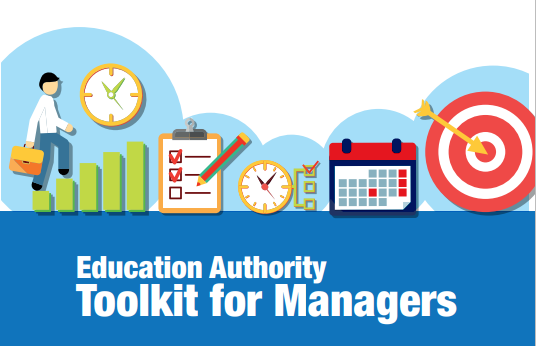
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MANAGING

 ATTENDANCE

**Toolkit for Principals and**

**Line Managers**

**Managing Attendance**

**Toolkit for Principals and Line Managers**

**[School and non-school settings]**

Introduction

The Education Authority recognises that looking after staff health and wellbeing and managing their attendance requires commitment to forming excellent practices and habits and creating a supportive culture where staff know that their attendance and wellbeing matter. With this in mind we have created a Toolkit, bringing together a selection of template letters, support documents, guidance material and procedures to assist with all the elements a line manager will require when managing the attendance, health and wellbeing of all teaching and support staff in schools as well as all staff in EA non-school settings.

Contents

1. Managing Attendance Flowchart: a guide on the appropriate steps to take from day one of any staff absence.
2. TNC 2008/2 Teachers Attendance Policy
3. JNC Managing Attendance Policy (for all support staff)
4. Suite of letters: support at various stages of the attendance management process
5. Inspire leaflet
6. Self-certification forms
   1. Non-teaching (SC1)
   2. Teachers (CCU67)
7. Managing Work Related Stress: top tips
8. Helpful Hints: self-certification and GP certification
9. Return to Work form
10. Formal Attendance Meeting (FAM) Guidance
11. Record of FAM form
12. Referral Form and Guidance
13. Options to support OH assessment results
14. Employee Short Guides: Attendance Policy and OH Guidance

1. **Staff Absence Flowchart**

**Supporting forms, template letters and appendices:**

**Click on ICON to view**

**Letter 1 Failure to make contact** following management request/ remedy required



Courtesy phone call to ensure they are ok and remind employee of their notification responsibilities

If failure to make contact persists even after verbal reminders, see letter 1

Manager to agree the communication arrangements with employee going forward

**Letter 2 Work Related Stress arrange meeting**

Where the Principal/Line Manager is perceived/stated to be a contributory factor in the cause of the stress then it may be appropriate that an alternative manager (includes Vice Principal or Board of Governor) arranges the meeting



**Appendix 1**

Helpful hints for WRS issues



Work Related Stress – Immediate action required

Invite to meeting (letter 2)

Features of the meeting (see appendix 1)

Carry on with normal Managing Attendance procedures

**Self-Certification form (SC1)**



**Return to Work form**



**Appendix 2 -** Parameters of SC1 and How to Read Fit Note



**Appendix 3 -** RTW Meeting Guidance





**SC1 form**



[Teaching self cert - CCU67](https://www.education-ni.gov.uk/publications/self-certificate-form-ccu67)

**Appendix 2 -** Parameters of SC1 and How to Read Fit Note



**Inspire Workplaces**

* Tel: 0808 800 0002
* Website: [click here](https://healthwell.eani.org.uk/news/mental-health/inspire-counselling-and-online-support)

**Appendix 4 - FAM Guidance**



**Appendix 5 - Referral form and Guidance for completion**



Agree return to work date at the end of the Statement of Fitness for Work certificate (Fit Note) if applicable and schedule time for RTW meeting

Schedule regular times for the employee to provide you with a verbal update on their health and to keep in touch

At each juncture:

* Ask what support might be required
* Consider sensitivities
* Consider need to signpost to Inspire Workplaces
* Consider need to signpost other bodies/policies/EA
* Avoid unnecessary work discussion/updates
* If/When relevant, discuss need for formal attendance meeting
* If/When relevant, discuss need for Occupational Health/ specialist assessment

Provide details of self-certification for first 7 consecutive days. Advise of the requirement for Medical Statement of Fitness for Work certificate (‘fit note’) from day 8 and arrange a time for further contact to receive an update on the employee’s progress and to discuss any support required.

