

MANAGING ATTENDANCE



**Toolkit for Principals and
Line Managers**

Managing Attendance
Toolkit for Principals and Line Managers
[School and non-school settings]

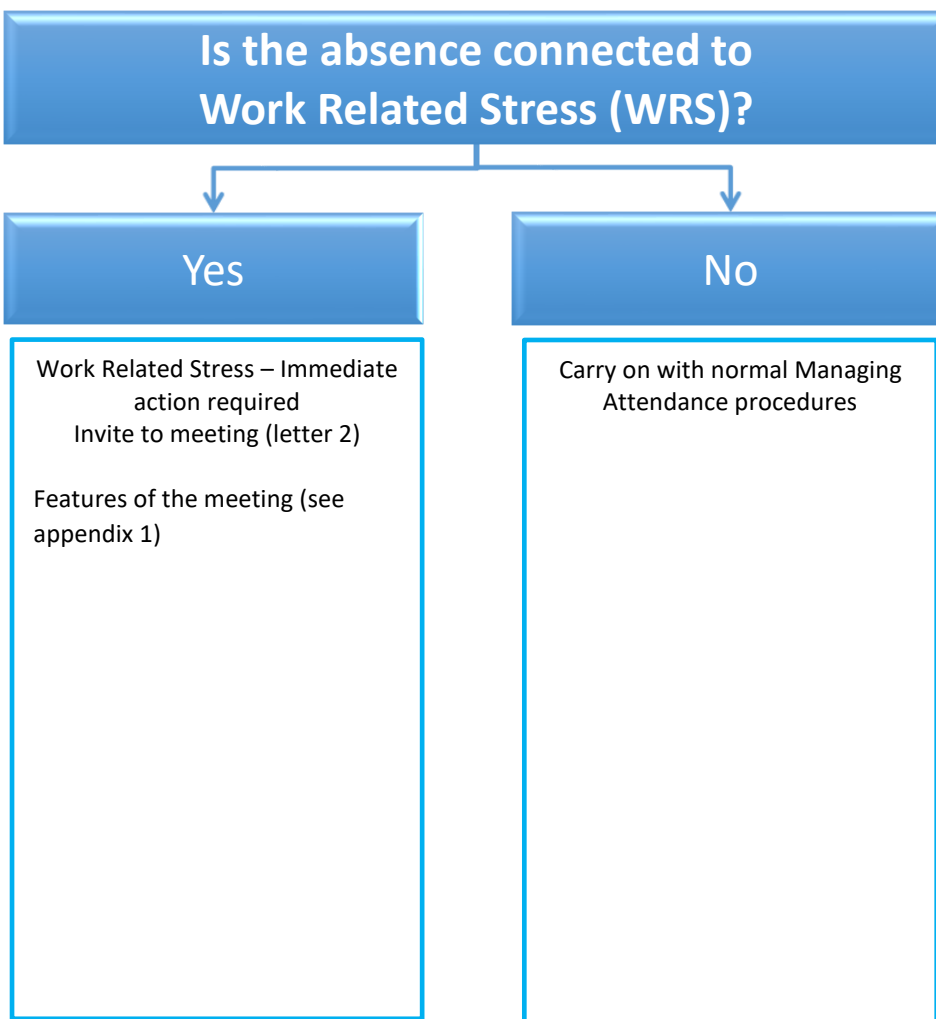
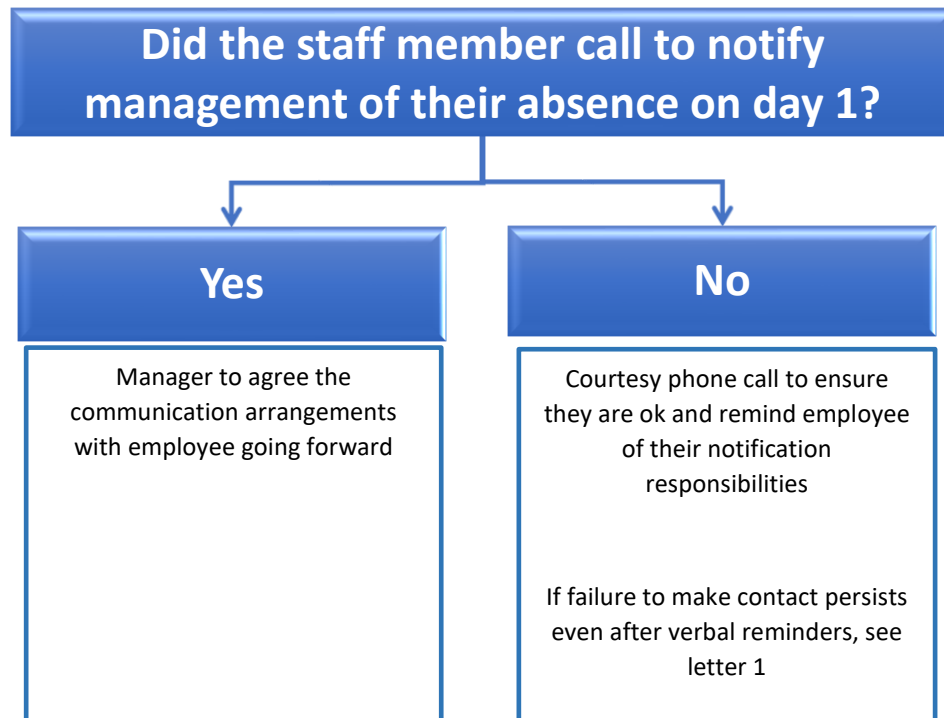
Introduction

