

**East Dunbartonshire Council**

# Attendance Management Policy

**Chief Officers & Local Government  
Employees & Teachers**

Education, People & Business

March 2020

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## 1.0 POLICY STATEMENT

- 1.1. We are fully committed to supporting our employees in achieving good attendance levels at work. This commitment is underpinned by delivery of our **Wellbeing Strategy** which aims to encourage, guide and support employees in adopting a healthy lifestyle in a culture that promotes positive physical and mental health and wellbeing which is reinforced by ensuring a range of support mechanisms, including early intervention, are available for employees.
- 1.2. In line with national and local priorities, we are committed to maintaining and promoting the health and wellbeing of all our employees. Whilst our approach to managing absence is supportive, we recognise that we have to achieve a balance between the needs of the individual and the needs of the Council.
- 1.3. However, we recognise that it is inevitable that individuals will become ill and experience periods of sickness absence from time to time. For leave which is not directly related to sickness the Council has a Special Leave policy to support employees.
- 1.4. This policy and procedure provides a fair and consistent framework in which managers can appropriately address attendance concerns and support employees through periods of ill-health.

## 2.0 SCOPE

- 2.1 This policy applies to all employees of the Council including Chief Officers, Craft, Local Government Employees, Teachers and those on SNCT Conditions of Service.

## 3.0 REFERENCES AND RELATED DOCUMENTS

- 3.1 This forms part of the Council's Policies and Procedures base surrounding employment and certain policies, procedures and toolkits may be referenced throughout this document. This policy has been developed to ensure compliance with relevant employment legislation.
- 3.2 This policy should be applied with reference to the Charter of Roles & Responsibilities for Employment based Policies and Procedures.

## 4.0 DEFINITIONS

- 4.1 **Short-Term Absence**  
Short-term absence is defined as a single occurrence which lasts up to 20 calendar days.
- 4.2 **Long-Term Absence**  
Long-term absence is defined as a single occurrence of absence of 21 calendar days and above.
- 4.3 **Rolling Year**  
A rolling year is from the date of the absence looking back exactly 12 months i.e. 1<sup>st</sup> July looking back to 1<sup>st</sup> July of the previous year.
- 4.4 **Attendance Support Meeting**  
An Attendance Support meeting will support the employee in remaining or returning to work. This gives the Line Manager an opportunity to offer support and discuss with the employee the background

surrounding the absences, highlight areas of concern and communicate where and how improvement is required.

#### 4.5 Companion/Employee Representative

A companion is an employee representative who may be a fellow worker, Trade Union representative or Official employed by a Trade Union.

## 5.0 POLICY OUTLINE

### 5.1 Aims and Objectives

5.1.1 The objectives associated with this policy and procedure are to:

- ensure that employees are aware of what is expected of them if they become unwell and are unable to attend work
- provide a fair and consistent approach to managing absence and is compliant with employment legislation, including the Equalities Act 2010 and Employment Rights Act 1996
- provide a framework that enables the Council to support employees at times of ill-health
- provide a framework that enables Line Managers to ensure adequate support is provided on return to work

5.1.2 To support the delivery of these objectives, the following will apply:

- **Accurate Records** - of all sickness absences and actions taken must be kept, and monitored on a regular basis.
- **Return to Work meetings** - Line Managers must carry out a return to work meeting on the first day of return or as near to this as operationally possible following each episode of absence so that support and advice can be given at an early stage
- **Reason for Sickness** - Line Managers should explore the reason(s) for an individual's sickness absence at the earliest opportunity and follow the appropriate procedure(s) as set out in this document
- **Impacting Factors** - Where work may be impacting on an individual's health, or where health problems may be affecting an individual's attendance, managers should obtain advice from the relevant health professional, in consultation with the HR Case Adviser.
- **Infectious Disease** - An employee who has been deemed by a GP as incapable to work due to an infectious disease must notify their Line Manager immediately and where possible, provide the Council with supporting information
- **Respiratory Tuberculosis (Teaching Employees only)** - In cases of an employee suffering from respiratory tuberculosis, and where this is supported by a GP statement, full salary will be payable for any period of absence up to a maximum of 12 months plus half salary up to a maximum of a further 6 months
- **Respiratory Tuberculosis (Non-Teaching Employees)** - In cases of an employee suffering from respiratory tuberculosis where the role involves direct contact with children, full salary will be payable for any period of absence up to a maximum of 12 months plus half salary up to a maximum of a further 6 months. This must be supported by a GP statement and temporary redeployment/amendments to the role are not considered appropriate when the employee is fit to return to some form of work
- **Criminal Injuries** - Where damages for criminal injuries are awarded, employees will not be required to refund any proportion of the award. If an award is made, the period of absence shall not be treated as sickness absence, will be re-classified as special leave and will not count against the employee's entitlement to sickness absence
- **Planned Sickness Absence** - Planned sickness absence is where an employee requires, for example elective surgery (planned surgery), and therefore knows in advance that they are going to be absent from work to undergo treatment. In such cases, employees should advise their Line Manager as soon as possible of when they are expecting to be off and their

expected return to work date. It may be appropriate that an Occupational Health referral is made at this point to ensure that all support and advice is being provided to employees

