not be appropriate to give a Second Stage Warning, or the Second Stage Warning issued should set lower standards of improvement or attendance than those normally used for Stage Three. If the absence becomes long term, it may be appropriate to deal with it in accordance with the principles outlined in section 11 below.

Any Second Stage Warning issued to an employee will subsequently be confirmed to the employee in writing.

The manager/relevant officer will also encourage the employee to take advantage of the healthcare services available, such as the Council's Occupational Health Service and the employee's own GP, and will discuss any assistance that the Council can give to improve the employee's attendance.

Employees may be asked to produce medical certificates for all absences when a decision has been taken to issue a warning under the Attendance Procedure.

If the required level of attendance is achieved during the review period, there will be no further action under the formal stages of this procedure but normal monitoring will continue.

### 9.2.3. Stage Three Meeting

If an employee who has been given a Second Stage Warning fails to meet the requisite standards of attendance during the next twelve months (or the set review period, if different), the manager/relevant officer, in consultation with a business support representative, will arrange to meet with the employee. The business support representative will take notes and provide any other business support function. The manager/relevant officer will discuss the employee's attendance record with him or her and the reasons why he or she is still not meeting the attendance requirements. The manager/relevant officer will also consider the employee's entitlement to contractual sick pay (see section 12 below).

If appropriate, the manager/relevant officer will issue to the employee a Third Stage Warning

- that his/her attendance is unsatisfactory;
- that he or she is expected to meet the minimum standards of attendance, and attendance will be monitored closely over a new review period;
- specifying the length of the new review period and the level of attendance that he or she is expected to reach during that time (normally the review period and **i.e.** a further 3 separate periods or a further 12 working days)
- that if there is not sufficient improvement in the employee's attendance, he or she may be dismissed.

In most cases where an employee has not reached the minimum standards of attendance set for the review period it will be appropriate to issue a Third Stage Warning and improvement standards based on those set out in section 7 above. However, in exceptional circumstances, such as where absence is related to a disability or the employee's pregnancy (see section 10 below), or where the employee is still sick or injured and cannot for the moment meet improvement targets (see section 11 below), it either may not be appropriate to give a Third Stage Warning, or the Third Stage Warning issued should set lower standards of improvement or attendance than those normally used for Stage Four. If the absence becomes long term, it may be appropriate to deal with it in accordance with the principles outlined in section 11 below.

Any Third Stage Warning issued to an employee will subsequently be confirmed to the employee in writing.

The manager/relevant officer will also encourage the employee to take advantage of the healthcare services available, such as the Council's Occupational Health Service and the employee's own GP, and will discuss any assistance that the Council can give to improve the employee's attendance.

Employees may be asked to produce medical certificates for all absences when a decision has been taken to issue a warning under the Attendance Procedure.

If the required level of attendance is achieved during the review period following the Stage Three meeting, the employee will be put back to Stage One (i.e. the Stage Three warning will no longer apply and the employee will have another opportunity to meet the standards of attendance specified in the First Stage warning previously issued to him or her).

#### 9.2.4. Stage Four Meeting

If an employee who has been given a Third Stage Warning fails to meet the requisite standards of attendance during the next twelve months (or the set review period, if different), dismissal may be appropriate. The employee will be informed in writing of the circumstances leading the Council to contemplate dismissing him or her, that a meeting will take place to discuss the matter, and that he or she has the right to be accompanied by a work colleague or represented by a trade union representative. The matter will be heard by a panel comprising the relevant Head of Service/nominee and a senior representative from HR. The manager/relevant officer and a business support representative will attend the hearing to present management's case for recommending that the matter be progressed to Stage Four. A member of the business support staff will be present at the meeting to take notes and provide any other business support function. At the meeting, the manager/relevant officer and the relevant business support representative will outline the attendance history, any issues regarding entitlement to contractual sick pay, action taken to date including any referrals to Occupational Health, previous warnings and adjustments made. The employee will be given an opportunity to state their case. The panel will then make a decision based on all the information presented by both parties.