Having an agreed contact time and date can help communication channels remain open and help manage expectations and perceptions.

Agree a Return to Work date and schedule a time for RTW meeting and completion of SC1 form. Note and action any agreements in RTW form.

If unsure of return date agree and schedule the next call to receive an update.

Having an agreed contact time and date can help communication channels remain open and help manage expectations and perceptions.

**Trigger Points:**

* Casual absence (6 days for teaching/8 days for non teaching)
* 3 periods of 3 days or more (non teaching)
* 4 weeks or more

**Appendix 4 - FAM Guidance**



**Letter 4 FAM invite**

****

[Where necessary, see additional examples below]

**letter 5 FAM failure to attend**



**letter 6 FAM final offer**

****

**Record of Attendance Meeting form**

****

**Letter 3 - continued no contact**

Can be used if the employee consistently fails to apply with contact arrangements and/or provide Fit Notes



Formal Attendance Meeting should be considered in line with appendix 4 which outlines purpose and content

Example letters 4,5,6

Meet with employee and agree any next steps to support them to return to work. Provide a short summary of agreed action for both parties in the relevant form

Continue to stay in regular contact and explore how a return to work can be supported and facilitated

Continue to record absence in line with procedure

See example letter 3 to inform employee of remedial steps required

Carry on with Managing Attendance procedure

Consider need to signpost e.g. Inspire

Agree and complete any support actions if applicable and continue to monitor attendance levels

Contact HR Services (HR) 028 9041 8006 to discuss

See Appendix 5

**Appendix 5 - Referral form and Guidance for completion**



**Inspire Workplaces**

* Tel: 0808 800 0002
* Website: [click here](https://healthwell.eani.org.uk/news/mental-health/inspire-counselling-and-online-support)

**Employee Guide**



Take the appropriate action/s as per options guidance outlined in Appendix 6

Contact the HR Services team in Human Resources after 5 working days from date of appointment to escalate this matter

**Appendix 6**

Options and guidance for action following receipt of medical report



**Example Letters**

**7 (a) general content**



**7 (b) reasonable adjustments**



**7 (c) potential consequences**



**7 (d) medical issues**

****

**7 (e) inability to attend as per OH**

****

Consider requirement for further OH intervention

Arrange a further Formal Attendance Meeting

Letter 8

Follow meeting with decision on next steps

Letter 9

Monitor Attendance as per normalfor all staff

Improved level reached and attendance continues to be monitored as is normal course

Top Tip. Seek advice from the HR Services Team at EA if you are unsure of the merits of another OH referral

**Letter 8 further FAM**

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**Record of Attendance Meeting form**

****

**Letter 9 Conclusion/Completion**

****

Discuss with Employee Relations and/or HR Services if considering disciplinary measures or Ill Health Termination procedures

See example letters for common scenarios. Remember to time bound every letter.

7 (a) example letter of the content you can consider

7 (b) example letter to include reasonable adjustments

7 (c) example letter outlining potential consequence of lack of improvement

7 (d) example letter where there are medical issues

7 (e) example letter where OH advises unable to attend meeting

If further support required contact the HR Services Team at EA

Option to consolidate your action plan by reflecting on the example letters 7 (a) to (e)

Remember to time bound the agreed actions

**Letter 9 conclusion/completion**

****

**IHT Procedures**

For information on TNC 2013/1, non-teaching IHT or non-teaching in schools IHT Contact HR Services

[OH-PeopleServices@eani.org.uk](mailto:OH-PeopleServices@eani.org.uk)

**Disciplinary Procedures**

(appropriate TNC or JNC policy, school or non-school policy)

Contact Employee Relations

[ER-Casework@eani.org.uk](mailto:ER-Casework@eani.org.uk)

Where appropriate initiate the appropriate steps under Ill Health Termination (IHT) procedures after consulting with the HR Services team

OR

Where appropriate, initiate relevant procedures following discussion with the Employee Relations section of HR. This includes the option to move to investigation and be considered under the Disciplinary Procedure.

