

Attendance Management and Support Policy and Procedure

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The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives. This Policy does not form part of any contract and it has been subject to an Equality Impact Assessment, which is published on our website: <https://www.glasgowkelvin.ac.uk/equality-diversity/>

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1. Attendance Management and Support Policy

Glasgow Kelvin College is committed to providing a working environment and approaches which promote and support health and well-being. The College aims to take an encouraging approach to employees who suffer ill health, limited or long term, physical or mental health and provide assistance and reasonable adjustments to employees with a disability, an underlying health condition, experiencing the menopause or pregnant. It is anticipated that a positive approach to employee health and well-being, will encourage employees to disclose their condition and help to assist the College ensure that appropriate support and reasonable adjustments are made at an early stage.

The College recognises its responsibility for the health, safety and welfare, mental health and the well-being of its staff, and in conjunction with its other policies, outlined in Section 18, this policy places great emphasis on the range of support mechanisms and services established to provide assistance and support.

The College is committed to managing attendance levels. Management, Trade Unions and staff recognise that unsatisfactory levels and patterns of absence adversely place additional burden on other employees, affect employee morale, the efficiency and effectiveness of the service provided by the College and the quality of service available to learners and the community.

Any information provided to the College about the health of any employee will be processed lawfully and in accordance with our Data Protection Policy. The College recognises that such data is sensitive and will handle it in a confidential manner.

2. Scope

This policy and associated procedure applies to all employees of Glasgow Kelvin College.

The purpose of this Policy and associated Procedures is to:

- maintain staff attendance.
- deal with absence related to illness or health conditions quickly and fairly.
- manage and assist individuals with a disability, underlying health condition, experiencing the menopause or pregnant to ensure that reasonable adjustments are made to support and maintain their health and well-being and employment.
- address individual problems caused by infrequent attendance both speedily and effectively with the opportunity for review of any decision.

3. Principles

The College will observe the following principles in all matters relating to absence due to sickness, ill health and disability and will:

- deal sympathetically and sensitively with all illness incapacity, disability, underlying health conditions, staff experiencing the menopause and pregnancy related illness.
- identify appropriate support and assistance to manage any potential challenges both for individuals and the College.
- ensure managers/supervisors are trained in:
 - the application of this policy and procedure
 - approaches to manage workplace mental health and wellbeing
 - equality and inclusion in particular disability and sex discrimination
 - reasonable adjustments for staff who have a disability or health condition, experiencing the menopause or who are pregnant – options available and annual monitoring arrangements
 - the Individual Stress Risk Assessment process
- identify and address problems in the work environment and/or job factors which may be contributing to staff absence.
- treat employees who are absent from work due to illness fairly, equally and consistently across the College.
- not normally make any decisions in relation to formal action due to absence levels without first referring the matter to the College Occupational Health Service (OHS) and subsequently receiving professional medical advice (there may be certain circumstances where this is not necessary, for example where there are no underlying health issues disclosed).
- consider a phased return to work where medical advice recommends it, or the manager, employee, or OHS believe it would be appropriate and beneficial.
- only discuss advice received from OHS with the manager(s) responsible for managing the employee or key personnel who require sufficient information on which to make an operational decision.
- employees will have a right of appeal against any action taken as a result of a formal process.
- respect the need for confidentiality in employee absence issues in all
- cases.
- consider the appropriate management of an employee who fails to follow the correct absence reporting, certification, or other procedures set out in this policy under the College's Disciplinary Policy and Procedure.

4. Responsibilities

The emphasis throughout this process is not to force employees who are unfit back to work, but to take positive action to improve attendance and to maintain employment for those with a disability or long-term health condition through making reasonable adjustments and implementing well thought out rehabilitation programmes. Employees should never feel forced back to work, especially before they are physically and or mentally ready. However, encouraging employees to engage with rehabilitation approaches and services can be helpful to their recovery. Everyone has a responsibility to ensure high levels of attendance. Responsibilities include:

Employees should:

- Report any absence from work to their Line Manager in accordance with the College's Reporting Absence Notification Procedure outlined in Section 5.
- Cooperate with reasonable requests to attend Occupational Health for assessments to enable management to make informed decisions in the best interests of the employee and the College. Repeated refusal to cooperate with the Colleges attendance management and support processes, including attending Occupational Health, without the benefit of up-to-date Occupational Health or professional medical advice, may lead to action being taken under the College's Capability Procedure or Disciplinary Procedure, whichever is appropriate, up to and including dismissal.
- Be aware that advice received from OHS will only be discussed with the manager(s) responsible for managing them or key personnel who require sufficient information on which to make an operational and management decisions.
- Attend the OHS surveillance clinic where this is identified as necessary in relation to the role they perform.
- Inform the College should they develop a health condition or disability which may impact on them within the workplace, or colleagues, and seek the appropriate support or reasonable adjustments through discussing and agreeing a Health Passport with their line manager. Employees can find further information about reasonable adjustments in the Reasonable Adjustments Guide.

It should be noted that the Health and Safety at Work Act 1974; Section 7 states the general duties of employees at work. The Act states that:

It shall be the duty of every employee while at work:

- a) to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work; and
- b) as regards any duty or requirement imposed on his employer or any other person by or under any of the relevant statutory provisions, to co-operate with him so far as is necessary to enable that duty or requirement to be performed or complied with.

Managers should:

- undertake appropriate training and development to support the effective application of this Policy and Procedure.
- actively manage and support the absence of employees with advice and support from Human Resources where necessary.
- take appropriate action to support the workplace mental health and wellbeing of staff to ensure acceptable levels of attendance.
- maintain contact with absent employees, this may be with the assistance of the Human Resources.
- ensure that new employees are informed of the College's sickness absence reporting procedure and that all employees follow this agreed procedure.
- ensure that all absences are recorded timeously on the Human Resources and Payroll System (HRPS)
- ensure the accurate recording and maintenance of records on how a case is being managed.
- conduct a return-to-work interview with the employee on their return to work, Section 6, to discuss reasons for the absence; ascertain whether any repetitive absence has an underlying medical cause, and, where necessary contact the Human Resources, to arrange an assessment with the Occupational Health Service to identify the need for support, appropriate action or reasonable adjustments.
- identify any occupational/work related causes of ill health, and take appropriate action to improve the situation such as:
 - a referral to Occupational Health
 - going through the Individual Stress Risk Assessment process with the employee
 - supporting the employee to make a referral to Employee Counselling Service
- encourage and support a return to work as appropriate with reference to professional medical advice and expertise.
- ensure good communication with the employee on their return to work. This is especially important during the early part of a rehabilitation programme (Phased Return to Work process); regularly review rehabilitation programme objectives, priorities and end dates or putting in place an agreed Health Passport.
- where necessary, ensure that employees receive positive encouragement and support to improve attendance and to take action appropriate to the circumstances, or review previous support or reasonable adjustments, advice can be found in the Reasonable Adjustments Guide.
- encourage employees to involve their Trade Union representatives as appropriate at an early stage.