The employee will be notified of the outcome of the meeting in writing. Where the Council chooses not to dismiss, it may decide on alternative options as appropriate, such as (but not limited to) re-deployment, and the employee will remain at Stage Three (i.e. the employee will have another opportunity to meet the standards of attendance specified in the Third Stage Warning issued to him or her). The individual will be informed of the right to appeal against the decision taken at stage four. (Redeployment due to attendance reasons may mean that the employee has to be demoted).

#### **Appeal against the outcome of the Stage Four Meeting**

An employee who wishes to appeal against a decision made as a result of a Stage Four meeting may do so in writing to the Head of Human Resources within 10 working days of receiving written notice of the decision, setting out the

basis on which s/he is appealing the decision. The appeal will be heard in accordance with the Council's appeals mechanisms.

## **10. Sickness due to disability or pregnancy**

Disabled people are generally as capable as non-disabled people of meeting the demands of their jobs and the requisite standards of attendance at the workplace. However, certain disabilities may affect an employee's ability to meet the minimum attendance standards. The Council will explore with the employee what reasonable adjustments, if any, can be made to enable the employee to meet the attendance standards. In a few cases, such as where adjustments are being tested out, it may also be appropriate to make certain adjustments to the attendance procedure, such as adjusting the levels of attendance required when considering issuing warnings for absences that are disability or maternity related, or setting longer standards of attendance as part of a First, Second or Third Stage Warning. Where necessary, the business support representative will consult HR on appropriate adjustments and assistance in these circumstances. Similarly, the business support representative will consult HR where an employee is failing to meet the attendance standards due to pregnancy-related sickness. In cases of both disability and pregnancy it may be appropriate to refer the employee to Occupational Health for advice on steps that may be taken to assist the employee to meet the attendance standards.

## **11. Long term absence**

Any period of absence longer than four weeks would normally be regarded as 'long term' if the employee has an underlying condition which is likely to result in continuing or further absence. In such cases, the Council will seek to support the employee and evolve a strategy to enable them to return to the workplace as quickly as possible. The manager/relevant officer in consultation with Business Support will consider the specific circumstances of the employee and his/her absence record in deciding whether, and the extent to which, the long-term absence will be dealt with under the Attendance Procedure or counted for the purposes of the minimum standards of attendance. A referral will be made to Occupational Health to assist in making this decision.

The Council will work with each employee on a case by case basis, to establish the most appropriate support for that individual, but the general principles are as follows:

- The Council will contact the employee (the exact frequency will depend on the circumstances of the employee's illness) to discuss their health and ways in which the Council can assist them to return to work as quickly as possible.
- Employees must take all reasonable steps to attend meetings regarding long-term sickness absence, and assistance (such as holding meetings at the employee's home) will be given where reasonable to do so. If attendance is not possible the employee will be given the opportunity to put forward his/her case in writing, and is encouraged to enlist support from a union representative or colleague in drafting his/her case for submission.



- Where appropriate the Council will refer the employee to Occupational Health, which will advise the Council on the steps it may be appropriate to take to assist the employee back to work. A first referral to Occupational Health will normally take place after four weeks of absence.
- Where the Council contemplates dismissal, the Council will write to the employee, explaining the circumstances that lead it to contemplate dismissal, and inviting the employee to attend a hearing with the Head of Service/nominee and a senior representative of HR. A member of Business Support will be present to take notes and provide any other secretarial support. At the hearing the manager/relevant officer and the appropriate business support representative will outline the history of the absence and the action taken by management to date. The employee will be given an opportunity to present any relevant information they have to support their case. The HOS and the senior representative from HR will decide on the appropriate action to take based on the circumstances of the case, which may include a warning, reasonable adjustments in relation to the employee's current post, redeployment/demotion, ill health retirement and dismissal (dismissal may be appropriate irrespective of whether the employee is still entitled to contractual sick pay). The employee may appeal against this decision. The appeal will be heard in accordance with the Council's appeals mechanisms.
- The Council will regularly reassess the extent to which an employee's post can be kept open for them until they are able to return to work, and will consult with the employee on all the options available before taking any decision to dismiss.

