



WEST MIDLANDS POLICE

Force Policy Document

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| POLICY TITLE: | ATTENDANCE MANAGEMENT POLICY |
| POLICY REFERENCE NO: | HR/24 |

Executive Summary

Managing attendance is essential to the efficiency of West Midlands Police. The Force is committed to creating an environment where people want to come to work together with a culture of good attendance and wellbeing. All individuals must take responsibility for their attendance at work, demonstrating a clear commitment to attendance in order to maintain high standards of service to the public and ensure that we can meet the Force's vision. This policy when read in conjunction with the Attendance Management toolkit is designed to support individuals and maximise attendance by reducing sickness absence. The Force will take a supportive approach towards individuals' health and wellbeing, but this needs to be balanced with a framework for addressing unsatisfactory attendance with a fair, timely and consistent approach.

***Any enquiries in relation to this policy should be made directly with the policy contact / department shown below.*

Intended Policy Audience

This policy is aimed at all Police Officers and Staff of West Midlands Police.

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|--|--------------------------------|-------------------|
| Current Version And Effective Date. | Version 1.0 | 08/04/2016 |
| Business Area Owner | Corporate HR | |
| Department Responsible | Corporate HR | |
| Policy Contact | Gill Morgan (53306) | |
| Policy Author | Gill Morgan (53306) | |
| Approved By | David Wilkin | |
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| Protective Marking | Not protectively marked | |
| Suitable For Publication – Freedom Of Information | Yes | |

Supporting Documents

- *Attendance Management toolkit*
- *UPP Procedure*
- *Police Staff Capability Procedure*
- *Code of Ethics*
- *Standards of Professional Behaviour*
- *Reasonable Adjustments Policy and Passport*
- *Code of Ethics* (<http://www.college.police.uk/What-we-do/Ethics/Pages/Code-of-Ethics.aspx>)

This policy replaces the previous HR Attendance Management policy document not previously on the Policy Portal

Evidence Based Research

Full supporting documentation and evidence of consultation in relation to this policy including that of any version changes for implementation and review, are held with the Force Policy Co-ordinator including that of the authorised original Command Team papers.

Please Note.

PRINTED VERSIONS SHOULD NOT BE RELIED UPON. THE MOST UP TO DATE VERSION OF ANY POLICY OR DIRECTIVE CAN BE FOUND ON THE EQUIP DATABASE ON THE INTRANET.

Force Diversity Vision Statement and Values

“Maximise the potential of people from all backgrounds through a culture of fairness and inclusion to deliver the best service for our communities”

“All members of the public and communities we serve, all police officers, special constables and police staff members shall receive equal and fair treatment regardless of, age, disability, sex, race, gender reassignment, religion/belief, sexual orientation, marriage/civil partnership and pregnancy/maternity. If you consider this policy could be improved for any of these groups please raise with the author of the policy without delay.”

Code of Ethics and Standards of Professional Behaviour

West Midlands Police is committed to ensuring that the Code of Ethics and the Standards of Professional Behaviour are not simply another piece of paper, poster or laminate, but are at the heart of every policy, procedure, decision and action in policing.

The Code of Ethics is about self-awareness, ensuring that everyone in policing feels able to always do the right thing and is confident to challenge colleagues irrespective of their rank, role or position.

The Standards of Professional Behaviour reflect the expectations that the police service and the public have of how police staff should behave.

The main purpose of the Code of Ethics is to be a guide to "good" policing, not something to punish "poor" policing.

The main purpose of the Standards of Professional Behaviour is to provide a framework to enable everyone to understand what is considered acceptable and unacceptable behaviour

Please see http://www.college.police.uk/docs/Code_of_Ethics.pdf for further details.

Please see the intranet for further details on the Standards of Professional Behaviour.

The policy contained in this document seeks to build upon the overarching principles within the Code and the Standards of Professional Behavior to further support people in the organisation to do the right thing.

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1. INTRODUCTION

This policy provides the framework to ensure that attendance in the workplace is both effectively and consistently managed. It also details the responsibilities of individuals and line managers in relation to attendance. This policy applies to all Police Staff and Police Officers.

All officers and staff must be aware of and are required to comply with all relevant policy and associated procedures. This policy should be read in conjunction with the attendance management toolkit.

