

South Staffordshire College

Lichfield • Cannock • Tamworth • Rodbaston



Managing Attendance Policy/Procedure

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This Staff policy contains information that outlines our aims. However, there may be times when we cannot meet these obligations. We are committed to act in a fair and reasonable way. We will update policies each year and the Equality Assessment every three years.

Managing Attendance Policy and Procedure

Policy/Procedure Statement

South Staffordshire College wants to promote the health and welfare of its staff and to secure the attendance of all employees during the working week, however, it recognises that a certain level of unplanned absence will occur due to ill-health/injury. This policy sets out the procedures and arrangements that apply in relation to such periods.

The College wants to achieve maximum attendance at work to ensure that our students learn, achieve and progress and that providing additional resource to cover staff absence is expensive and generally provides an inadequate or satisfactory experience for our students. Regular absences can also put additional pressure on staff who regularly attend work as they often have to assist with cover. By reducing our sickness statistic, this will save money for the College that we can better spend in other ways.

The purpose of this policy is to make sure we treat colleagues who are absent due to sickness fairly, equally and consistently and ensure that we can facilitate an early return to work and a sustainable attendance record for the vast majority of staff.

We recognise that high levels of non-attendance can affect how we run our business and the aim of this policy is to encourage colleagues to achieve regular and reliable attendance that meets College standards. If a non-attendance matter involves domestic abuse, managers must follow our domestic abuse policy first and discuss any issues raised with HR.

Policy/Procedure Aims

We have set out in this document how we will deal both frequent short term absence and also long term sickness. We will deal with disabilities/underlying health conditions as long term ill health. We have incorporated the sickness pay into this policy/procedure which now will apply for all staff. This should simplify the approach and make it easier for staff to follow.

Scope

This policy and its procedures applies to everyone we employ.. The policy makes it easier for us to take a consistent approach across the college. It makes clear the roles of those involved and the responsibilities of colleagues.

Policy/Procedure Detail

This policy deals with capability issues which are related to sickness or absence. This could include physical or psychological conditions, for example flu, depression and anxiety. If you

are absent due to sickness and do not give us the self-certification form or the doctors notes we need, you will not receive occupational sick pay and could face disciplinary action.

We expect you to report your absence by contacting your line manager by phone as early as possible before your planned start time or at the latest by 9.00 am on the first day you are off. During that call, you should give the reason for your absence and how long you expect to be off sick. If you are not able to do this, you will have to phone your line manager each day you are off sick. You need to complete a Self-Certification form as soon as possible which is either the day you return to work or for the first 7 days of your absence if the full absence is not covered by a doctor's note. If you have a doctor's note, you need to send that and any self-certification form to absence.helpline@southstaffs.ac.uk. Your self-certification form needs to be received on the 7th day of absence. Doctor's notes/certificates need to be received within 2 days of issue and concurrent doctor's notes need to be with us before the previous note expires so that your pay is not interrupted. Staff who are overpaid because we receive the notes late, will be expected to pay any over-payment back in full the following month.

If we ask you to attend meetings to discuss your absence and if English is not your first language and you need an interpreter, please speak to a member of the HR team who will make appropriate arrangements.

The HR team will ask you for any medical reports and will make any occupational health referrals. HR will then discuss the relevant content of the medical reports with your line manager.

We will deal with absence issues in line with the following legislation.

- Disability Discrimination Act 1995
- Equality Act 2010
- Social Security Contributions & Benefits Act 1992
- Data Protection Act 1998
- Access to Medical Report Act 1988

We are aware that sickness absence may result from a disability. At each stage of this procedure, we will consider whether we could make reasonable adjustments to the requirements of a job or other working arrangements that will provide support at work or help someone return to work. We will deal with absence relating to a disability, under long term absence.

In terms of the Data Protection Act 2018 (encompassing General Data Protection Regulation (EU) (2017/679) (GDPR)), reference should be made to the College's "General Data Protection Regulation Policy" for clarification regarding how individuals' personal data is collected, managed and stored as a result of following this policy/procedure.

Sickness relating to stress, anxiety, depression and panic attacks

We recognise that these conditions can be bought on by personal issues (non-work related) and also with work-related issues (or even a combination of both). As we would expect with

physical injuries/illnesses, the expectation of the College is that staff seek professional help at the earliest opportunity.