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
 - a. Non-teaching (SC1)
 - b. 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



Letter 1 - No Contact From Emplo

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



Letter 2 - Work Related Stress.docx

Appendix 1

Helpful hints for WRS issues



Appendix 1 WRS support.docx

Is the absence likely to be 7 consecutive days or less?

Yes

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.

No

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.

Is the absence likely to be long term? i.e. 4 weeks or more

Yes

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

No

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

Self-Certification form (SC1)



SC1 FORM.pdf

Return to Work form



RTW pro forma.doc

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



Appendix 2 - Self certification and fit

Appendix 3 - RTW Meeting Guidance



Appendix 3 RTW meetings.docx

SC1 form



SC1 FORM.pdf

Teaching self cert - CCU67

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



Appendix 2 - Self certification and fit

Inspire Workplaces

- Tel: 0808 800 0002
- Website: [click here](#)

Appendix 4 - FAM Guidance



Appendix 4 FAM.docx

Appendix 5 - Referral form and Guidance for completion



Appendix 5 - OH Referral Form and G

Has the employee provided required documentation and/or communication?

Yes

Carry on with Managing Attendance procedure

No

See example letter 3 to inform employee of remedial steps required

Has the employee's absence(s) reached the target levels of concern?

Yes

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

No

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

Letter 3 - continued no contact

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



Letter 3 - No Contact or Certificat

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



Appendix 4 FAM.docx

Letter 4 FAM invite



Letter 4 - Attendance Meeting

[Where necessary, see additional examples below]

letter 5 FAM failure to attend



Letter 5 - Attendance Meeting

letter 6 FAM final offer



Letter 6 - Attendance Meeting

Record of Attendance Meeting form



Record of Attendance Meeting

**Does the manager need to access guidance from the Occupational Health Specialist?
(either as a first referral or review)**

Yes/Unsure

Contact HR Services (HR) 028 9041 8006 to discuss

See Appendix 5

No

Consider need to signpost e.g. Inspire

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

Have you received a copy of the Occupational Health medical report following medical assessment?

Yes

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

No

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

Appendix 5 - Referral form and Guidance for completion



Appendix 5 - OH Referral Form and G

Inspire Workplaces

- Tel: 0808 800 0002
- Website: [click here](#)

Employee Guide



EA Attendance Policy Employee Sho

Appendix 6

Options and guidance for action following receipt of medical report



Appendix 6 OH Report - next steps.

Do you need assistance in agreeing an attendance improvement action plan that is time bound?

Yes

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

No

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

Remember to time bound the agreed actions

Has another absence trigger occurred within the outlined review period?