2. AIMS

The aims of this policy are to:

- Provide a framework for how attendance will be managed at West Midlands Police.
- Identify the responsibilities of individuals and managers.
- Ensure that individuals who are absent due to sickness receive fair treatment.
- Ensure that obligations in respect of the Equality Act 2010 are met.

3. CONFIDENTIALITY

Information about an individual's absence from work due to sickness, injury and personal/domestic related issues is confidential and must be treated with sensitivity.

Records in relation to managing an absence will be restricted to roles that have a responsibility for the management or recording of sickness absence.

4. REPORTING AND RECORDING OF SICKNESS ABSENCE

An officer or member of staff who is unable to attend work because of illness must notify their line manager (or another available manager) of the reason for their absence as soon as possible on the first day of absence. This notification should be made in person, by telephone, unless the nature of the illness prevents this. Contact via text or e-mail is not acceptable (this does not apply to anyone with a condition that precludes them from using the telephone). This contact must be recorded by the line manager on GRS. For staff working Force Contact, contact must be made with the Service Delivery Officer.

If the absence continues beyond 7 calendar days, the individual must obtain a 'Statement of Fitness for Work' (Fit note) from their doctor and send it to their line manager as soon as possible who must record this information on GRS.

Officers and staff who fail to comply with the absence reporting procedure will be regarded as being on unauthorised absence from work which may result in loss of pay and/or disciplinary action.

5. RESPONSIBILITIES

The individual

Individuals are responsible for maintaining the standard of attendance expected of them and must take reasonable steps to uphold consistent attendance at work. When an individual is not able to attend work due to sickness or injury he or she must:

- Personally notify their line manager at the earliest opportunity that they are unable to attend work. Contact via text or e-mail is not acceptable (this does not apply to anyone with a condition that precludes them from using the telephone). If the line manager cannot be reached due to annual leave etc. then the individual must notify another manager that they are unable to attend work. Contact must be made by the individual unless they are unable to do so.
- Give a clear indication of the nature of the illness (if known), an expected return to work date (if known) and where possible any outstanding tasks that need to be completed.
- Remain in contact with their line manager whilst absent (or an alternative line manager if appropriate).
- Keep the appointed line manager informed of any further developments on a regular basis.
- If absent for more than 7 calendar days, obtain a Statement of Fitness for Work (Fit note) from their GP and forward the fit note to their line manager immediately.
- Notify their line manager if they intend to go on holiday whilst they are off sick.

The line manager must:

- Record on GRS the date and time the illness was reported to them and the nature of the illness.
- Discuss with the individual how long they are likely to be absent (if known).
- Obtain contact details and discuss with the individual how ongoing contact/support will take place.
- Identify if the absence is a result of an injury, accident or maternity related, and if so, record as necessary.
- Discuss whether the absence is linked to a disability and if so, consider any reasonable adjustments that need to be made for the individual.
- Review the Fit Note and consider any recommendations from the GP.
- Advise the individual whilst off sick that a review may take place of any registered business interest.
- Conduct a return to work interview as soon as the individual is back at work.

Senior Leadership Teams will:

Take ownership of attendance management in order to ensure that;

- Employees are appropriately supported and that decision making is consistent.
- There are measures in place, where appropriate, to support improved attendance and/or a return to work plan.
- Line managers are adhering to the attendance management policy in respect of trigger points when managing attendance.

HR will:

- Develop and maintain an effective attendance management policy and toolkit to enable line managers to effectively manage attendance.
- Maintain records of absence with due regard to confidentiality.
- Provide advice and guidance to line managers through the HR Productivity Advisors and Line Manager Advisors on managing attendance effectively.
- Audit a sample of return to work interviews and check compliance with the policy.

Occupational Health will:

- Provide advice and guidance to managers and individuals as and when required.
- Determine as to whether a medical condition is regarded as a disability under the Equality Act and what reasonable adjustments are appropriate.
- Determine as to whether a medical condition that is not specifically defined as a disability will be managed in accordance with the principles of the Equality Act.
- Develop a health and wellbeing strategy which supports a culture where managers and staff take health and wellbeing seriously.
- Provide advice on return to work plans.
- Provide advice on capability related to longer term health issues.