The College has developed some guidance notes that may help you deal with these conditions which can be found under Health & Wellbeing on the HR intranet site eg. Anxiety & panic attacks, managing stress, physical activity, postnatal depression and perinatal mental health. Further support is outlined at the end of this policy.

Work-related stress

Employees who are off work with work-related stress are expected to attend a Health Review meeting within 2 weeks of the first day of absence with your line manager and a HR representative in order to achieve a resolution to the issues. There is an alternative for staff which is outlined in Appendix 4 which includes the completion of a stress questionnaire and a series of meetings that results in an agreed action plan designed to facilitate an early and sustained return to work.

We understand that grievances/complaints are never pleasant but the earlier that these can be explored and resolved, the less pressure and stress it is on all concerned. We therefore, expect staff who have initiated or who are being investigated under the Grievance policy/procedure to continue to work as normal. If the issue is with the line manager, the member of staff should speak to their HR Lead who will speak with the line manager concerned and agree if any adjustments are needed until the grievance is held and resolved.

Whilst we also understand that if you are subject to an investigation or hearing under the Disciplinary & Capability Policy/Procedure can cause workplace stress, not attending meetings and being off sick with workplace stress will only delay proceedings – they will not be dropped because of an absence. We therefore expect staff who are being investigated under the Disciplinary & Capability policy/procedures to continue to comply with those processes and attend work as normal or at least attend the meetings/hearings. This will allow us to resolve the issues as quickly as possible and therefore reduce the amount of stress on the staff member.

Medical procedures

If a registered GP or consultant tells you that you need a particular medical procedure which relates directly to a specific medical condition, we will pay you sick pay if you are away from college for a full day, unless you choose to use annual leave or to make your time up (if you have agreed this with your line manager). You should take doctors', dentists' and hospital appointments as annual leave or make your time up (if you have agreed this with your line manager). If possible, make appointments at either end of the working day.

If you have investigations at hospital to do with a serious condition, tell your line manager as soon as you can.

If you think your disability or medical condition affects your ability to do your work, tell your line manager as soon as you can.

If you have a medical procedure for cosmetic reasons or for a reason not related to a medical condition, you must agree any absence with us and take it as holiday or unpaid leave as agreed by the College..

If you are undergoing IVF treatment you should discuss the matter with the Human Resources team. We will deal with each case individually. We may choose to pay you sick pay and agree levels of absence with you.

If you are preparing for gender-reassignment treatment you are protected by law and you should tell HR and ask for a copy of the Transitioning Guidelines that outline the support that we can provide.

Reasonable Adjustments

The College will take advice from occupational health and/or our health & safety manager to make reasonable adjustments to assist you to be able to undertake your role. This may include working with Access to Work, or making adjustments to your work station or area of work, access/egress where possible.

Health Review Meetings

Health review meetings will be held with you and your line manager and a member of HR. If you want to, you can be accompanied by a recognised union representative or workplace colleague. You may be called to a health review meeting if you are off sick, or if we need to talk to you about patterns of absence. These meetings may also refer to other absences including unpaid leave. The purpose of this meeting is to discuss why you are off work, or why you have a pattern of absence and to identify how we can obtain a speedy and sustainable attendance return to work.

Following the meeting, confirmation in writing will be sent to you about what has been discussed, any actions needed and/or next steps.

Occupational health

You may be referred to Occupational Health and receive an appointment with our chosen provider – Midlands Occupational Health Services (MOHS). You will be expected to go to the appointment made for you. The appointment will always be made for a date and time that has been agreed with you and confirmed in writing. Unless otherwise agreed, you will be expected to refund us the cost if you fail to go to the appointment.

We work with Midlands Occupational Health Services (MOHS) who provide a trained clinician for most health-related consultations. There is also access to a specialist doctor if we feel this is necessary.

Where necessary we will request Access to Medical Reports to understand your condition, provide you with appropriate support and ensure you are working safely.

Statutory Sick Pay

The procedure for paying Statutory Sick Pay when an employee is off sick is set by the Department for Work and Pensions (DWP) and HM Revenue & Customs. Our Payroll department advises them about the employee's incapacity for work in connection with paying Statutory Sick Pay.

For Payroll to be able to do this, you must sign a consent form which we will give you. If you refuse to sign the consent form any Statutory Sick Pay will stop.

We can follow this process for both long-term and short-term persistent sickness absences and, based on the information provided by Medical Services, we will then decide whether to continue to pay you Statutory Sick Pay.