The College will work in partnership with its recognised Trade Unions to:

- promote good communications between employees and the line manager.
- explain and increase awareness of employees understanding of good attendance and occupational health.
- assist and support employees' involvement in Occupational Health referrals at the employee's request.
- liaise with line management where appropriate to support employees.
- ensure that employees are accompanied and represented where necessary.

The College will make use of the Occupational Health Service to:

- provide professional occupational health advice to the employee and the College.
- provide support in planning an employees' return to work and rehabilitation programme or Health Passport, where appropriate, in partnership with the employee and the manager.
- make recommendations for reasonable adjustments where appropriate.
- liaise with general practitioners and specialists in respect of managing the employee's case with the consent of the employee.
- assess an employee's ill health retirement application, review all available evidence, including any reports that are due to be provided to the staff member by their consultant/specialist. Provide advice and support to the College and the appropriate Pension Agency to make a decision about ill-health retirement.

Human Resources should:

- provide absence summaries on a monthly basis to line managers for monitoring purposes.
- support and advise line managers and employees regarding absence management and rehabilitation and reasonable adjustments.
- support managers to maintain contact with employees absent on long term sick leave.
- conduct regular case discussions and reviews to support line managers.
- ensure a consistent approach to absence management and support the manager to put in place an appropriate rehabilitation plan utilising the Health Passport.
- make referrals to the Occupational Health Service
- monitor performance of occupational health service provider.
- liaise with the Health and Safety Manager to ensure a health surveillance programme for relevant staff.
- provide attendance management reports to the College's Finance and Resources Committee.

5. Attendance Management and Support Procedure

5.1 Reporting Absence Notification Procedure

Sickness must be reported on any day an employee would normally work.

Employees are required to notify their line manager that they will not be reporting for work on the first day of their sickness absence no later than 8.45am this is to ensure class or service cover is provided. The line manager should put alternative arrangements in place if they will be unavailable for staff to contact.

An employee may be requested by their line manager to contact them directly earlier than 8.45am where this is necessary to maintain a College service. This arrangement **must** be agreed between the staff member and their manager.

If the line manager is not available, the employee should contact the HR Department, if no one is available a message can be left on the answering machine. The line manager or a member of HR will call the employee back to establish the circumstances and the length of the absence to ensure operational requirements are met.

The line manager must log the absence on the HRPS.

The employee should make contact personally by telephone with their line manager. Contact should not be made through an indirect means (for example email, text message, colleague, friend or relative) unless in exceptional circumstances where the employee is not fit to speak to someone personally.

During a call the line manager should ask the employee, or the person phoning on their behalf, the following questions:

- the reason they are absent.
- the length of time they expect to be absent / their expected return date if known.
- whether they intend to seek or have sought medical advice or help.
- if there is any support that the College could provide; and
- whether there is anything the manager will need to do to reassign the employee's classes, work or meetings for the time they will be absent.

5.2 First Day of Absence and Absence Periods of Less Than 7 Days.

Employees should contact the line manager on the first day of absence:

- where it is unclear how long the illness is likely to last the employee must follow the Reporting Absence Notification Procedure, set out at 5.1 and contact the line manager on a daily basis, or as agreed with the line manager, to confirm that they are still unfit to resume duty.
- where the absence exceeds or will exceed 7 days (including Saturday and Sunday), the employee should contact the line manager again on the eighth (8th) day to confirm that a medical practitioner has been consulted and provide where possible an indication as to the duration of the absence.

5.3 Absences Periods Over 7 days

Where the absence is for more than 7 days it must be covered by a Statement of Fitness for Work (Fit Note), the employee **must**:

- contact the line manager on each visit to their General Practitioner (or other medical advisor).
- confirm if or when they are planning to return to duty or confirm if they have been issued with another Fit Note to cover them for a further period.
- notify their line manager of the date that they intend to return to work or immediately when they return to work. Failure to do so may result in the employee continuing to be recorded as absent from work which could impact on salary payment.
- Submit the Fit Note to Human Resources as early as possible and ensure that any ongoing Fit Notes are concurrent.

The line manager **must**:

- record the employee's absence on the HRPS and ensure the HRPS is kept up to date.
- organise a return-to-work interview when a return date is provided.
- ensure that the HRPS has the end date of the absence period added to the HRPS to activate the end of the Statutory Sick Payment.

Employees should note:

Failure to provide the appropriate notification and certification may mean that any entitlement to Statutory Sick Pay (SSP) or Occupational Sick Pay (OSP) may be affected. The absence may also be regarded as unauthorised and as such be managed under the College's Disciplinary Procedure and/or result in loss of salary.

The College reserves the right to request a Fit Note for periods of absence of 7 days or less under certain circumstances. The circumstances will be discussed

with the employee but may include circumstances where the College is concerned about the reason for absence or frequent short-term absence.

If the employee's healthcare professional provides a certificate stating that they "may be fit for work" HR will inform the employee's line manager. Any additional measures that may be needed to facilitate the employee's return to work, taking account of their healthcare professional's advice will then be discussed with the employee. This may take place at a return-to-work interview (see Paragraph 6). If appropriate measures cannot be taken, the employee will remain on sick leave, and the College will set a date to review the situation.

The College will conduct an investigation under its Disciplinary Procedure if circumstances come to light which suggest a breach of the policy and, following such investigation, the College reserves the right to withhold or reclaim payment of sick pay.

For example, if an employee:

- failed to comply with notification procedures, either the College's or statutory.
- knowingly provided false information; or
- knowingly for any other reason abused the sick pay regulation.

An employee who is absent as a result of an accident shall be required to indicate whether it is intended to pursue a claim against a third party or insurer in respect of responsibility for that accident.

Where no such intention is indicated the OSP and SSP is payable in the normal way. Where such an intention is indicated the College will reclaim the amount paid to the employee in respect of loss of earnings (OSP and SSP) connected with the period of absence. Any period of absence where the College is compensated for loss of earnings shall not be treated as sickness absence and shall not count against the period of entitlement. Where there is no award of damages the absence shall be treated as sickness absence and count against the period of entitlement.

