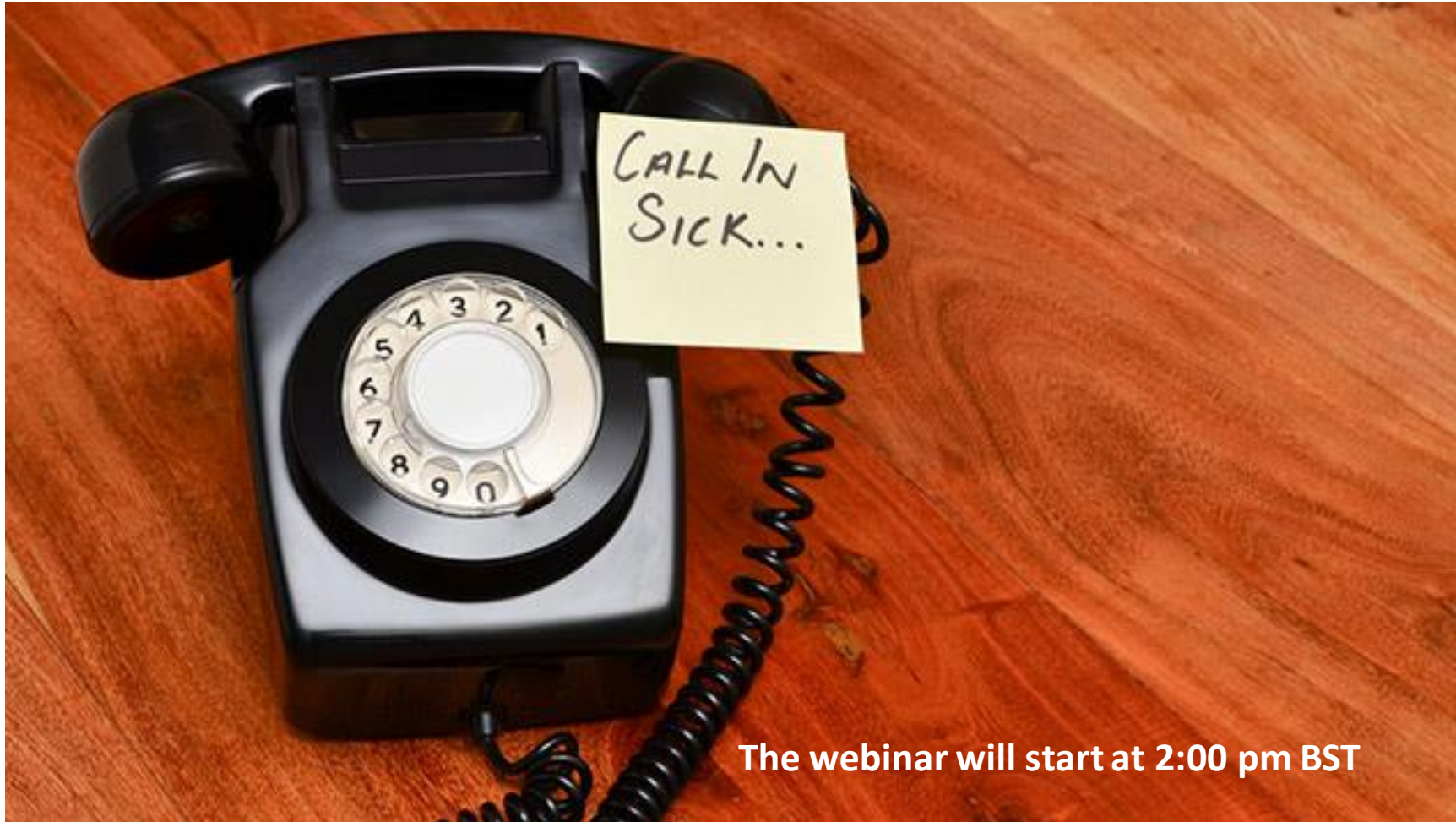


Leave and absence: managing attendance fairly



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LEAVE & ABSENCE MANAGEMENT

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Time off for dependants

- Reasonable amount of unpaid leave to take “necessary” action to deal with particular situations affecting dependants