If we stop paying you Statutory Sick Pay, we will explain the reasons and tell you this in writing.

If you are entitled to receive statutory sick pay, or are in receipt of any other allowances or benefits, these will be offset against any entitlement to full pay. If you are in receipt of occupational sick pay and statutory sick pay, this will not exceed full pay.

Occupational sick pay

Your entitlement to occupational sick pay is discretionary and is outlined in the table below (unless we have arranged otherwise with you).

Length of service	Full pay	Half pay
During the 1 st 6 months' of service	1 week	1 week
After 6 months' service	1 month	1 month
After 2 nd year of service	2 months	2 months
After 3 years' of service	3 months	3 months

Staff who have continual service dates in the College from 2014 **only** will be entitled to 6 months' full pay and 6 months' half pay. The remainder of this policy also applies to these staff in its entirety other than the amount of sick pay payable.

We work out your entitlement to occupational sick pay from the first day of any absence and take into account any absence from the previous 24 months. Whether we pay you occupational sick pay depends on whether you have kept to this managing attendance policy.

If you do not keep to all of the requirements of this policy, or if you do anything that might affect your recovery, we may suspend your occupational sick pay. In these circumstances, we will invite you into college to discuss our concerns. We will also review the payment of Occupational Sick Pay if you have a regular pattern of absence irrespective of any cost of providing cover.

Absence and annual leave

If you are continuously absent from work due to sickness for four or more weeks in a row, at the end of the fourth week you will be entitled to statutory holiday entitlement only (as set by the Working Time Regulations 1998). You will not start to build up any contractual holiday (holiday you are entitled to under the terms of your employment contract) until you return to work. You must endeavour to take any statutory holiday entitlement you build up during this period or as directed by us.

If you have booked annual leave and you are sick for any of that leave period, you should get advice from HR as soon as it happens. You will be expected to call in to your line manager every day of the holiday period that you want to claim back as outlined in this policy/procedure and provide a valid doctor's note for the entire period. We will not refund any charges for a doctor's note.

If a medical professional recommends holiday leave to assist with recuperation, you will need to provide proof of this recommendation.

If you are on long term sickness leave, you may elect to have a period of the sickness absence classed as a period of annual leave, when you may otherwise be at financial detriment.

Paying back sick pay

If you receive compensation as a result of an accident or injury, we can ask you to pay back any occupational sick pay paid to you and the costs of medical reports.

Types of absence covered by this policy

- Frequent, persistent and short-term absence
- Long-term absence through ill health
- Patterns of absence

Frequent, persistent and short-term absence

A period of absence can relate to full or half days (or both) and up to four weeks in one absence period. If you come to work and then leave in the first four hours of your scheduled shift or working day (proportional for part-time) we will class this as a full day's absence. If you go home sick at any point after the halfway point of your scheduled shift or working day we will class this as a half-day absence.

You must fill in a self-certification sickness absence form for **all** absences, including day 1. You will need to give us a doctor's note for all absences over seven continuous days (including weekends).

Stage 1 For each period of absence, when you return to work, your manager or a person they nominate will carry out a return-to-work interview with you.

Stage 2 If you have been absent for three separate periods in any 12-month rolling period (the previous 12 months) this will start a formal discussion which is known as a MAP-2 meeting.

Stage 3 If you are absent for five separate periods that are not linked (see below) in any 12-month rolling period, you may be dismissed.

If there is a pattern to your absence, we can take this into account even if it is outside the 12-month rolling period, and go on to stage two of the procedure. A pattern of absence may be, for example, each summer, absence coinciding with specific events or dates, or not returning to work following holiday leave, bank holidays and so on. (This is not a full list.) If we do find that there are patterns of absence, we will consider withdrawing occupational sick pay for a period. However, we will talk to you about this beforehand.

Linked absences

If you are off sick and return to work but within 24 hours realise that you are not well enough to be at work, you will not be penalised by the absence counting as 2 – this is what we refer to as linked-absences as we want to encourage staff to come back to work as soon as they are able.