5.4 Illness Whilst at Work

If an employee becomes ill during the course of the day, they should not leave their place of work (i.e. to go home) without notifying the line manager under health and safety requirement and in order for the manager to organise cover if required. The manager should record the date of the absence on the HRPS.

The HR Department will be the contact point for an employee reporting illness whilst at work in cases where the line manager/supervisor cannot be contacted in the first instance.

Consequently, in the case of lecturing staff, in the absence of the line manager the employee will be responsible for informing the appropriate Senior Curriculum Manager, or nominee. This will enable the Manager, or nominee, to

take immediate steps to arrange class cover if necessary. For non-teaching staff, the employee will be responsible for informing the appropriate line manager/supervisor.

6. Return to Work Meeting Process

6.1 Purpose of Return-to-Work Meeting

Return-to-work meetings have been shown to be one of the most effective interventions in managing sickness absence (ACAS).

A key advantage of conducting a return-to-work meeting on a regular and consistent basis is that they give line managers an opportunity to ascertain the possible underlying cause(s) of frequent absences at an early stage and provide staff with any required support or make reasonable adjustments. It also gives employees the opportunity to raise any concerns or questions they may have, and to bring any relevant matters to the College's attention.

Frequent short-term absences for minor illness may mask worsening health, or stressful situations at work, abuse of alcohol or drugs or difficulties at home. These can lead to poor performance and more serious illness leading to longer periods of absence if support is not offered or reasonable adjustments are not put in place.

A sensitive and non-judgmental approach should be taken; this can help bring out any underlying problems that a staff member may have or be experiencing. Staff who have medium to longer term absences may need support or assistance when they return to work or reasonable adjustments made. A return-to-work meeting ensures that this support is offered at an early stage.

The purpose of a return-to-work meeting is to:

- provide a forum for open discussion about any relevant issues that may have or be contributing to the employee's absence(s).
- convey that the College cares about an employee's health, welfare, mental health and well-being after a period of sickness absence of any kind.
- help ascertain any underlying pattern of absence or cause of absence, which can then be discussed, supported and managed.
- allow managers to establish as accurately and as quickly as possible the reason(s) for absence(s).

Although the employee does not have a legislative right to be accompanied by a Trade Union representative at the return-to-work meeting the College is willing to grant such a request if the employee feels that this would assist them through the process. The manager is encouraged to consider providing this support. The manager may request that an HR representative be present during the return-to-work meeting under these circumstances.

The main aim is to offer help and assess what action, support or reasonable adjustments, if appropriate, is required at this stage. Where a healthcare professional has provided a certificate stating that an employee “may be fit for work” the manager will discuss any additional measures that may be needed to facilitate the employee’s return to work, taking account of their healthcare professional’s advice at the return-to-work meeting.

6.2 Return to Work Meeting Guidance

The manager should check the HRPS for previous absences prior to the return-to-work meeting with the employee. This will assist in the management of the employee’s overall attendance and indicate if there is a potential underlying health condition or absence pattern.

Return-to-work meetings should be held in private.

At the meeting, the manager should:

- explain to the employee the purpose of return-to-work meeting which is to manage and monitor their absence(s) so that any difficulties can be identified and support offered where appropriate.
- check with the employee if they feel well enough to return to work, if they do not then the manager should risk assess the situation and make a decision as to whether the employee should be asked to reconsider their fitness to return to work.
- avoid asking intrusive medical questions of the employee, while at the same time seeking to establish the basic underlying cause of the absence.
- ask the employee about the reason(s) for the absence, ensuring that the question is asked in a supportive way.
- ask the employee whether or not they have sought medical advice.
- assess if, there is any discrepancy between the employee's stated reason for the absence and the information given when notification of absence was originally provided. The manager should ask the employee to explain any discrepancy.
- where appropriate, ask the employee if they require a personal egress evacuation plan (PEEP) in the event of an emergency evacuation of College buildings. If a PEEP is required, the manager should contact the College’s Health and Safety Manager.
- if the absence is related to a disability, pregnancy, menopause or the employee is returning to work after a long-term period of absence the manager should:
 - consult the Reasonable Adjustments Guide and/or discuss what options are available to support the employee. Advice may be sought from an HR Business Partner;
 - discuss and agree a Health Passport with the employee or review the existing Health Passport to ensure it continues to meet the needs of the employee; and/or
 - discuss and agree with the employee as to whether a Risk Assessment

should be carried out. If agreed, the manager should contact the Health and Safety Manager and make the necessary arrangements.

- review and check the details on the HRPS, make sure the end date of the absence period is recorded, the employee understands what has been recorded. The manager should update the HRPS after which the employee will receive a notification for final submission of the return-to-work form.

If a manager has any grounds on which to reasonably conclude that the employee's absence may not genuinely have been for the reason given, the manager should put the evidence for this belief to the employee directly so that they have the opportunity to respond and provide an explanation. If the manager is dissatisfied with the reason given by the employee, the manager should advise the employee accordingly. The meeting should be adjourned and the employee advised that further investigation will be undertaken. The employee should be advised of an estimated timescale when a further meeting will take place.

If a manager wishes to hold a Return-to-Work Meeting and a Formal Meeting, see Section 8 below, simultaneously the manager should discuss and agree this with the employee and organise it with the HR Department. The HR representative will not normally be present during the Return-to-Work Meeting, unless specifically invited to provide support to the employee and/or the manager, but may be present during the Formal Meeting process. It should be noted that if the manager requests the presence of an HR representative at a Return-to-Work Meeting then the employee may be accompanied by their trade union representative or a work colleague.

7. Categories of Absence

A Formal Meeting will be triggered when an employee falls into, including periods of industrial injury, the following categories:

- **3 self-certificates or Statement of Fitness for Work or a total of 6 days (pro-rata for staff working less than 35 hours per week) absence inclusive within a 12 month period.**
- **a long-term period of absence of 20 consecutive working days or more, or four consecutive working weeks for part time staff.**
- **any periods of unauthorised absence.**

8. The Formal Meeting

8.1 Purpose of the Formal Meeting

The purpose of the Formal Meeting process is to discuss the employee's level of absence with the aim of improving attendance at work or to discuss/offer any support to the employee or make reasonable adjustments where a need is identified. The meeting is currently recorded on the Record of Attendance Management and Support Meeting form however this will shortly be available on the HRPS in due course. This section will therefore be amended to reflect this change when appropriate.