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- Reasonable amount of unpaid leave to take “necessary” action to deal with particular situations affecting dependants

Parental leave

- 18 weeks
 - per child
 - per parent
- 18 years old
- Unpaid



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Shared parental leave

- Summary
- Have a policy
- Take advice



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Compassionate leave and public duties

- Jury service
- Voluntary public duties
- Reserve forces duties
- Compassionate leave



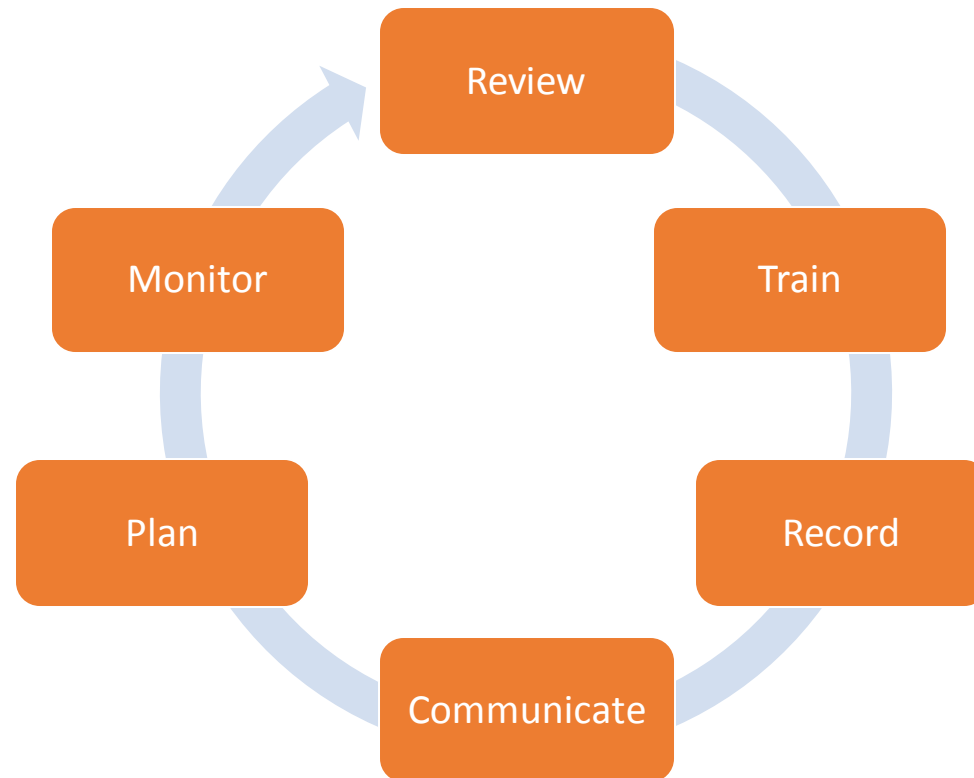
Compassionate leave and public duties

- Jury service
- Voluntary public duties
- Reserve forces duties
- Compassionate leave

Sickness absence

- Review
- Train
- Record
- Communicate
- Plan
- Monitor
- Review

Sickness absence



Review

- Sickness policy
 - Where?
 - Who is aware of it?
 - Up to date?
 - Reviewed regularly?
 - Clear?
 - Comprehensive?