## **12. Entitlement to Sick Pay**

The National Joint Council Agreement on Pay and Conditions of Service states:

'If an employee abuses the sickness scheme or is absent on account of sickness due or attributable to deliberate conduct prejudicial to recovery or the employee's own misconduct or neglect or active participation in professional sport or injury while working in the employee's own time or their account for private gain or for another employee, sick pay may be suspended. The authority shall advise the employee of the grounds for suspension and the employee shall have a right of appeal to the appropriate committee of the authority. If the authority decide that the grounds were justified then the employee shall forfeit the right to any further payment in respect of that period of absence. Repeated abuse of the sickness scheme should be dealt with under the disciplinary procedure'.

(National Agreement on Pay and Conditions of Service, Part 2, Para 10.10)

Entitlement to sick pay will be considered at any meetings held under the Attendance Procedure or in relation to long-term absence.

There is a right of appeal to the Head of Service or his/her nominee against the non-payment of sick pay.

## **13. Monitoring and Review**

The Employee Relations Unit of Human Resources will review the policy on an annual basis in consultation with the trade unions.

The implementation of the policy will be monitored at corporate, departmental, service, unit and individual level as outlined in the Framework for Reporting, Monitoring and Managing Absence.

## **Appendix A**

### **Framework for reporting, monitoring and managing absence**

#### **1. The need to manage and reduce absence**

High levels of employee absence increase the workload for other members of staff who may be required to provide cover for absent colleagues. This is disruptive and can reduce the quality of service provided to customers. Employee absence is also financially expensive for the council in terms of sick pay, payment for deputising, the employment of agency/casual staff and lost productivity. Consequently, the council wants to promote good attendance and ensure that absence is minimised. To this end, the council will adopt a consistent, fair, flexible and sympathetic approach to the management of attendance as set out in its Attendance Policy

Effective attendance management requires a continuous and co-ordinated effort by all managers and supervisors together with organisational support from senior management, Human Resources, and Occupational Health.

#### **2. Measuring absence**

There is clearly a need to reduce absence levels for the reasons outlined above. But in order for the council to know if and how it is performing in relation to reducing absence levels it has to effectively measure its absence rates at a corporate, departmental, sectional and individual level.

The key corporate indicators for measuring absence in the council are:

- Average number of working days lost due to sickness absence per FTE.
- Overall % of working days lost due to sickness absence per FTE.

#### **3. Absence information**

In order for the council to measure its absence rates it must have accurate and timely information on absence within the council.

Absence information is reported to COMT and CIB/Policy and Resources Committee on a quarterly basis. This report is prepared by HR using information obtained from the council's computerised absence management system (AMS).

The information relating to employee absence is currently keyed in by each of the council departments. Each month the Employee Services Manager/Project

Officer (HR), Payroll Section advises the appropriate business support staff information is ready for checking.

Departments must then check this information (through officers designated by them to do so) to ensure that all information relating to employees' absence is accurate. One person within the department should be appointed to sign off that this check has taken place.

In some cases adjustments need to be made in relation to relevant employees' work patterns. Sections that are required to make these adjustments must designate a person to do so in time for monthly absence reports to be compiled. Once adjustments have been made this designated officer must inform the departmental business support manager and the Employee Services Manager/Project Officer (HR) that this work has been completed.

In addition to the above corporate reports each council department must have the appropriate mechanisms in place for the departmental measuring of absence.

In producing the corporate quarterly trend and analysis reports the performance information contained in the secondary level absence PIs as identified below will be used to assist with the analysis and for departmental management.