6. RETURN TO WORK

When an individual returns to work following a period of sick leave, the line manager must meet with them preferably on their first day back and conduct a return to work interview. Where the period of absence is related to a disability and/or is pregnancy related, the line manager should also discuss whether any reasonable adjustments can be made to enable the individual to maximise their attendance. This return to work must be recorded on GRS and the associated paperwork completed and sent to Shared Services.

7. MONITORING OF SICKNESS LEVELS ACROSS THE FORCE

The Force attendance data will be monitored through a corporate governance structure including QPR meetings, a monthly corporate attendance panel chaired by the Director of Resources, Trade Union and Federation meetings and the weekly HR Tasking meeting.

The Force Performance in respect of sickness absence levels will be published monthly across the Force to support a continuous focus on attendance management.

8. SICKNESS ABSENCE – TRIGGER POINTS AND CATEGORIES

Individuals will at times be unable to attend work due to illness or injury. As a result, some individuals will meet the Force attendance trigger points and will require management interventions and support to assist them to improve and maintain their attendance.

Trigger points help to highlight those individuals where there is concern about their attendance. They facilitate supportive action to help resolve issues and encourage good attendance.

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The Force standard trigger point for management review in relation to unacceptable levels of sickness absence will be determined by use of the Bradford factor. The Bradford factor is a method of calculating absence in order to put a weighting on the absence. Trigger points are then used to prompt line managers to investigate a case further. It is important to bear in mind that this is only one method of looking at absence. Consideration will be given to individual circumstances and a balanced approach must be taken.

The calculation is simple:

The Bradford factor is calculated using the Bradford formula: $S \times S \times D = B$

- S is the total number of separate absences by an individual
- D is the total number of days of absence of that individual
- B is the Bradford factor score

The set period when using the calculation is typically set as a rolling 52 week period.

For example, this is how 10 days absence could be shown:

- 1 instance of absence of 10 days is 10 points (1x1x10)
- 5 absences of 2 days each is 250 points (5x5x10)
- 10 days of one day each is 1000 points (10x10x10)

Trigger points

To ensure that attendance is managed consistently and fairly, the Force will use the Bradford factor to identify trigger points so that managers know when to review attendance and take appropriate action. Line managers can access the Bradford factor score for each of their members of staff via GRS in the following way:

Once in GRS:

- Click on 'Sickness' on the toolbar at the top of the screen
- Click on 'Sickness Reports'
- Click on 'Individual sickness history'

In the 'Find a Person' box at the bottom left hand side of the screen, put in the individual's name that you wish to check the Bradford factor score for and then on the right hand side of the screen at the top, you will see a column titled 'WD Bradford Score'. This is the individual's current Bradford factor score.

Individuals can check their own Bradford factor score in the web version of GRS.

These trigger points enable the categorisation of an individual's sickness. Every individual across the Force will be categorised based on their current attendance levels over a rolling 12 month period. The Force will use a tiered approach to categorising absence as detailed below:-

Tier 0

Individuals who have not had any absence in the last 12 month period

Managers should be aware of these individuals and acknowledge their good attendance.

Tier 1

Individuals who have a Bradford factor score of less than 100

Line Managers should monitor attendance levels for these individuals and if they have further sickness absence that keeps their score under 100, this should be managed through normal return to work discussions with the individual.

Tier 2

Individuals who have a Bradford factor score of 100 or more

Those individuals who have a Bradford score of 100 or more must have a meeting with their line manager to discuss their attendance and agree an appropriate wellbeing plan which will support and assist them to improve their attendance. The purpose of this plan is for line managers and individuals to understand what support and interventions need to be put in place to help them to improve their attendance and should not be used or viewed as a punitive approach to managing attendance. Each case should be judged depending on the individual's reasons for absence. Factors to be considered at this stage are what is the nature of the absence i.e. injury on duty, serious illness, pregnancy related, disability related etc. Where Reasonable Adjustments are in place and there are still attendance issues, then a wellbeing plan should still be put in place.

In certain circumstances it may be appropriate to place an individual directly onto the informal stage of UAP/Capability. This will be dependent on previous attendance history, number and nature of absences, potential trends of absence. Where line managers are considering this option they should contact the HR Productivity Advisor for further advice.

