

ABSENCE MANAGEMENT Policy

Purpose

We operate a system to monitor all absence. This is referred to as the 'Bradford Factor'. This works on a points system and any employee with a score of above 100 points in any twelve month period may be subject to disciplinary action.

Establishing The Criteria For Disciplinary Action

As an organisation we need to determine at what point absence levels become unacceptable and disciplinary action is required. To do this we use the "Bradford Factor" which is calculated as follows:

- Staff whose absence score is above 100 in any twelve month period may be required to attend a disciplinary hearing.
The absence score system gives higher scores for frequent short absences than for longer continuous periods of absence.
- In **all** instances of absenteeism a Return to Work Interview will take place. The aim of this meeting will be to allow an informal discussion to take place to discuss the absences, which have occurred. It is the Company's policy that this meeting should be handled in an understanding and compassionate manner. It is **not** intended in any way to be a disciplinary interview.
- The Bradford Factor is not used as a punishment; it is simply a case of the Company wishing to formally monitor absence with a view to keeping it under control and improving levels of attendance.
- Should the situation arise where the employee's attendance at work is deemed to be at an unacceptable level, the Company may, after considering all factors including any medical evidence and the employee's own views or opinions, decide to implement the Company's Absenteeism Warning Procedure.
- Whilst each situation will be treated on its merits and with sensitivity, it should be recognised that frequent and persistent short-term absence may lead to disciplinary action which could eventually result in termination of employment.
- The Absenteeism Warning Procedure is intended to promote consistency and fairness in the way the company controls, reviews and deals with absence/non-attendance. This system is not intended to be punitive. Its aim is to help employees to be aware of the levels of their



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absenteeism, and the effect that their non-attendance is having on their colleagues and upon the Company.

- Once an employee’s scoring is **APPROACHING** 100 his/her Line Manager at the employee’s return to work interview, will advise the employee that they are reaching the unaccepted level of absence.

The Warning Procedure

Stage 1

When the target of 100 “points” has accumulated, an investigation into the cause of the absenteeism will take place, and may result in the employee being asked to attend a formal disciplinary hearing.

Stage 2 - First Formal Hearing – Possible Verbal Warning

Once the Procedure has commenced and a verbal warning has been issued, it is in force for three months.

Stage 3 – Second Formal Hearing – Possible Written Warning

In the event a further absence occurs in the rolling twelve-month period following stage 2 then a formal written warning may be issued. This warning remains in force for a period of six months. The employee will be informed at all stages that their overall attendance record is unacceptable, and in the event that no improvement is made, this could eventually lead to termination of employment.

Stage 4 – Third Formal Hearing – Final Written Warning.

In the event that a further absence occurs in the rolling twelve months period following stage 3 then a formal written warning may be issued. This warning remains in force for a period of twelve months. Any further absence after this stage could result in the company terminating employment by reason of unacceptable attendance record

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Signed:.....(Proprietor)	
Signed:.....,(Manager)	