



University of London

Attendance Management Meetings Guidelines

This document should be read in conjunction with the University's Attendance Management Procedure.

On an employee's return to work, managers should use their judgement to determine whether a return-to-work discussion is required. At this discussion, managers should address any concerns including whether a trigger point has been reached and ensuring that relevant support is put in place before progressing with Attendance Management Meetings as below.

At every stage of this procedure, the University will aim to provide the employee with as much support as is necessary to achieve and maintain a satisfactory level of attendance. If a target is at any stage and has been met, but another Attendance Management Meeting is then triggered within 6 months, this procedure can be restarted from the next stage.

If, with support, a satisfactory level of attendance has not been achieved or maintained, it may become necessary to issue an informal or formal warning to inform the employee that their job may be at risk if attendance levels do not improve.

If, with support, and following a formal warning, a satisfactory level of attendance has not been achieved or maintained, it may become necessary to dismiss the employee on the grounds of capability.

At each stage of this procedure, the employee will be invited in writing to the meetings and will have a right to representation either by a workplace colleague or trade union representative. Ahead of the meeting, the employee should receive a copy of their sickness record, notes of any previous meetings and Occupational Health report.

1. Stage 1 Attendance Management Meeting

The Stage 1 Attendance Management meeting will be chaired by the employee's line manager. The line manager will be accompanied by an HR Partner or HR Adviser. Where possible, another member of the HR department should be present to take notes of the meeting. The purpose of the meeting is:

- To review the employee's attendance record during the relevant period, confirming the accuracy of information held.
- To give the employee the opportunity to discuss any problems or raise any concerns.
- To remind the employee about expectations as to levels of attendance.
- To decide whether any further action is required, such as a referral to OH.
- To consider whether any reasonable adjustments may be required.
- To set a target for improved attendance and a specified period over which absence levels will be monitored.
- To set a review date at the end of the monitoring period.
- To issue an informal warning to the employee (unless there is a compelling reason why this would be inappropriate and no further action is required), explaining the further stages of this guidance and possible consequences if attendance does not reach a satisfactory level with support.

- To inform the employee that if the target set is exceeded, a Stage 2 Attendance Management Meeting will be held and this may be arranged before the end of the monitoring period.

2. Stage 2 Attendance Management Meeting

The Stage 2 Attendance Management meeting will be chaired by the employee's line manager. The line manager will be accompanied by an HR Partner or HR Adviser. Where possible, another member of the HR department should be present to take notes of the meeting. The purpose of the meeting is:

- To review the employee's attendance record during the relevant period, confirming the accuracy of information held.
- To review the steps which have already been taken to support the employee in achieving the required level of attendance.
- To give the employee the opportunity to discuss any problems, raise any concerns or to highlight any mitigating circumstances that they wish to be taken into account.
- To decide whether any new information requires a further referral to OH.
- To consider any further reasonable adjustments that may be required.
- To set a target for improved attendance and a period over which absence levels will be monitored.
- To set a review date at the end of the monitoring period.
- To issue a formal warning to the employee explaining that their job may be at risk if attendance levels do not improve (unless there is a compelling reason why this would be inappropriate and no further action is required).
- To inform the employee that if the target set is exceeded, a Stage 3 Sickness Absence Review meeting will be held and this may be arranged before the end of the monitoring period.
- If a formal warning is issued, to provide detail of how to appeal the outcome.

3. Stage 3 Attendance Management Meeting

The Stage 3 Attendance Management meeting will be chaired by the employee's senior manager. The senior manager will be accompanied by an HR Partner. Another member of the HR department should be present to take notes of the meeting. The purpose of the meeting is:

- To review the employee's attendance record during the relevant period, confirming the accuracy of information held.
- To review the steps already taken to support the employee in achieving the required level of attendance.
- To give the employee the opportunity to discuss any problems, raise any concerns or to highlight any mitigating circumstances that they wish to be taken into account.
- To discuss any OH advice that has been received previously and how it has been applied e.g. reasonable adjustments made.
- To decide whether any new information requires a further referral to OH.
- To inform the employee that either;
 - the formal warning will be extended to allow further time for a sustained improvement; or

- the employee will be dismissed on the grounds of capability.
- (unless there is a compelling reason why either of the above actions would be inappropriate).
- If the formal warning is extended; to set a target for improvement, a period over which absence levels will be monitored and a review date;
- If the employee is to be dismissed; to provide details of how to appeal.

The option of extending the formal warning to allow further time for improved attendance should only be considered if some signs of improvement have already been shown and it is expected that allowing further time will lead to an acceptable, sustained improvement in attendance.

If, following an extension of the formal warning and after a period of satisfactory improvement based on the target set, employee absence levels deteriorate and a further review is triggered, Stage 3 will be repeated.

Human Resources

May 2019