Review

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Train

- Communication
 - When and how to communicate
 - Style of communication

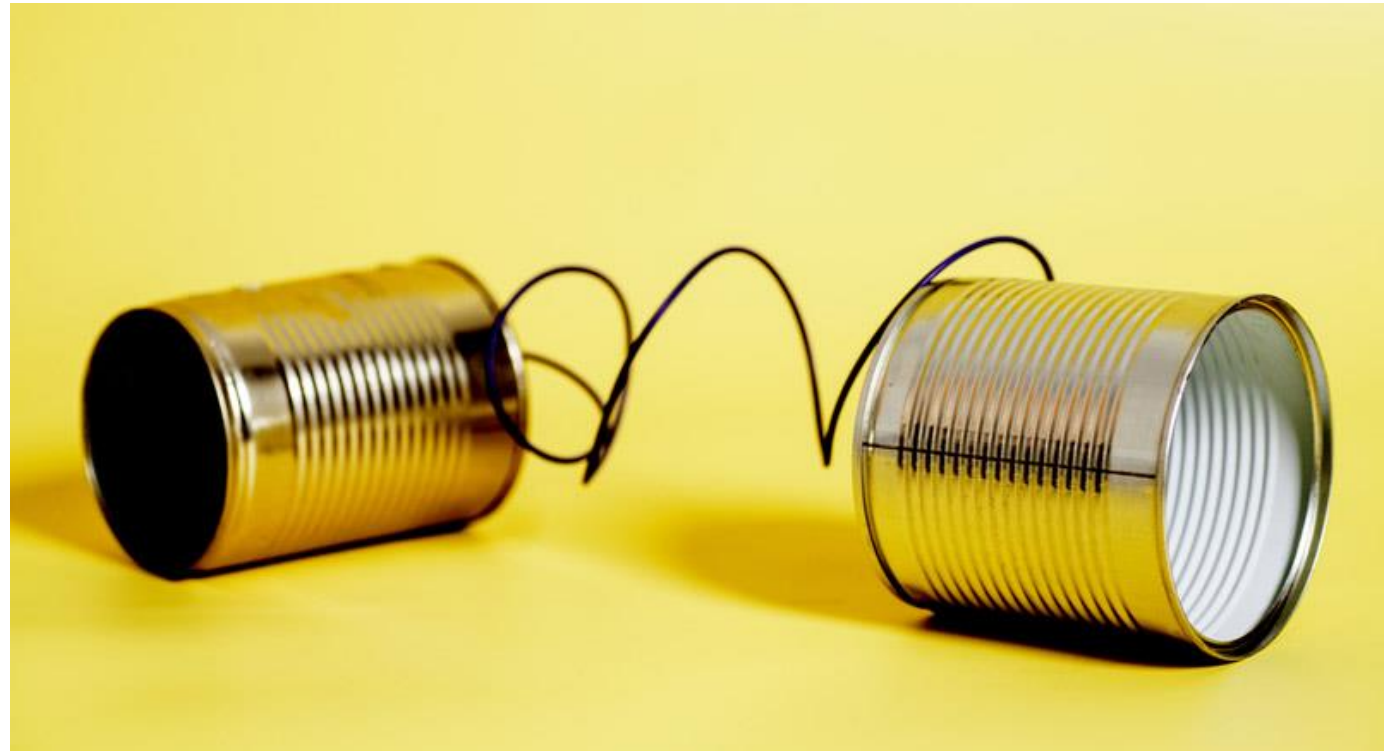


Train

- Communication
 - When and how to communicate
 - Style of communication

Communicate

- Point of contact
- Regularity of contact
- Prompts
- Method of communication



Communicate

- Point of contact
- Regularity of contact
- Prompts
- Method of communication

Plan

- Return to work
- Occupational health
- Disabilities
 - Adjustments



Plan

- Return to work
- Occupational health
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 - Adjustments

Monitor, Review and Dismissal

- Upon return
 - Be open minded
- Ongoing assessments
- Keep communicating
 - Review and amend adjustments
 - Dismissal



Monitor, Review and Dismissal

- Upon return
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Record

- Make clear records
- Trends
- Identify risks



Record

- Make clear records
- Trends
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Unfair dismissal

- Two years' service
- Employee
- Fair reasons
 - Conduct
 - Illegality
 - SOSR
 - Redundancy
 - Capability



Unfair dismissal

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Discrimination: Equality Act 2010