The manager should:

- review attendance and/or health situation.
- where an employee is on long-term sickness absence, determining how long the absence is likely to last.
- where an employee has been absent on a number of occasions, determining the likelihood of further absences.
- consider whether medical evidence or advice is required.
- discuss the employee's absences or support requirements.
- identify if there are any support mechanisms that could be put in place or reasonable adjustments which could be made to assist the employee with the aim of reducing or improving the level of absence and provide support to the employee in the workplace where required.
- look at the options available in line with College policies such as those which support attendance, wellbeing, flexible working and equalities.

The employee should be actively encouraged to engage and contribute to the process. The employee has the right to be accompanied by a companion, either a Trade Union representative or a work colleague at all stages of the Formal Meeting process. The manager may be assisted by one other officer who is familiar with the employee's area of work, if necessary.

The College may consider a request from the employee to be accompanied by someone other than a Trade Union representative or work colleague, such as a relative in cases where this will assist the employee with a particular difficulty as a result of a language barrier or a disability or long-term health condition. This person will be in addition to their chosen companion, and each request will be considered on its own merit. The College will not accept a request from an employee to be accompanied by a legal representative or an individual who has a legal background.

8.2 Formal Meeting Process

The Formal Meeting will:

- be held when an employee falls into a category of absence (Section 7).
- be conducted by the manager.
- have a Human Resources representative present where requested by the manager or the employee.
- have a Trade Union representative or work colleague, if the employee wishes to be accompanied.
- be aimed at offering support, assistance or reasonable adjustments; and be aimed at improving levels of attendance.

A Formal Meeting will be held when the undernoted trigger occurs:

Absence
3 periods of absence, or a total of up to 6 days inclusive within a 12-month period, or a long-term period of absence of 20 consecutive working days or more or four consecutive working weeks for part-time staff.
A further period of absence occurs within a six-month period from the date of the last absence conduct a further formal meeting.

Managers will:

- not have access to more information about an employee's health than is necessary for them to carry out their management responsibilities.
- as far as possible confine the information collected to that necessary to establish the employee's fitness to work and undertake their role, rather than consist of more general medical details; and
- encourage employees to provide the College with as much information as possible to assist in the appropriate management of ability to undertake their role and their wellbeing. It must be noted however that management decisions can only be based on the evidence made available at that time.

The main aim of the Meeting process is to ensure that the employee is provided with support, assistance or reasonable adjustments where this is needed and to improve attendance.

8.3 Recording the Formal Meeting Process

The Formal Meeting should be recorded on the form "Record of Attendance Management and Support Meeting" available from the HR Team or from the [HR Intranet](#) page. An electronic version of this form will soon be available on the HRPS.

Once the form is completed and signed by both the manager and the employee the form will be filed in the employees Attendance Record file held in the HR Department, for recording purposes. Data relating to the employee's attendance will not be filed in their personal file but kept in their Attendance

Management and Support File and managed in accordance with the College's Data Protection Policy.

On conclusion of the Formal Meeting the manager has two options available, they may:

- Indicate on the Record of Attendance Management and Support Meeting form that a Formal Review Meeting will be conducted. A review meeting should be scheduled in cases where the employee is to be provided with an opportunity to improve their attendance; to review progress and/or where support or assistance has been put in place. A Formal Review Meeting to monitor or review progress should be held within a minimum three-month period.

or

- In cases where there is no need for a review to monitor support put in place or discuss progress or concerns in relation to the employee's attendance the manager should indicate that the file should be suspended, and no further action taken at that time.

8.4 Further Absences

If further absence(s) occur within a six-month period from the date of the last absence the manager may:

- conduct a further Formal Review Meeting to assess the employee's attendance, to discuss support, assistance or concerns and seek to agree a way forward to achieve and maintain an acceptable level of attendance. The same process as detailed above should be followed; or
- in certain circumstances, choose to monitor the employee's attendance record until a six (6) month period has passed without further absences occurring from the date of the last absence. Such decisions will be advised by the HR Department.

If a further Formal Meeting is necessary, further assistance or support may be required. The line manager should consider what steps may need to be taken in terms of managing the employee's attendance, where appropriate.

Unless otherwise advised by the College, the further formal meeting will follow the procedure set out in Paragraph 8.3 on the Formal Meeting Procedure and right to be accompanied.

The employee should be advised that if further absences occur within a six-month period another Formal Meeting will be held.

If further absence(s) occur within a six-month period from the date of the last absence a Formal Meeting may be necessary, the manager should consider:

- what further action might be taken such as further advice or support being

- put in place; or
- more formal action if this is felt to be appropriate if there has been no improvement despite opportunities or support/assistance to improve.

8.5 Disability, Pregnancy, Menopausal Related or Long-term Health Condition Absence

The College may make reasonable adjustments such as accepting a higher rate of absence in cases where absences are related to:

- an employee's disability, as defined by the Equality Act 2010 (which from time to time may be expanded).
- long-term health condition (in particular in cases where medical evidence suggests this may lead to a recognised disability longer term).
- the menopause.
- pregnancy.

HR will advise on such cases.

Formal Review Meetings may be appropriate in certain circumstances, these include:

- As part of the rehabilitation process at any stage within the formal meeting process where further absences have occurred. These meetings aim to offer continued support and/or review arrangements put in place under the employee's Health Passport to provide assistance.
- Where ongoing support is agreed for absences or conditions which are related to:
 - a disability as defined by the Equality Act 2010 (which from time to time may be expanded)
 - pregnancy
 - menopause
 - a long-term health condition.

In cases involving absence(s) related to disability, pregnancy, menopause or a long-term health condition) ongoing Formal Review Meetings may be arranged with the employee to discuss reasonable adjustments and record adjustments in the employees' Health Passport. Suggestions for reasonable adjustments are outlined in Section 14 of this Policy and in the Reasonable Adjustment Guide.

Depending on the circumstances, it may be necessary to convene further Formal Review Meetings to monitor and assess progress where absences are recurring.

The key purpose of these meetings is to maintain the impetus to deliver required changes, to keep the employee informed on developments, to ensure the appropriate support is put in place and the reasonable adjustments continue to be appropriate.

It is expected that with reasonable adjustments and ongoing support, where appropriate, the employee is able to continue in their current role. It is accepted that there will be cases where it becomes obvious, during the process, that remaining in a role, in employment or a return to work of any kind is not feasible or not desired by the employee. In such circumstances, the normal processes for handling long-term absence will apply.

If there are a combination of disability and non-disability related absence Formal Review Meetings will be held where appropriate when the 'non-disability' related absences fall into the categories specified in Section 7 in accordance with the normal procedure.

8.6 Disability Special Leave and Health Passport

The Equality Act 2010 defines a disabled person as someone who has a "physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities".