Managing attendance process - stage 1

Return-to-work interview – Your line manager will carry out a return-to-work interview after each period of absence – even if this is for half a day. (not for planned medical appointments that have been agreed with your line manager)

Purpose of a return-to-work interview

The purpose of the interview is to offer you appropriate support at an early stage or to make reasonable adjustments to make sure we meet the Disability Discrimination Act 1995 and other relevant legislation. During the interview, your line manager will:

- express concern that you have suffered ill health and have needed time off;
- establish the reasons for your absence;
- establish what action you took as a result of your illness (for example, whether you had to take any medication, go to the doctor's and so on);
- establish how likely your illness is to reoccur;
- establish any underlying medical issues or concerns, or support you might need;
- confirm that you are fit to return to work;

- explain our attendance standards and the possible consequences of being absent; and
- make sure you and the line manager have filled in and signed a self-certification form or you have provided a doctor's note for HR (or have done both if appropriate).

Recording the outcome of the interview

During these meetings the line manager will make notes of your responses (see appendix 2) and give you a copy of these notes. They should also explain the college attendance standards to you.

Your line manager should assess any links between your periods of absence at all return-to-work meetings.

If you have had three return-to-work interviews in a 12-month' period this should start stage 2 of the process. If it is clear that your absence relates to a specific medical condition, for example surgery with a planned recovery time or a disability, and there has been no other absence to take into account, we will not need to take any further action under short-term absence. We will handle the matter under long-term sickness.

Stage 2 - Meeting

We will give you seven days' notice in writing of this meeting and you have a right to be accompanied by a workplace colleague or trade union representative. This meeting will be held by the line manager and a member of the HR team.

Purpose of the meeting

The purpose of the meeting is to give you the opportunity to give further background/ information that you may not have been able to tell us about previously. Your manager will make sure that the records of your previous three return-to-work interviews are available at the meeting and that you have a copy of these records. If your absence is related to a disability, we will deal with it under the long-term sickness part of the process.

During the investigation meeting your manager should:

- repeat the facts and reasons for your previous three instances of absences, as recorded on the notes;
- explain again the college standards of attendance; and
- if appropriate (following advice from HR), advise you that your current level of absence is unacceptable and is causing difficulties in the area you work in and that we need to take further action.

Likely outcome

In most cases where the three absences are linked, we will ask you to sign a medical consent form so we can get a medical report from the college's Occupational Health specialist or your own GP or consultant. HR will ask for any medical reports and arrange

referrals to Occupational Health. If we decide that this is the most appropriate action to take, we will adjourn (delay) the stage-2 meeting to wait for further reports.

When we have received these reports, we will rearrange the meeting, where we will discuss the content of the reports and agree appropriate action.

Recording the outcome

The manager holding the meeting will make notes of your responses and you will receive in writing confirmation of the outcome of the meeting.

Further absences in a 12-month period

If you have a further two absences (making a total of five) within a 12-month rolling period, we will move on to stage three of the process. We will tell you that the outcome of Stage 3 meeting could be dismissal.

Stage 3 - Meeting

We will invite you to attend a formal meeting if you have had five instances of absences within a rolling 12-month period or if a pattern of absence has emerged outside of this 12-month period and you have already received a MAP 2 meeting. This meeting will be held by a member of the Executive Leadership Team who has delegated powers from the Principal of the college to potentially dismiss you. An HR representative will also attend.

Your manager should have your full current medical facts, including any medical reports, as well as copies of all five of the return-to-work interview notes and make these available to you. We may need to ask for up-to-date medical reports. If these reports are not current and available, we may have to adjourn the meeting.

Representation

As this is a formal meeting that could lead to us ending your employment due to unacceptable attendance or incapability (or both), you have the right to be accompanied at the meeting by a workplace colleague or a trade union representative.

We should give you seven days' notice, in writing, of this meeting. During this meeting your manager should:

- check that you have copies of all the relevant notes;
- explain the purpose of the meeting;
- look again at the reasons for your absence;
- explain why the meeting is taking place (the fact that five periods of absence does not meet the college standard on absence);
- look at current work patterns and any other potential working patterns;
- look at other solutions that could solve the problem.

- Consider what reasonable adjustments would remedy the situation

If these solutions are not appropriate, or no solution is available that is acceptable to us, we will end your employment, with appropriate notice giving you the right of appeal, within seven days of the meeting. We will confirm this decision in writing.

Long-term sickness absence

What is long-term sickness absence?

We consider long-term sickness to be any period of absence of **four or more weeks** in a row. If you have been off work for 12 weeks or more, we will need an updated DBS form before you can return to work, unless you have previously signed up to and paid for the update service. You will need to pay for the DBS check.