Yes

Consider requirement for further OH intervention

Arrange a further Formal Attendance Meeting

Letter 8

Follow meeting with decision on next steps

Letter 9

No

Monitor Attendance as per normal for all staff

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

Example Letters

7 (a) general content



Letter 7(a) - Attendance Meeting

7 (b) reasonable adjustments



Letter 7(b) - Attendance Meeting

7 (c) potential consequences



Letter 7(c) - Attendance Meeting

7 (d) medical issues



Letter 7(d) - Attendance Meeting

7 (e) inability to attend as per OH



Letter 7e - FAM example - medical in

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



Letter 8(a) - AM - Final Stage.docx

Record of Attendance Meeting form



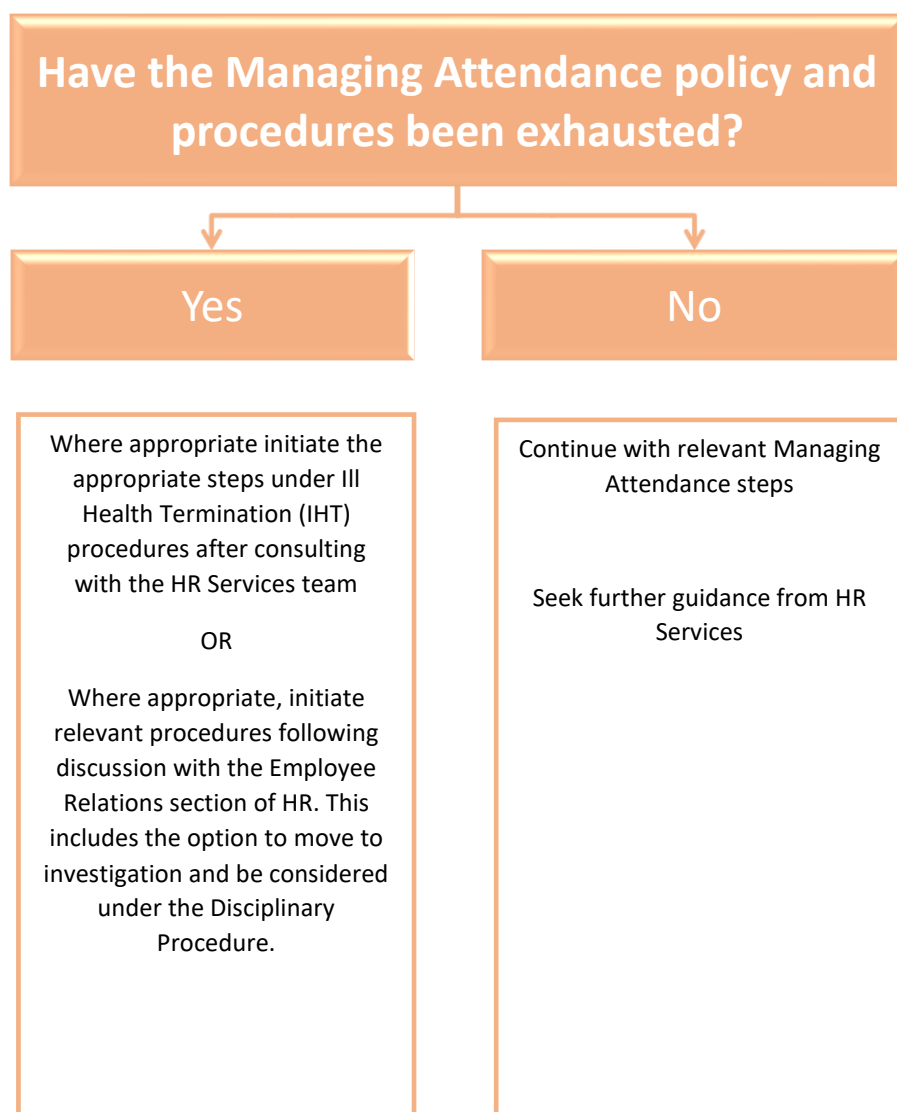
Record of Attendance Meeting

Letter 9 Conclusion/Completion



Letter 9 - example FAM final stage out

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



Letter 9 conclusion/completion



**Letter 9 - example
FAM final stage out**

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

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 advice 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](#)

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



Managing
Attendance Policy-E

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

Letter ref number	Letter title	Template
1	No contact from employee	 Letter 1 - No Contact From Emplc
2	Work Related Stress	 Letter 2 - Work Related Stress.docx
3	Continued no contact or certificate	 Letter 3 - No Contact or Certificat
4	Formal Attendance Meeting invite (FAM)	 Letter 4 - Attendance Meeting
5	FAM failure to attend	 Letter 5 - Attendance Meeting
6	FAM final offer	 Letter 6 - Attendance Meeting
7a	Example FAM general	 Letter 7(a) - Attendance Meeting
7b	Example FAM reasonable adjustments	 Letter 7(b) - Attendance Meeting

7c	Example FAM potential consequences	 Letter 7(c) - Attendance Meeting
7d	Example FAM medical issues	 Letter 7(d) - Attendance Meeting
7e	Example FAM inability to attend	 Letter 7e - FAM example - medical in
8	FAM final stages	 Letter 8(a) - AM - Final Stage.docx
9	Conclusion of Managing Attendance procedure/s	 Letter 9 - example FAM final stage out

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](#)

6. Self-certification forms

a. Non-teaching (SC1)



SC1 FORM.pdf

b. Teachers (CCU67)

[CCU67 – Click here](#)

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.



Appendix 1 WRS
support.docx

8. 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.



Appendix 2 - Self
certification and fit n

9. Return to Work form

To use with every employee after every absence.



RTW pro forma.doc

10. Formal Attendance Meeting (FAM) Guidance

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



Appendix 4
FAM.docx

11. 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.



Record of
Attendance Meeting

12. 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 advice from the specialists.



Appendix 5 - OH
Referral Form and G

13. 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.



Appendix 6 OH
Report - next steps.

14. 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.



EA Attendance
Policy Employee Sho



OH Referral
Information Leaflet.