- No length of service requirement
- Unlimited compensation
- Protected characteristic?
 - Disability

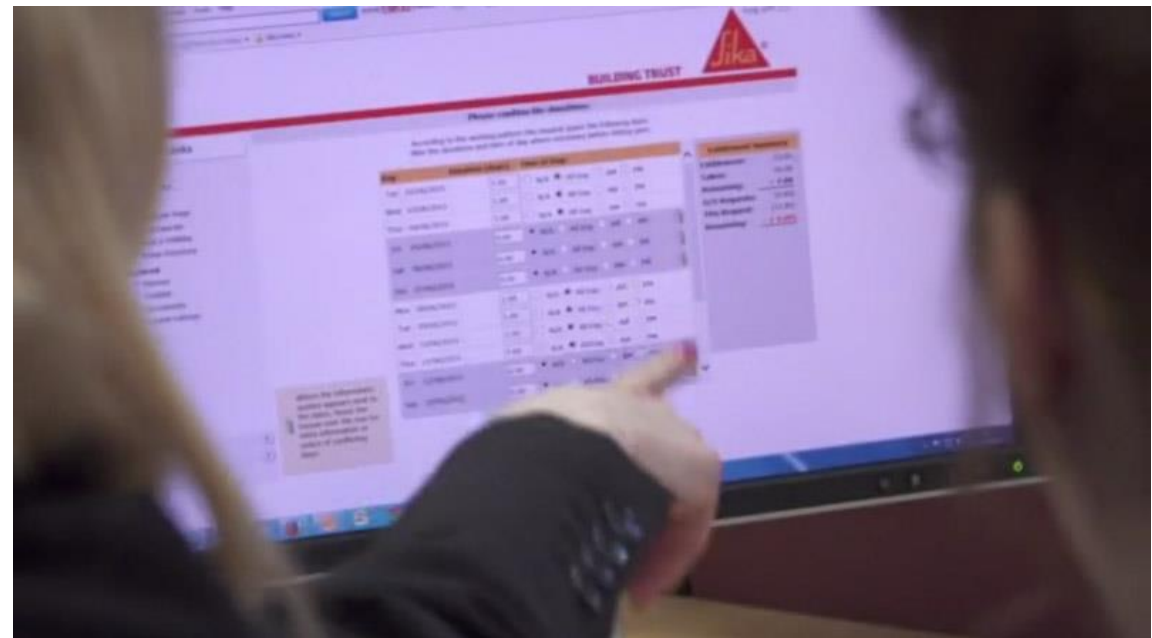


Discrimination: Equality Act 2010

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Systems

- Good data source
- Demonstrate process
- Lack of bias - Consistency
- Encourages/Prompts processes
e.g. back-to-work meetings etc
- Patterns of absences
- Barriers to a successful claim