When you return to work you will still have a return-to-work interview and, if your absence is not linked to a disability or underlying health condition that you have told us about, it may be appropriate to go back to the short-term absence process (stages 1 to 3).

We recognise that long-term sickness absence should be treated separately from short-term frequent absence to establish a culture of care and concern. This will help you to return to work early and successfully. We aim to achieve one of the following outcomes, which may involve making reasonable adjustments (including Access to Work).

- Return to your normal full-time or part-time job.
- Phased return to your normal job or other temporary restrictions for a fixed period (this will be for a maximum of four weeks). During a phased return, we will pay you for the days and hours that you actually work. If you need more than four weeks, we will look at other options, which could include a part-time post or reduced hours (but you will be paid for the post and hours worked). If you want to use annual leave for the days or hours that would not be paid, you can do so if you have holiday in the current academic year left to take.
- Return to work in a different job, or your normal job with an altered work pattern.
- Return to work in a different job with temporary restricted duties depending on your medical condition. (Your line manager should review temporary arrangements each week.)
- Do not return to work as your medical condition means that you are not capable of fulfilling your employment contract.

A phased return will be available providing that this is recommended by our Occupational Health provider. If you do not want to take this option, despite it being recommended, you will be expected to confirm in writing that this is the case.

Every person who has been absent for 4 or more weeks will need to be seen by Occupational Health before you return to work. Our Occupational Health clinician is only in the College 1 day per week and therefore you should be in touch with your HR Officer as soon as you know the date that you will be returning to work in order to secure an

appointment. We cannot continue to pay sick pay if your doctor's note has run out and you cannot return to work because of a delay in you seeing occupational health without a further doctor's note to cover the period.

All absences will be treated the same irrespective of the sickness absence reason.

Maintaining regular contact

Your manager will phone you every two weeks or so, to make sure you are aware that your absence is still a concern and to check on how you are progressing. They will also make sure that your GP confirms all absences and they will forward certificates to the HR team. In exceptional circumstances only, if you do not want your manager to make contact, a member of the HR team will be the contact but they will keep your manager informed.

Long-term sickness covers physical and mental-health issues that last for more than four weeks. How we will deal with it depends on why you are absent, but our general approach is set out below. However, if your absence is due to stress, in particular workplace stress, we will arrange a meeting with you, called an exploratory meeting, as soon as possible to discuss the issue and try to resolve it. (We may need more than one meeting to do this.) Your trade union representative or a workplace colleague will be able to come to the exploratory meeting with you.

A structured approach – first step

By the end of the second week your manager will telephone you to get an update on your health and how long you are likely to be absent for.

Second step

By the end of the fourth week your manager will telephone you to get another update and arrange a meeting with you at a place, date and time you and they agree. If necessary, we will arrange transport to help you visit the office. In exceptional circumstances, if you are not able to attend a meeting at the office we will agree an alternative venue, where a minimum of two college representatives will attend. A home visit will be the last option.

Third step

Your manager will hold the meeting and ask you to sign a medical consent form (Appendix 3) to agree that we ask for a medical report. Your line manager should also agree when to phone you. The manager will make notes on what is said at the meeting and confirm in writing any actions that have been agreed. HR will then get a medical report from your GP or specialist (or both) and make any referral to Occupational Health if necessary.

Fourth step

Once we receive the medical report we will arrange a further meeting to discuss the contents of the report with you and your manager.

Next steps

We must maintain regular contact with you, keep file notes, and base any decisions we make on up-to-date medical reports. A successful outcome will depend on the nature of your case and making sure that we keep in regular touch with you.

Before ending your contract, we will take your needs and wishes into account, in particular when dealing with serious or terminal illness.

We will consider ending your contract on medical grounds when two independent medical practitioners say they do not reasonably expect you to be able to return to work in your current role, there are no other roles that would be suitable and which are available, and we have explored all other avenues. (It is important that you understand that we will not 'create' a post.) If after this process has ended there is no prospect of you returning to work in the near future, we will arrange a meeting to discuss the matter and to decide whether there is no alternative but to end your employment. You have the right to be accompanied at that meeting by a workplace colleague or trade union representative. If you are unhappy with the decision taken after this meeting you have the usual right of appeal.

