

## PROVISION FOR EFFECTIVE ATTENDANCE MANAGEMENT – GUIDELINES SHP 5 (Appendix A)

AIMS: ① Prevent Staff from becoming ill

② Facilitate early return to full performance for those who do become ill

### Potential Causes of Sickness

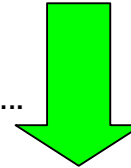
- Accidents at work
- Poor physical working conditions
- Poor risk assessment
- Poor Health & Safety Training
- Poor Organisational promotion of Health & Safety
- Shift Systems
- Staff Shortages
- Bullying Harassment and Discrimination
- Training & Development Needs
- Poor management
- Rate of organisational change
- Poor communication
- Grievance & Dissatisfaction with work
- Personal & Relationship issues
- Lack of personal motivation
- Trauma & Stress
- Non-Occupational Diseases
- Lack of physical fitness



### How to Assess Causes of Sickness

- Accidents / Injury Statistics
- Information from Return to Work interviews
- Focus group / other new commissioned research
- Info from risk assessments
- Knowledge and expertise of Health, Safety & Welfare Staff
- local Knowledge of managers (Central/local)
- Info from Best Value reviews
- Previous research e.g. 'Revitalising Health and Safety', 'In Sickness & In Health' and 'Lost Time'
- Knowledge of Staff Associations

This should lead to....



## ACTION PLANS FOR EFFECTIVE ATTENDANCE MANAGEMENT

### Policies & Management

- Unsatisfactory performance procedures
- Sanction & reward policies
- Ongoing identification of staff with poor sickness profiles, concentrate on analysis of patterns of sickness
- Use Bradford Formula
- Use Regulation 46
- Early Case Conferences & Home Visits
- Full use of Recuperative & Restricted Duties
- Rehabilitation programmes
- Critical Incident Stress Management programmes
- Health & Safety policies e.g. Drugs & Alcohol, Disability Discrimination Act
- Identification of At Risk stressful roles
- Fast track medical procedures
- Physiotherapy
- Efficient Sickness recording
- Unified sickness classification
- Good promotion of policies
- Promotion of Healthy Lifestyle
- Communicate proactively with General Practitioner's

### Training & Selection

- Health & Safety Training
- Risk Assessment Training including stress
- Soft skills training for managers
- Careful selection of staff into vulnerable roles including psychological testing
- Line management training
- Attendance Management Training
- Training in stress awareness
- Future developments towards fitness testing

### Occupational Health, Safety & Welfare

- Needs to be effectively resourced
- Qualified staff
- Be part of personnel team and linked to organisation's business plan
- Both reactive and proactive
- Attend case conferences
- Publicise self to managers
- Organise access to counselling
- Undertake proportional and appropriate health surveillance as per risk
- Promote healthy lifestyle
- Publicise OH service with external practitioners