Disability Special Leave will be granted to cover the short-term absence of an employee who is considered as disabled within the legislative framework and also confirmed by the employee and a professional medical advisor.

Employees who require leave as a result of their disability should agree this as part of their Health Passport, with their manager and Human Resources and set out if possible, their leave requirements for the next rolling 12-month period. This could include appointments, treatment, rehabilitation or assessment related to their disability.

Any required adjustments may also require an appropriate risk assessment by the Health and Safety Manager and/or involvement of the Occupational Health Service and/or Access to Work.

For Disability Special Leave the employee should advise his/her line manager of the proposed time of the appointment(s) as soon as possible and must produce an appointment card or letter if asked. Where there are a series of appointments for regular and ongoing treatment, acceptable arrangements need to be agreed with the line manager.

Dependent/Carers leave is available for employees who have caring responsibilities for a disabled dependent who requires being accompanied for the purpose of rehabilitation, assessment appointments etc. Supporting evidence will be required. Employees should refer to the Family Friendly and Flexible Working Policy for leave entitlement under this Policy.

Where an individual is absent as a result of a circumstance (e.g. rehabilitation, training etc) related to their disability but not from actual sickness, then the absence should be considered as disability special leave and not recorded as sickness.

Each case will be considered on its own merits and according to the nature of the employee's individual disability and the circumstances. As the nature of an individual's disability can change over time, line managers will liaise with the employee and the Human Resources Department with the support of the Occupational Health Service and the Health and Safety Manager where appropriate to review and maintain the employees' Health Passport.

Duration of the Disability Special Leave is dependent on each case. If rehabilitation or assessment is required on a continuous basis over a short-term period of time or on a permanent basis, then alternative working patterns may need to be considered (refer to Section 14 in this policy and/or the Family Friendly and Flexible Working Policy).

Where an employee has a recognised disability, they should make sure this is reflected in their personal information by updating the HRPS, otherwise consideration of appropriate support may not be possible.

Disability Special Leave will be monitored as part of the attendance management and support process.

8.7 Support Meeting

An employee who wishes to meet with their line manager and a member of the Human Resources Team to seek support at work where there has been no absence(s) or the employee does not fall into the categories in Section 7 may do so upon request. The meeting should be recorded as a support meeting on the form "Record of Attendance Management and Support Meeting".

The purpose of a Support Meeting is to ensure that the employee is fully supported at work and that the support is monitored and reviewed as discussed and agreed between the employee and the manager.

In cases where reasonable adjustments are required managers should consult the Reasonable Adjustments Guide and consider whether an agreed Health Passport should be completed.

9. Guidance on Managing Absence Categories

This section aims to provide guidance on the management of the main categories of absence. HR will advise on all stages of the management of absence.

9.1 Short/Medium Term Intermittent Absence

It is inevitable that employees will on occasion, be off work through short periods of sickness absence. Difficulties usually only arise when the level of

attendance becomes unsatisfactory, and it affects the College's curriculum or service delivery.

Where short-term intermittent absence has been identified, a distinction should be made between an absence record which has:

- short-term intermittent absences where there is no long-term health problem; and
- absence on grounds of illness or injury where there is an identifiable long-term health problem.

The manager is responsible for discussing the attendance levels with the individual with the aim of providing support to improve attendance.

During the discussion the manager should seek to:

- provide the employee with details of their sickness absence and invite them to comment.
- identify the frequency and reasons provided for the absences and ensure that the employee is aware that the absence record is giving cause for concern and why, again invite the employee to comment.
- advise the employee if they disclose a long-term health problem to seek proper medical attention if they have not done so already and provide appropriate support or make reasonable adjustments (Section 14).
- give consideration to any personal or domestic problems that the employee shares and possible ways of providing support to them;
- identify any problems connected with work or the working environment which may be contributing to the absence level.
- if there is no underlying reason(s) specify the standard that should be reached and indicate clearly to the employee the next step if there is no improvement;
- provide the employee with every opportunity and support/assistance to improve and maintain an acceptable level of attendance; and
- advise the employee that a review meeting will be arranged to assess their position.

9.2 Managing Short/Medium-Term Intermittent Absence – No Underlying Health Problem

This involves a situation where:

- the employee has failed to achieve and maintain a satisfactory level of attendance despite being given a sufficient opportunity to improve and the appropriate support/assistance where required; or
- the manager does not find the explanation(s) offered by the employee on

the self-certificate as acceptable.

The manager will liaise with HR to:

- formally write to the employee to confirm the facts of the absence and any action/support taken to date or action/support to be taken.
- clearly inform the employee that persistent absence is unacceptable.
- make explicit the standards expected, in the future, of the employee.
- inform the employee that any future failure to reach the standards and maintain an acceptable level of attendance could result in the matter being dealt with under the College's Capability Procedure which could lead to further action being taken against them including putting their continued employment at risk.
- confirm to the employee that their attendance will be closely monitored and a Review date for a further meeting to discuss and assess progress should be set.

A further Formal Review meeting should be arranged within a three-month period or sooner if further absences occur. If no further absences have occurred, then the file may be suspended at this stage and re-opened should further absences occur.

An employee will continue to progress through the Formal Meeting process. If the employee has a period of six (6) months where there have been no periods of absence from the date of their last period of sickness absence, then they will return to the start of the Formal Meeting in the process.

The main aim is to provide the employee with encouragement and an opportunity to improve their attendance level. This approach is in the best interests of the College and the employee.

In the case of short-term intermittent absence where there is no identifiable underlying health problem or acceptable explanation provided by the employee to account for their continuing level of non-attendance the matter will be considered under the College's Capability Procedure.

9.3 Managing Short/Medium-Term Intermittent Absence – Underlying Health Condition

Where medical advice and/or information provided by a medical practitioner reveals an inherent underlying medical condition the employee will usually receive medical treatment, physiotherapy, remedial surgery etc. which will often result in an acceptable rate of recovery and attendance level being achieved. Employees should be offered support and reasonable adjustments made where appropriate.

However, where the prognosis is such that frequent or prolonged absences will be a continuing feature this should be discussed with the employee and options explored. The case may require to be treated as one of capability on the grounds of ill health or ill health retirement, if this is an option.

If a disability or long-term health condition is confirmed the College will seek to make reasonable adjustments to assist the employee to achieve and maintain an acceptable level of attendance. The employee will be expected to fully assist the College in this aim. As a reasonable adjustment the College might accept a higher level of absence in the case of an employee with a disability or long-term health condition however each case will be considered on its own merits. The College will fully consider the impact on service delivery. The College may also accept a higher level of absence for staff whose absences are related to pregnancy or who are experiencing the menopause.