#### Secondary level PIs

- % of staff with no absence.
- % of BCC staff with recorded sickness absence.
- Types of absence e.g. long-term (20 days +), medium-term (6-19days) short-term (1-5days) expressed as a percentage of total absence.
- Types of absence e.g. long-term (20 days +), medium-term (6-19days) short-term (1-5days) expressed as a number of days
- % of working days lost due to absence FTE.
- Total number of working days lost.
- Average absence duration per occurrence.
- % of staff with long term absence.
- Long term absence average duration.
- % and types of sickness measured against 12 sickness categories and industrial injury.
- Number of days and types of sickness measured against 12 sickness categories and industrial injury.
- % of management compliance against trigger points identified in the new Absence Management Policy. (*To be introduced when policy adopted*).

Departmental absence reports on the secondary PIs can be accessed by departments for management purposes and will be accessed by HR for analysis purposes.

This report should be a standing agenda item on departmental management teams and examined at each meeting.

Reports on section, unit basis and individual basis should also be produced by section business support staff and reported to and examined at section and unit meetings.

An individual employee's absence record should be discussed by managers and employees in one to one meetings.

These reports will include improvement actions where applicable.

Absence information is also produced by the HR section using information obtained from the council's computerised absence management system (AMS). This report categorises absence by department, age, gender, duration and spinal column point and informs policy and organisational support.

#### **4. Targets for reduction**

At its highest level corporate targets for reduction in absence are set by Policy & Resources Committee.

Departments in conjunction with HR will set section targets for improvement in relation to the target reduction needed to meet council targets.

Individuals will have improvement and management measures relating to their attendance (as applicable) discussed in one to one meetings with their manager/relevant officers and absence procedure interviews.

The HR section will conduct monthly compliance checks.

Sections in conjunction with the HR section will develop improvement plans where underperformance is identified. HR will monitor these plans.

Business Support in conjunction with HR will set up case review meetings with the relevant managers and Occupational Health.

Individual performance management arrangements should include the management of attendance.

#### **5. Managing absence**

The council's Attendance Policy sets out the principles and steps by which absence should be managed within the council. Departments and sections should, however, develop their improvement plan which details resources and actions required by the department and section to meet departmental and service targets.

Managers across the council have responsibility for managing absence and individual performance management arrangements and SMART targets should include the management of absence.

#### **6. Monitoring absence management and accountability**

In order to assess the effectiveness of absence management in the council it must be monitored at a corporate, departmental, service, unit and individual level.

The council's chief officers have over-all responsibility for performance management of the council and examine absence levels on a quarterly basis.

Each month departmental/sectional business support will send a report to managers setting out those employees who have been absent in that month. The manager/relevant officer (which will depend on the section) will complete the template section of this report detailing what action has been taken to manage this absence (see appendix 1).

These reports will be returned to and reviewed by the relevant sectional business support staff in the first instance who will advise on any areas of non-compliance and/or any further action that needs to be taken.

The information in these template reports relating to long-term sick employees and/or hot spots will also be reported to the Employee Relations Unit of the HR section in order that it is aware of the action being taken across the section. This will also aid learning and ensure consistency of approach and highlight issues to be dealt with in case review meetings.

Arrangements can be made within sections for these reports to be submitted to and reviewed by the departmental business support manager and section management team meetings who can discuss, if necessary, any areas of non-compliance and/or any further action that needs to be taken

The council's Audit section will conduct an audit of compliance across the council on an annual basis and report to Policy & Resources Committee on the action being taken from a corporate approach to meet council targets; and will meet with HR, HR, Occupational Health and Employee Counselling with regard to performance management issues relating to absence.

## **7. Support for poor absence management performance**

The Employee Relations Unit of the HR Section will advise departments on any areas of non-compliance and/or any further action that needs to be taken through the development of improvement plans.

Departmental business support managers can seek advice in relation to the management of individual cases from the Employee Relations and Workplace Health units of the Human Resources section through case review mechanisms.

Managers should seek advice in relation to the management of individual cases from their section business support unit who may in turn seek advice if necessary from the departmental business support manager.

