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Title	Attendance Management Policy
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Related Documents	Code of Conduct Disciplinary Policy & Procedure Capability Policy Pay and Benefits Policy
Location of Electronic Copy	F:\Live Policies\HR

## **1 Policy Statement**

1.1 Regular attendance at work is vital to the success of the business and all employees are expected to make every effort to attend. Staff absence has a major impact on the smooth running of any organisation and creates a burden on the staff who have to provide cover. As an employer, Viewpoint Housing Association appreciates that there will be occasions where employees will be genuinely absent due to sickness and it is the Association's intention to support and where possible assist those employees who need to be absent.

## **2.1 Policy Aim**

2.1 The Policy (and accompanying Procedure) is designed to:

- Inform employees how to report absences to management;
- Inform employees how support and assistance will be given to return to work.
- Inform employees how absence is monitored and what action will be taken to deal with poor attendance.
- Inform all employees of the procedure and potential corrective actions, including Attendance Reviews, Absence Hearings, and Capability Hearings that may be applied to individuals when dealing with Long and Short Term Absence cases.
- Identify the responsibilities of all staff, including Staff Representatives.

## **3.0 Policy Scope**

3.1 The Attendance Management Policy aims to provide a structured framework for effectively managing employee absences while ensuring fair and consistent treatment across all staff members. This policy applies to all employees.

## **4.0 Legislation and other related policies**

The Attendance Management Policy is aligned with a spectrum of legislative and regulatory frameworks, ensuring compliance and adherence to legal requirements while fostering a fair and supportive work environment. Specifically, this policy reflects the principles outlined in the following legislation and internal policies:

- Employment Rights Act 1996;
- The Statutory Sick Pay (SSP) Regulations 1982 (as amended);
- Equality Act 2010;
- Health and Safety at Work etc. Act 1974;
- Data Protection Legislation (e.g., General Data Protection Regulation - GDPR);

- **Employment Tribunal Legislation;**
- **Working Time Regulations 1998;**
- Disciplinary Policy;
- Capability Policy;
- Code of Conduct; and
- Pay & Benefits Policy

#### 4.0 Definition of Absence

- 4.1 For the purposes of this Policy, absence is defined as non-attendance at work, whether certificated or non-certificated.
- 4.2 *Authorised* - where an employee has provided a self-certificate or medical line from a GP or hospital and where the dates on the certificate or medical line are current. Also where an employee has been granted permission to be absent for a reason not related to their sickness e.g. family illness.
- 4.3 *Unauthorised* - a period of absence for whatever reason which has not been reported to the Association, following Viewpoint's Attendance Management Procedures. This category also covers situations where an employee leaves the workplace without permission.
- 4.4 If under any circumstances an employee is missing from work without a viable explanation, which ultimately causes concern, the manager should investigate in order to ensure that the employee is safe. Where it is not possible to make contact and concern remains, the HR Team should be contacted for further advice.
- 4.5 Managers and employees are expected to ensure that the appropriate type of leave is used for any time off. Sickness leave should be only used when an employee is unfit to carry out their duties. It should not be used to cover other circumstances for which other types of leave are available (e.g. Annual Leave, Parental Leave, Emergency Time Off to Care for Dependents, **please refer to the Special Leave Policy**).

#### 5.0 Responsibilities

- 5.1 Viewpoint will;
- ensure all absence is monitored and managed in a fair and consistent manner so as to contribute to the continuing efficiency of the Association.
  - Set key organisational attendance targets and performance indicators, and establish appropriate systems which will deliver these.
  - Develop mechanisms to regularly monitor and ensure success in achieving these targets across the organisation.
  - Ensure all Line Managers/Supervisors receive appropriate ongoing training in Attendance Management; that they are aware and understand how to apply an Attendance Improvement Programme, including setting attendance targets, how to achieve those and have individual objectives which reflect these.

- Provide clarity on the roles and responsibilities of the key people involved in Absence Management by providing appropriate training to those individuals.
- Ensure all staff are aware and understand the objectives of the Absence Management Policy and associated Procedure
- Develop effective communication processes to ensure all staff are aware of progress in achieving targets and have the opportunity to contribute to their achievement.
- Ensure all employees are treated fairly and consistently during times of illness.

**5.1 Responsibility of Employees:** Each employee has a responsibility to:

- Attend work on time and fulfil their contractual obligations;
- Adhere to Absence Reporting Procedures by notifying their Line Manager within set timescales of any absence and produce medical certificates as instructed;
- Maintain regular contact (as defined in the Procedures) with their Line Manager and provide reason for their absence, length of time off and anticipated return to work date;
- Meet with their Line Manager on return to work and participate in a Return to Work interview and, where appropriate, a formal absence review meeting;
- Advise the organisation of any health issues that impact on their work and follow any medical advice provided by their GP or the Occupational Health Service.

**5.2 Responsibility of Managers:** Each Manager has a responsibility to:

- Ensure that all employees are treated fairly and consistently during times of absence;
- Ensure confidentiality of information at all times;
- Monitor the attendance of all employees for whom they have responsibility;
- Inform HR of all absences within their Teams;
- Manage non-attendance due to absence using the guidelines provided in the Absence Management Procedure;
- Investigate reasons for short and long term absence, ensuring employees are aware of the performance standards and that attendance is monitored;
- Maintain accurate records of absence;
- Carry out a 'Return to Work Interview' with the employee on their return from absence and conduct formal Absence Reviews as appropriate.

**5.3 Responsibility of Human Resources;** Human Resources has a responsibility to;

- Provide support to Managers and members of staff and staff representatives when interpreting their obligations under the Attendance Management Policy;
- Ensure that appropriate Learning and Development programmes are in place to train and develop the skills of managers/supervisors to ensure the procedures are put in place effectively;
- Provide support and advice at attendance management meetings;
- Produce and analyse absence statistics across the organisation to enable the organisation to implement a fair and consistent Attendance Management Policy and Procedure and to advise on disciplinary action where appropriate.

**5.4 Responsibility of Joint Consultative Group (JCC) Representatives;** Each Staff Representative has the responsibility to;

- Familiarise themselves with the content of the Policy and Procedure;
- Attend a relevant Attendance Management Training workshop as appropriate;
- Work with Managers to implement the Policy in a fair and consistent manner;
- Represent their members as appropriate.

**6.0 Compliance with the Policy**

6.1 Failure to comply with any aspects of the Policy and Procedure, other than in exceptional circumstances, may result in disciplinary action and loss of individual's pay.

**7.0 Policy Review**

7.1 This Policy and accompanying Procedure will be reviewed 3 years from date of approval, or earlier if legislative or other changes necessitate this.