9.4 Managing Long-term Absence

When an employee is absent on a long-term basis, except in cases where it is deemed medically inappropriate, the manager with the assistance of Human Resources will contact the employee to arrange a meeting, this meeting can be held in the workplace; at the employee's home or at some other mutually agreed venue. A number of meetings may be required over a period of time to monitor and review the employee's progress.

The purpose of such meetings are to:

- enable the manager to demonstrate the College's concern for the employee and establish the reason(s) for absence and its likely duration (taking into account any medical advice if available);
- discuss what assistance and support might be appropriate to support the employee during their absence and aid their return to work (an agreed rehabilitation programme should be put in place nearer the employees return to work date);
- discuss whether or not a referral to the OHS would be beneficial to the employee and the College at this stage with the aim of obtaining advice, identifying a possible timescale for recovery, support or assistance or reasonable adjustments;
- assess progress in recovery from the illness and offer any support to the employee, options for assistance and support to aid the employees return to work;
- discuss the remaining sick pay entitlement; and
- as a last resort, consider the likelihood of termination of employment on the grounds of:
 - capability should there be no potential of a return to duty and if no other acceptable alternative option(s) exist in accordance with the College Capability Procedure;
 - early retirement on the grounds of ill health (if applicable) and if no other acceptable alternative option(s) exist.

Upon notification that the employee is returning to work the manager and an HR representative will meet, where possible, with the employee at least one week prior to their return-to-work date. The purpose of the meeting is to discuss what support and assistance or reasonable adjustments, where necessary, should be put in place to integrate the employee back into the workplace.

A rehabilitation programme should be discussed and agreed with the employee. Available options for reasonable adjustments are contained within the Reasonable Adjustments Guide.

If there is no possibility of the employee returning to duty or within the foreseeable future the matter will be considered under the Capability Procedure taking into account, the effects of the long- term absence on the College's service and how long the service can be continued at an acceptable level.

Where the prognosis is such that a prolonged absence or absences are likely then the College may have no alternative but to consider terminating the contract of employment.

10 Support Mechanisms

10.1 Employee Assistance

The main aim of this Policy and Procedure is to encourage and support employees to achieve and maintain a satisfactory level of attendance at work.

A range of support mechanisms and assistance or advice is available for employees. These include:

- Human Resources Department - advice and support.
- Occupational Health Service (OHS) – professional medical advice to support the employee in the workplace and provide guidance and advice to the College on how best to achieve this and on-going health surveillance in certain curriculum areas.
- Individual Stress Risk Assessment (ISRA) – to consider areas or issues in the workplace which the employee feels is impacting on their health and wellbeing and how these might be addressed. The use of the ISRA will involve a referral to the Occupational Health Service to support the employee and the manager.
- Health and Safety – undertake risk assessments and provide advice and support to employees and managers.
- Dignity and Respect Policy and Procedure.
- Employment Services Agency and Access to Work through JobCentrePlus.
- [Employee Assistance Programme](#)
- [Help@Hand](#) - app for workforce health and wellbeing - support staff can access mental health consultations, GP appointments and Lifestyle coaching as part of the support staff terms and conditions.

The support of internal and external agencies should be offered by the manager with a view to assisting and supporting the employee to help improve their attendance level and/or maintain their employment.

Note 1- In circumstances where an individual has been referred to:

- OHS a further meeting should be arranged as soon as the relevant report has been received from the OHS.
- or is attending EAP and/or a number of sessions have taken place with the EAP. The purpose of the meeting is to review the employee's progress and ensure that appropriate support is in place or the impact of any reasonable adjustments is appropriately assessed.

10.2 Occupational Health Advice

10.2.1 Advice may be required from the Occupational Health Service in cases where there is:

- a health condition, disability and/or advice is required to inform a risk assessment or on reasonable adjustments to support the employee in the workplace.
- a long-term period of absence of 20 or more consecutive working days or four (4) working weeks in the case of part-time employees to consider what support/assistance or reasonable adjustments may be appropriate.
- frequent periods of absence for similar reasons, where an absence(s) are linked to a potential health condition or disability.
- short-term intermittent absence, where there is no long-term health condition, disability or underlying health problem(s). Whilst it is not always necessary to obtain medical advice it may be advisable to do so in some circumstances, if only to establish that there is no underlying health condition.

If a staff member is referred to the OHS for medical advice the HR Department will prepare a management referral on behalf of the College in conjunction with the manager and the employee to be sent to the OHS Physician. The referral will provide information on the employee's job, absence record, reasons for the referral and requesting specific information on what assistance or reasonable adjustments could be made or put in place to support the employee. The employee will provide consent that they agree the content of the referral.

10.2.2 The purpose of obtaining a medical advice will be to establish:

- what the impact of work is on the employee's health.
- the likely recurrence or duration of absence.
- if and when the employee will be able to return to their substantive role, if the employee is absent on long-term sick leave at the time.
- whether the employee is likely to make a partial or full recovery.

- what reasonable adjustments might be made, should these be permanent or temporary, and if temporary for what period of time.
- what support or assistance the College might reasonably provide to help the employee at work, aid a return to work if absent long-term or assist the employee undertake their role.
- an appropriate approach on how to manage the employee's absence and make an informed decision which will support that approach.

This list is not exhaustive.

Note: Any decision relating to the employee is the responsibility of management in consultation with the Director of People and Culture and/or Head of HR and OD not the Occupational Health Service (OHS).

10.2.3 The College:

- may request that the OHS provider contact the employee's General Practitioner and/or specialist/consultant for a report on current illness/condition/disability. An appropriate consent form will be issued to the employee for authorisation by OHS. The information will be obtained and assessed by the OHS. The College will not have direct access to this information: the OHS will provide the College with advice and guidance on reasonable adjustments; and
- will normally follow reasonable recommendations made by the OHS. An employee is entitled to obtain an independent medical report if they so wish, the College will not be responsible for any such costs incurred.

10.2.4 If an employee chooses not to attend the Occupational Health Service, it must be noted that management decision can only be based on the evidence available at that time. If further relevant information becomes available after a decision has been taken, the decision may be reviewed. If an employee continues to fail to cooperate with the College in the management of their attendance the matter may be dealt with under its Capability Procedure or Disciplinary Policy and Procedure whichever is the most appropriate.

10.2.5 An appointment with the Occupational Health Service shall be arranged by the HR Department and the employee shall be notified accordingly by the OHS provider. If the employee is unable to keep the appointment the employee should contact the OHS provider or the College's HR Department who will arrange an alternative appointment. Should the employee fail to attend an appointment without providing prior notification and/or a reasonable explanation the College reserves the right to charge the employee for the costs incurred.