Tier 3

Individuals who have a Bradford factor score of 100 or more and have a wellbeing plan in place

Where individuals with a Bradford factor score of 100 or more have a wellbeing plan in place and are not meeting the objectives contained within the plan, consideration must be given to place them on the informal stage of the UAP or Capability Procedure unless they meet one of the following criteria:-

- The absence is as a result of an injury or illness caused or suffered whilst the officer was exercising the powers of a Constable or in the case of a member of Police Staff injured whilst carrying out their designated role.
- The officer or member of police staff is suffering from a terminal or life threatening illness
- The absence is related to a disability where it would be appropriate to extend pay to allow reasonable adjustments to be made or put into place to assist a return to work
- Where an officer or member of police staff is going through the Ill Health Retirement process and is in receipt of a certificate that confirms permanent disablement
- There are other exceptional or unusual circumstances that may warrant additional consideration

Please see the Attendance toolkit for more information on how to invoke the UAP or Capability procedures.

Please note that individuals have the right to be represented as per the UAP/Capability procedures at the relevant stages.

Tier 4

Individuals on informal UAP/Capability who have further absence

Those individuals who are subject to the informal stage of UAP or Capability who then have a further period of absence will move to the formal stage of the UAP or Capability procedure unless there are exceptional circumstances. Line Managers should discuss these cases with the HR Productivity Advisor or a Line Manager Advisor before they proceed.

Please see the Attendance toolkit for more information on how to invoke the formal UAP or Capability procedures.

9. EQUALITY IMPACT ASSESSMENT (EQIA)

The policy has been reviewed and drafted against all protected characteristics in accordance with the Public Sector Equality Duty embodied in the Equality Act 2010. The policy has therefore been Equality Impact Assessed to show how WMP has evidenced 'due regard' to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Supporting documentation in the form of an EQIA has been completed and is available for viewing in conjunction with this policy.

10. HUMAN RIGHTS

This policy has been implemented and reviewed in accordance with the European Convention and principles provided by the Human Rights Act 1998. The application of this policy has no differential impact on any of the articles within the Act. However, failure as to its implementation would impact on the core duties and values of WMP (and its partners), to uphold the law and serve/protect all members of its community (and beyond) from harm.

11. FREEDOM OF INFORMATION (FOI)

Public disclosure of this policy document is determined by the Force Policy Co-ordinator on agreement with its owner. Version 1.0 of this policy has been marked as not protectively marked.

Public disclosure does not automatically apply to supporting Force policies, directives and associated guidance documents, and in all cases the necessary advice should be sought prior to disclosure to any one of these associated documents.

12. TRAINING

The HR Productivity Advisors will work with line managers to increase their knowledge and capability to deal effectively with attendance.

13. PROMOTION / DISTRIBUTION & MARKETING

There is a comprehensive communication plan in place to ensure full knowledge of the Policy:

- Link to Policy on HR Intranet Pages
- Publication on the Force Policy Portal
- Notice board message

14. REVIEW

The policy business owner (Corporate HR) maintain outright ownership of the policy and any other associated documents and in-turn delegate responsibility to the department/unit responsible for its continued monitoring.

The policy should be considered a 'living document' and subject to regular review to reflect upon any Force, Home Office/ACPO, legislative changes, good practice (learning the lessons) both locally and nationally, etc.

A formal review of the policy document, including that of any other potential impacts i.e. EQIA, will be conducted by the date shown as indicated on the first page.

Any amendments to the policy will be conducted and evidenced through the Force Policy Co-ordinator and set out within the version control template.

Feedback is always welcomed by the author/owner and/or Force Policy Co-ordinator as to the content and layout of the policy document and any potential improvements.



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15. VERSION HISTORY.

| Version | Date | Reason for Change | Amended/Agreed by. |
|---------|------------|--|----------------------------------|
| 1.0 | 08/04/2016 | Draft completed and approved by DoR & CC | Gill Morgan, HR |
| 1.0 | 08/04/2016 | Policy ref given and published onto portal | 56408 Parkinson |
| 1.1 | 18/04/2016 | Minor amendment to section 4 & 5 re contact by telephone only added (this does not apply to anyone with a condition that precludes them from using the | 56408 Parkinson / Gill Morgan HR |

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