The HR section will provide the necessary training to support the implementation of the Attendance Policy and the necessary skills and competence to manage attendance.

## **APPENDIX B**

### **Reporting Procedure**

The following Council procedures must be followed when reporting absence.

When an employee has failed to follow the reporting procedures, the manager/relevant officer will write to the employee stating that contact must be made by a specified date (5 days from the date of the letter) and pay will be suspended until a valid reason for the non-compliance has been given. The manager/relevant officer, in consultation with the appropriate business support staff, will ensure that sick pay is stopped by informing Payroll. If no response is forthcoming, the manager/relevant officer will also make a further attempt to contact the employee. If such attempts fail, the manager/relevant officer will consider instigating the disciplinary procedure.

Appeals for non payment of sick pay should be made in writing by the employee to the Head of Service or his/her nominee. The Head of Service/nominee will respond in writing to the employee and copy the response to Payroll who will process the payment if appropriate.

The employee must personally contact his immediate line manager/nominee, unless exceptional circumstances prevent this.

An employee who falls sick during a period of annual leave shall be regarded as being on sick leave from the date of a doctor's statement.

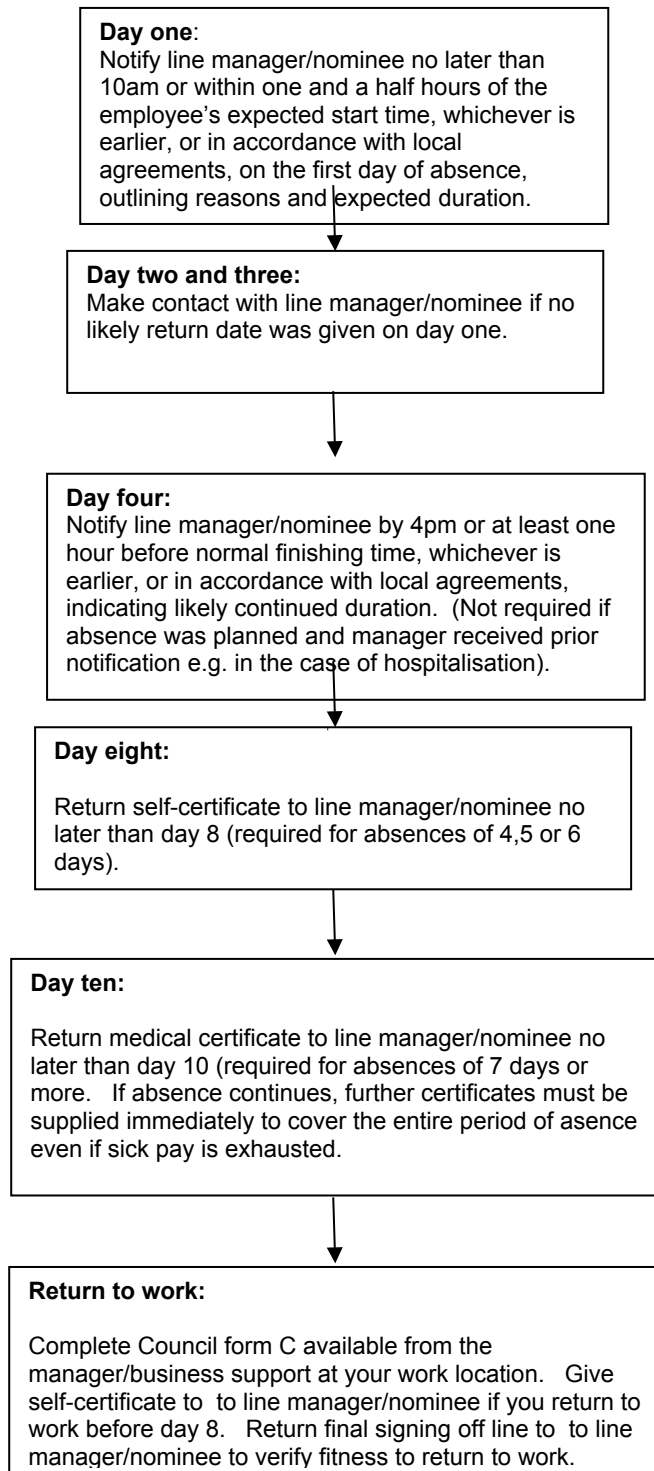
A self certificate must be completed for sickness absence immediately preceding or following annual leave, public/statutory holiday.