The content of the management report to the OHS should be prepared after discussion and consent from the employee. A copy of the report is available to the employee upon request. (Access to Medical Reports Act 1988 and

Access to Health Records Act 1990).

10.3 Mental Health and Wellbeing

Mental health is the mental and emotional state in which we feel able to cope with the normal stresses of everyday life. If we are feeling good about ourselves, we often work productively, interact well with colleagues and make a valuable contribution to our team or workplace.

Positive mental health is rarely an absolute state. One may feel in good mental health generally but also suffer stress or anxiety from time to time.

Mental health conditions may emerge suddenly, as a result of a specific event or incident, or gradually, over a period of time when the condition may worsen or improve. Some illnesses are persistent and may be classed as a disability.

Managers should be aware it is not just about absences and some employees may show signs of mental ill health at some stage during their employment.

Common symptoms of mental ill health might include:

- an increase in unexplained absences or sick leave.
- poor performance.
- poor timekeeping.
- poor decision-making.
- lack of energy.
- uncommunicative or moody behaviour.
- any changes, in terms of patterns of behaviour.
- general mental resilience to stressful situations.

The College is committed to providing a working environment and support facilities which promote and support health and well-being. Mental health and well-being in the workplace is monitored through a range of processes. Managers and staff should seek to discuss and resolve work related matters through discussion initially. In addition, an Individual Stress Risk Assessment is available for employees who feel that they are suffering stress, anxiety or ill health as a result of work-related issues and need support through the College OHS provider. Both approaches are detailed below.

10.3.1 Organisation Stress Management

The College is keen to ensure that if there are any work-related issues which

affect the well-being of staff that these are addressed as early as possible. The College will undertake a Staff Survey routinely using an appropriate survey mechanism. The results of such a survey will be shared with trade union colleagues and staff and will inform the College's health and wellbeing approaches.

If an employee feels that they are having difficulties at work which they feel is causing them stress or anxiety, then an Individual Stress Risk Assessment should be conducted.

10.3.2 Individual Stress Risk Assessment (ISRA)

The Individual Stress Risk Assessment (ISRA) process should be applied where occupational health advice is required. The ISRA process requires:

- the employee to record on the ISRA form what they feel is the issue(s) and put forward any potential solutions to resolve the issue(s) which they feel might be considered by the College.
- the manager will consider what actions the College can or cannot take in an attempt to resolve what the employee feels is the issue(s).
- the manager will meet with the employee to discuss the actions to be taken where reasonably practicable. If a solution is not feasible the reason for this is discussed with the employee and recorded. The agreed changes which will be made or cannot be made will be recorded.
- the completed ISRA form will be sent to the College's OHS for assessment where appropriate. OHS will provide advice and support for the employee and the manager. The main aim of the process is to ensure the well-being of the employee and minimise the impact on service delivery.

Managers will be trained in how to conduct the ISRA process. Further support and advice can be sought from the Human Resources Team. An ISRA form can be obtained from the Human Resources Department.

10.4 Menopause

Managing the effects of the menopause at work is important. For those experiencing symptoms it can be a difficult and stressful time. Everyone will experience the menopause differently and for some, symptoms can be quite severe and can affect people both physically and mentally. The College complies with the National [Menopause Policy](#), the Policy which aims to support managers and staff.

Menopause itself is not classified as a disability under UK law, but symptoms may be considered a disability if staff have a long-term and substantial impact on daily activities.

Managers should acknowledge that there may be an additional need for sickness absence by employees experiencing the menopause in order to manage their menopausal symptoms.

Absence will be recorded as related to menopausal symptoms where disclosed and managers will consider such absence as an ongoing condition requiring the consideration of reasonable adjustments and flexibility in absence procedure triggers.

Information relating to reasonable adjustments can be found in the Reasonable Adjustments Guide.

11 Occupational Sick Pay – Exhaustion of Entitlement

11.1 The employee will be informed in writing at least four (4) weeks before the date when they will have exhausted their entitlement to:

- full Occupational Sick Pay that their entitlement to full salary will reduce to half salary; and
- half Occupational Sick Pay that their salary entitlement will cease.

11.2 The employee will be invited to request in writing that their position is held open, it should detail the reason for the absence, the medium to long-term prognosis, any planned or future treatments available and the potential impact on the health condition. Further information is detailed in Section 12 below.

11.3 The College may consider termination the contract of employment on the expiry of the employee's Occupational Sick Pay. The College may consider granting a period of unpaid leave of absence in respect of a critical illness or disability as outlined in section below.

12 Critical Illness or Disability

In circumstances where an employee has exhausted their entitlement to Occupational Sick Pay and Statutory Sick Pay and they have been diagnosed with a critical illness or disability the College will explore the option of holding open the employee's position for a period of time.

The conditions covered by this section will apply to those employees who are disabled as defined by the Equality Act 2010 which from time to time may be expanded. The period of unpaid leave of absence beyond the period of OSP granted to an employee by the College should be sufficient to enable appropriate treatment and rehabilitation.

The period of time which the employee's post may be held open will be determined by a member of the Senior Leadership Team in consultation with a Senior Curriculum Manager or Head of Department and the Director of People and Culture/Head of HR and OD.

When considering a request, the College will take into account:

- the case put forward by the employee or their representative.

- the reason for the absence.
- the medium to long-term prognosis.
- any planned or future treatments available and the potential impact on the health condition.
- the operational case put forward by line manager.
- the employee's position with the College and the impact of the employee's absence on College services.
- any other relevant consideration.

Each request will be considered on its own merits. If a decision is taken not to hold open the position the case will be managed in accordance with the College Capability Procedure.

13 Sickness or Disablement due to Accident in the Course of Employment

- 13.1 An acknowledged industrial injury will be treated as an absence category within these procedures. Where an employee is absent due to sickness or disablement as a result of an accident arising out of and in the course of employment, or due to industrial disease, the employee shall be entitled to sickness allowance outlined in Section 11.
- 13.2 An absence due to an accident at work shall only be accepted when an Incident Report Form has been completed and submitted. An investigation will be undertaken by the College. Staff may be able to claim potential allowances or benefits and should contact the Department of Works and Pensions, further information can be found by following this link - [Benefits - mygov.scot](https://www.gov.uk/benefits-mygov). It is important that the facts are recorded accurately and there has been no negligence on the part of the employee in terms of complying with the recognised safe methods of work.
- 13.3 In determining what, if any, action should be taken where an employee's overall absence record includes period(s) of accepted industrial injury, managers should be cognisant of the reasons for the absence when assessing the employee's absence record, and considerate account taken of accepted of industrial injuries when dealing with employees under the terms of this Policy and Procedure.
- 13.4 Wherein applying this procedure, a manager identifies an employee who regularly sustains industrial injuries additional training and/or advice may be required. The College's Health and Safety Manager will be available to assist managers.