Continue with relevant Managing Attendance steps

Seek further guidance from HR Services

**Other Top Tips**

* When possible, and all parties are in agreement, it can be useful and good practice to schedule Return to Work meetings together with Formal Attendance Meetings
* It may be necessary in certain circumstances to proceed with meetings without employee attendance. Further guidance can be sought from HR Services. Letter 6 may be adapted in certain situations and letter 7 (e) can be used when the Occupational Health specialist indicates a person’s medical inability to attend a meeting.
* Where appropriate seek further advise from HR Services where the Alcohol Policy guidelines might be relevant

**2. TNC 2008/2 Teachers Attendance Policy**

This policy and accompanying procedures establishes a clear framework for managing absence at local level, supported by sound professional human resources advice.  Principals and .staff should familiarise themselves with the policy and procedures.

To access [click here](https://www.education-ni.gov.uk/publications/tnc-2008-2-teacher-attendance-procedure)

**3. JNC Managing Attendance Policy (for all support staff)**

The purpose of this policy and accompanying procedures is to establish a clear framework for managing absence at local level, supported by sound professional human resources advice.

Managers and staff should familiarise themselves with the policy and procedures.

To access click icon



**4. Suite of letters: support at various stages of the attendance management process**

|  |  |  |
| --- | --- | --- |
| Letter ref number | Letter title | Template |
| 1 | No contact from employee |  |
| 2 | Work Related Stress |  |
| 3 | Continued no contact or certificate |  |
| 4 | Formal Attendance Meeting invite (FAM) |  |
| 5 | FAM failure to attend |  |
| 6 | FAM final offer |  |
| 7a | Example FAM general |  |
| 7b | Example FAM reasonable adjustments |  |
| 7c | Example FAM potential consequences |  |
| 7d | Example FAM medical issues |  |
| 7e | Example FAM inability to attend |  |
| 8 | FAM final stages |  |
| 9 | Conclusion of Managing Attendance procedure/s |  |

**5. Inspire leaflet**

Employee Support Programme: **Inspire Workplaces**

EA has selected Inspire Workplaces as an independent source of support. This service is free to you. Take the first step, lift the phone, and contact Inspire Workplaces to talk to someone who can help you to access specialist support and information. You can call anytime (24/7, 365 days a year)

* **Tel: 0808 800 0002**
* **Website:** [**click here**](https://healthwell.eani.org.uk/news/mental-health/inspire-counselling-and-online-support)

**6. Self-certification forms**

* 1. **Non-teaching (SC1)**



* 1. **Teachers (CCU67)**

[**CCU67 – Click here**](https://www.education-ni.gov.uk/publications/self-certificate-form-ccu67)

**7. Managing Work Related Stress: top tips**

**This guidance document prepares you to take appropriate steps when you become aware that work is a contributing factor in their absence.**



1. **Helpful Hints: self-certification and GP certification**

**When you have an absent employee they are required to complete a self cert form and in cases where the absence extends beyond 7 consecutive days, a fit note from their GP. This guidance provides detail on how to understand and administer these correctly.**



1. **Return to Work form**

**To use with every employee after every absence.**



1. **Formal Attendance Meeting (FAM) Guidance**

**This guidance provides a template of when and how to conduct a formal attendance meeting with any staff member.**



1. **Record of FAM form**

**It is important to keep a record of all these type of meetings. This is a template for your ease of use.**

****

1. **Referral Form and Guidance**

**It is important to read carefully the guidance notes at the start of this form to ensure you get maximum benefit and value for money on those occasions when it might be necessary to seek independent occupational health advise from the specialists.**



1. **Options to support OH assessment results**

**Following the employee’s assessment with the occupational health advisor you will have a number of potential actions to take. This guidance provides a summary of what that might entail.**



1. **Employee Short Guides: Attendance Policy and OH**

**Guidance**

**These guides are useful leaflet to provide to your employees. There is a short guide to detail the requirements of the employee in terms of the Managing Attendance policy. The second short guide is a useful guide for employees on what to expect through the occupational health process.**