Support

The College have developed guidance notes on cancer, anxiety/panic attacks, relaxation/physical exercise and managing stress. These can be accessed on the intranet via the HR page under Health & Wellbeing.

We also have our own occupational health provider who we can refer you to who will provide professional guidance.

You are also reminded that information, support and counselling can be obtained by contacting our employee assistance provider LifeWorks. Every employee will have been sent a link to register, however, if you need further help to contact LifeWorks, please speak with a member of the HR Team.

Appendices:

- 1 Self-Certification form**
- 2 Return to Work Form**
- 3 Access to Medical Reports Form**
- 4 Workplace stress – alternative approach**

Monitoring, Review and Responsibility

- This policy/procedure will be reviewed by the Board every three years.
- The internal monitoring of the implementation of this policy will be the responsibility of Human Resources

Appendix 4

Process for the development of an Assessment and Action Plan and the completion of the Stress Management Indicator Survey

Introduction

As part of the College's Mental Health Strategy, we are looking at ways in which the College can support employees who are absent from work due to stress which could be personal or work-related or both. The College recognises the debilitating effect that stress has on individuals and would want to support you if you are experiencing stress caused by work. This process will only apply if the stress is for work-related stress.

It is essential for the College to understand what the stressors are for individuals. Whilst it is difficult for the College to address stressors at home or issues that are outside of work, we do have an Employee Assistance Programme which is available 365 days of the year and 24 hours a day. This programme is operated separately to the College and is completely free and confidential. They can over face to face and telephone counselling along with help and advice on a whole range of other issues such as relationships, money, housing, children, your rights, health & wellbeing, work and career amongst others. The Employee Assistance Programme is operated through LifeWorks and information can be found on the HR Intranet.

However, if there are stressors at work for the employee, it is important for the College to understand what those stressors are and to work with both the employee and their line manager in order to address the issues. In order to do this, employees who are absent from work due to work-place stress will be asked to complete a Stress Management Standards Indicator Survey as soon as they are able into the absence or if appropriate, before they return to work.

The survey should be completed by the individual and sent direct to the HR Lead. The survey will not be shared with the line manager, but the responses to the Survey will form the basis of an Action Plan which will be shared, to support their return to work.

How this will work

Once the survey has been completed and received in HR, the process will then be a series of 3 meetings (outlined below). These meetings will not preclude the employee returning to work at any point during this process. Even if this happens the process will continue until the actions contained in the Action Plan have been implemented and reviewed to the satisfaction of both the employee and the line manager.

As with any absence, the Managing Attendance Policy will continue to apply in its entirety.

Meeting 1

On receipt of the completed Survey, the employee will be invited to meet with both the Health & Safety Manager and the HR lead to discuss their responses to the Survey. This is where the individual can discuss specific responses to individual questions on the survey.

The aim of this meeting will be to produce an outline Action Plan which will support the individual's return and sustained attendance at work. The employee can be accompanied to this meeting by a recognised trade union representative or workplace colleague.

A copy of the proposed Action Plan will be made available to the individual following the meeting.

Meeting 2

The Health and Safety Manager and HR lead will meet with the individual's line manager to talk them through the proposed Action Plan to ensure that the support identified can be put in place and responsibilities identified i.e. support to be put in place by the line manager and what the individual has agreed to do. The employee will not attend this meeting and the survey itself will not be shared with the line manager.

If the issues and/or proposed Action Plan are disputed by the manager, then those concerns will need to be addressed with the individual at a further meeting. This meeting will be arranged with HR and the Health & Safety Manager.

Meeting 3

The employee, their line manager and the HR Lead will attend meeting 3 to discuss the Action Plan. The employee can be accompanied to this meeting by a recognised trade union representative or workplace colleague. The sole purpose of this meeting is to ensure that the Action Plan is agreed by the end of the meeting and review dates set.

The employee will be given a copy of the agreed Action Plan, the line manager will retain a copy and a copy will be placed on the employee's HR File. It will be agreed by both the employee and the line manager that the Action Plan will be reviewed at agreed intervals and written confirmation of the review will be given to the employee and a copy to HR for the employee's HR file.

Review Meeting(s)

The Review Meeting(s) will take place between the Line Manager and the employee at timely intervals and the discussion and outcomes should be documented with a copy given to the employee and a copy sent to HR for the individuals HR File. The employee may be accompanied to these meeting by a recognised trade union representative or work colleague and a member of HR may also be present.