14 Reasonable Adjustments

- 14.1 Where there is a disability or an underlying health condition appropriate

discussion should take place with the employee to what assistance and support may be provided.

14.2 The College Reasonable Adjustment Guide provides options available for managers and staff. Managers should in consultation the employee and Human Resources consider the options available.

14.3 Where the options within the Guide are not viable for the College or acceptable to the employee, the following options should be considered:

- Employee - the option to apply for premature retirement because of ill health, where appropriate.
- College - the option to terminate the contract on the grounds of capability or some other substantial reason.

Such actions should only be taken after all other options have been explored and exhausted. The employee will be fully involved in the discussions about their future employment with the College and clearly advised of the possibility that the termination of their contract is being considered. The discussion should be confirmed in writing.

The College and the employee should identify a termination date in the best interest of both parties where possible.

15 Termination of Contract of Employment

15.1 Termination of Contract

The College will in all cases seek to retain an employee in its employment where possible. As a last option where it has been established that there is no prospect of the employee maintaining a satisfactory level of attendance or returning to work in the foreseeable future the matter will be considered under and in accordance with the College's Capability Procedure.

15.2 Appeals against Termination of Contract

An appeal against the decision to terminate the contract of employment may be submitted in accordance with the College's Capability Procedure.

Employees shall be fully informed of their position in relation to this policy at all stages of the procedure.

16 Annual Leave and Sickness Absence

16.1 Sickness During Annual Leave

An individual who becomes ill or is injured at the beginning of, or during a period of annual leave may be entitled to claim back the period of annual leave for which they were ill or incapacitated provided that they:

- inform their line manager of their illness or injury in line with normal sickness reporting procedures on the first day they become ill or as soon as possible thereafter; and
- provide a Fit Note, or other formal medical certification, covering the full period of their illness or incapacity.

16.2 Holiday/Extended Absences from Home during a Period of Long-term Absence

Individuals are required to inform their line manager **prior** to taking leave away from home during periods of sickness absence and provide alternative contact details as appropriate.

It is recognised that taking time away during a period of sick leave can be recuperative and may support recovery. It is expected however that individuals taking time away from home during period of sickness absence do not undertake travel or activities that are likely to aggravate their condition or prolong their absence from work.

Where management has concerns about the proposed nature of holiday travel or activities, the employee can be referred to OHS for further information on the effect the proposed travel or activity may have on the condition and recovery.

Individuals taking leave away from home during periods of sickness absence are required to provide Fit Notes covering the full period that they are away. Any period not covered by a Fit Note will, following an appropriate reminder and opportunity to provide this, be designated as annual leave and the leave balance will be debited accordingly. Employees and managers may seek advice from the Human Resources Department.

16.3 Use of Annual Leave Entitlement During a Period of Sickness Absence

Where an individual is absent due to sickness, they may be able to use annual leave if they wish to do so. Use of annual leave during sickness absence is voluntary. Individuals wishing to make use of this provision should request leave in writing from the Human Resources Department.

Managers should seek advice from HR regarding requests to use annual leave during sick leave if they receive a request.

Where an individual has a period of annual leave approved during sick leave the payment for annual leave will be in addition to the Occupational Sick Payment. The total Occupational Sick Payment and Annual Leave payment will not exceed the normal monthly salary.

Employees will receive their usual rate of pay for time taken as annual leave. Employees must apply to HR in writing with any annual leave requests. HR will arrange for appropriate adjustments to be made to the leave balance and notify the Payroll to make any required amendment to the pay of an employee. Any overpayment or underpayment as a result of a delay in notifying HR will be automatically adjusted in the next available pay run in line with employee's the contract of employment.

A maximum of 28 days including public holidays (pro rata for part time staff) may be used in any one leave year.

16.4 Carry Over of Annual Leave

Individuals who are absent for an extended period of time may be eligible to carry over their annual leave entitlement up to a maximum of 28 days including public holidays (pro-rated for part-time staff). Leave will normally only be able to be carried over for a maximum of 18 months at which point any outstanding leave will be forfeited. Further information may be sought from the HR Department.

An employee who is released from the College's employment through ill health retirement or capability will receive payment for any outstanding annual leave for accrued entitlement over the period of their absence up to a maximum of 18 months.

17 Disciplinary Considerations

The manager may consider managing the absence under the Disciplinary Policy and Procedure where, for example:

- an employee persistently fails to follow the absence notification procedures
- there is a breach of this policy or procedure.
- not meeting the required standards because of their own carelessness, negligence or idleness.
- falsification of documents or fraudulent claims for sick pay, for example when there is evidence that absences are not genuine.

In determining whether or not the matter should be managed in accordance with the College Disciplinary Policy and Procedure or Capability Procedure account should be taken of all the facts and how the absence has been managed. The above list of circumstances is not intended to be exhaustive.

The employee must be afforded every opportunity to improve upon their attendance level, and they must be made fully aware that their attendance record is a cause for concern. The employee must be advised formally that their attendance record is unsatisfactory, what improvement is required, and the consequences should there be no improvement in their record of attendance.

Having taken these steps should the employee's attendance record remain unsatisfactory the employee will be advised that the matter will be managed in accordance with the appropriate Procedure Capability Procedure or Disciplinary Policy and Procedure.

18 Other Related Human Resources Policies

- Alcohol, Drugs and Substance Misuse Policy
- Health and Safety Policy
- Recruitment and Selection Policy and Procedure
- Grievance Policy and Procedure
- National Disciplinary Policy and Glasgow Kelvin College Disciplinary Procedure
- Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks
- Family Friendly and Flexible Working Policy
- Public Interest Disclosure Policy
- Equality, Diversity and Inclusion Policy
- Commendations and Complaints Procedure
- National Menopause Policy

19 Review and Monitoring

The content, effectiveness and operation of the Attendance Management and Support Policy and Procedure will be routinely reviewed on an annual basis with a formal review every three years. The Policy and Procedure will be updated in partnership with management, Trades Unions and staff. Account will also be taken of any developments in legislation and case law. The Procedure may be amended from time to time to meet operational requirements, case law, legislation and best practice.