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Sickness absence rates 2016

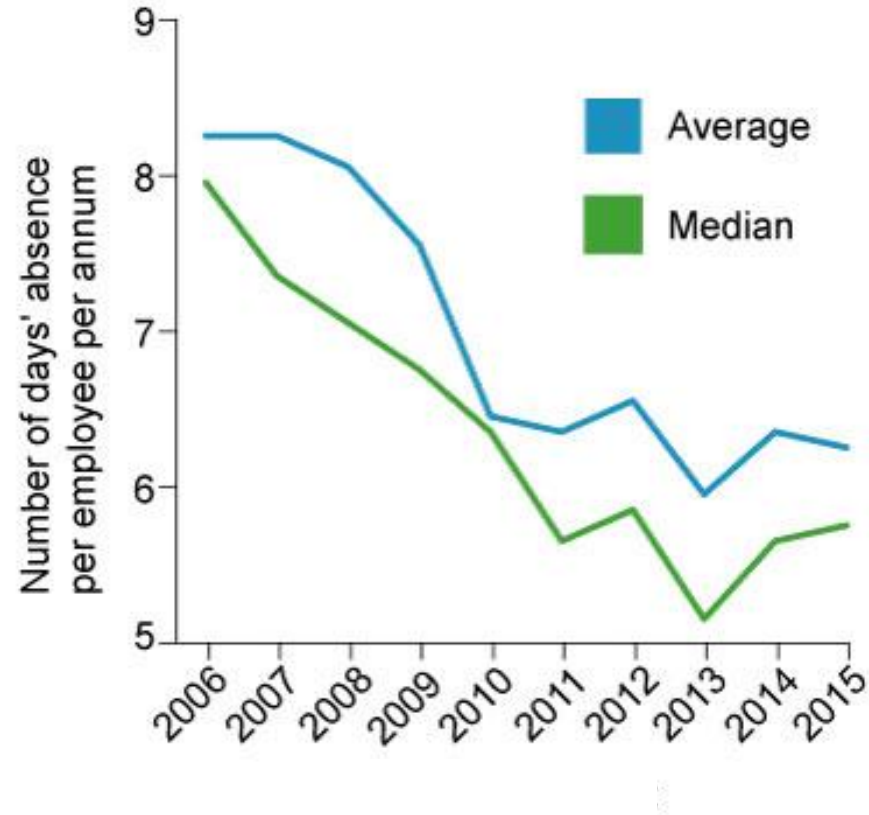
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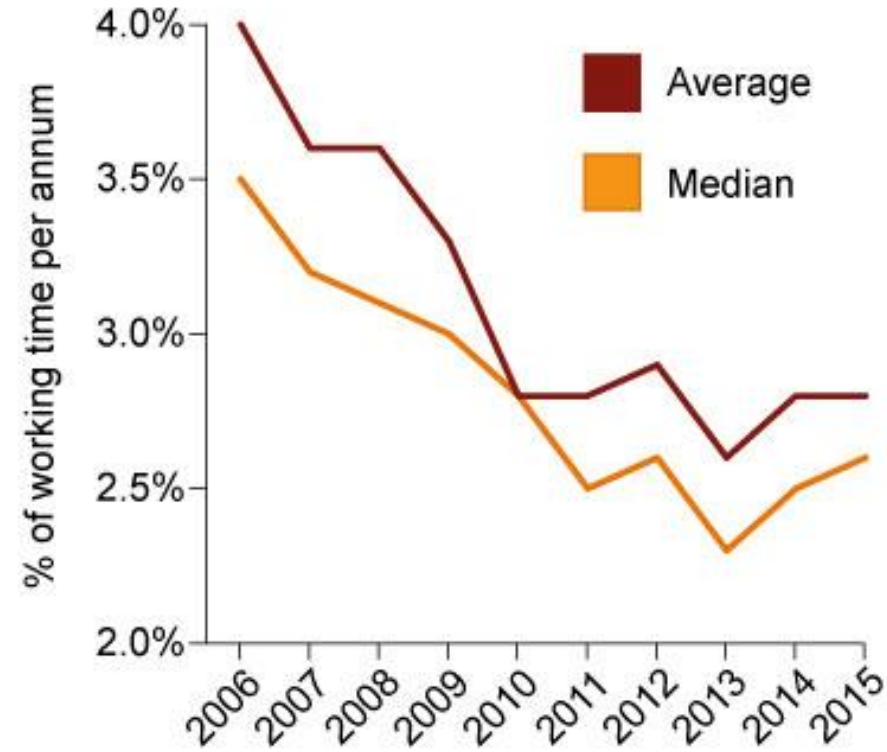
Sickness absence rates

- Median of 2.6% and average of 2.8% of working time lost to sickness absence in 2015
- Median of 5.8 and average of 6.3 days' sickness absence per employee, per annum

Number of days' sickness absence 2006 -2015



Percentage of working time per annum, 2006-2015



Absence rates – data collection

- Based on a sample size of 602 organisations
- All based in the UK
- Broad sectoral coverage
- Covers almost 1.7 million employees

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Questions



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