If an employee wants to go on holiday during a period of sickness absence, they must submit to their manager a letter from their doctor stating that the holiday is beneficial to their recovery, giving adequate notice for an appointment to be made with Occupational Health. Approval must be given by the manager for the taking of the holiday. An employee taking an unauthorised holiday during a period of sickness will lose pay and could be dealt with under the disciplinary procedure.

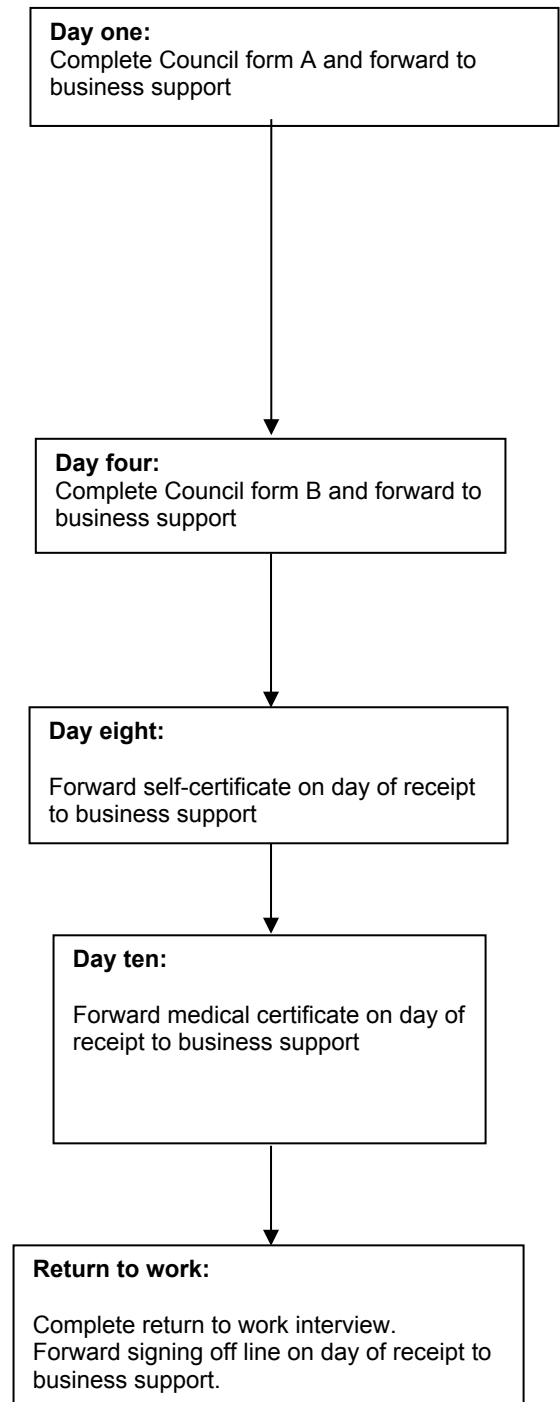
Each section has the discretion to put in place local arrangements for the reporting of absence. Where this is the case, employees will be notified in writing of the alternative arrangements. Arrangements for when employees are unable to contact the line manager should be clearly communicated to employees.

# ABSENCE REPORTING PROCEDURE

## EMPLOYEE



## MANAGER



**Note:** Days are counted in calendar days not working days and include days off and public holidays. Sundays are excluded unless it is a normal working day.