- **Elective Cosmetic Surgery/Procedure** - If you are undergoing an elective cosmetic surgery or procedure, for which you will be absent from work, any entitlement to occupational sick pay will be subject to receipt of satisfactory medical evidence. This medical evidence will need to be in the form of a report from your doctor or medical specialist confirming you are undergoing the procedure on medical advice. You may be required to take annual leave for any absence related to a purely elective cosmetic procedure
- **Annual Leave** - All employees are entitled to take in full, or in part, the appropriate balance of leave up to the statutory minimum during a period of sickness absence. Employees will be able to request re-instatement 'lost' holiday entitlement due to sickness whilst on annual leave or planned leave. Teachers should refer to the SNCT Terms and Conditions (Part 2, Section 6 - Sickness Allowances and Notification Arrangements). The Council will require employees to produce appropriate evidence of sickness and employees will be expected to follow the Sickness Absence reporting procedure as outlined in section 5.5
- **Industrial Injury** – If an employee is absent as a result of sickness or disablement as a result of a work related accident or illness arising out of and in the course of employment, or due to industrial disease, the employee will be entitled to a separate allowance. Periods of absence for normal sickness and industrial accident are entirely separate and one will not be set off against the other for the purpose of calculating entitlements or allowance if there has been no negligence on the part of the employee in terms of that individual complying with the recognized safe methods of work. An absence due to an accident will only qualify for payment when an accident form (HS1a) has been completed and sent to the Health & Safety Team to process and the facts of subsequent investigations are found to be accurate.

## 5.2 Procedure Triggers

5.2.1 The procedure for managing absence will be followed when:

- the reason for absence requires further support and intervention (identified through the Return to Work meeting)
- an employee has had 3 occurrences of absence within a rolling 12 month period
- absences totalling 8 working days in a rolling year. This is pro-rated for part-time employees and full time employees working non standard working patterns
- the absence has been identified as work-related
- the pattern of absence causes concern
- the absence is 21 calendar days and above
- unauthorised absence

## 5.3 Disabilities

5.3.1 We are aware that sickness absence may result from an underlying medical condition or a disability. At each stage of the managing sickness absence procedure particular consideration will be given to whether there are reasonable adjustments that could be made (including policy/procedure), to the requirements of a job or other aspects of working arrangements, that will provide support at work and/or assist a return to work.

5.3.2 Line Managers must be aware of the need to separate absences related to a disability when reviewing monitoring periods however Attendance Support meetings must be implemented to ensure support mechanisms are available.

5.3.3 If an employee considers themselves to be affected by a disability or any medical condition which affects their ability to undertake their work they should inform their Line Manager. Any information

provided will be handled confidentially and in accordance with General Data Protection Regulations (GDPR) as outlined in section 6.

### **5.4 Pregnancy Related Absence**

5.4.1 Line Managers must be aware of the need to separate absences related to pregnancy when reviewing the period of absence. Absence related to pregnancy must be discounted when reviewing monitoring periods, however, Attendance Support meetings must be implemented to ensure support mechanisms are available. Any pregnancy related sickness absence within the last 4 weeks leading up to Maternity Leave will automatically begin an employee's maternity leave and pay. Absence which is unrelated to pregnancy will not affect maternity leave and the maternity arrangements made will remain as agreed.

### **5.5 Sickness Absence Reporting Procedure**

5.5.1 If an employee is unable to attend work due to sickness, they must inform their line manager (or other nominated person) at the earliest opportunity but no later than one hour after the start of their working day outlining the reason for their sickness, how long they anticipate their absence to be and any urgent work that requires cover at the point of contact. Employees who work shifts, part time or job share should notify their Line Manager as soon as they are aware they will be absent from work. Employees in exceptional circumstances e.g. hospitalisation, may arrange for someone on their behalf to speak directly to the employee's line Manager.

5.5.2 The Line Manager (or nominated person) will open a new period of sickness absence on i-Trent to ensure that the absence is recorded and monitored appropriately. Part day absences will not be recorded as an absence for the purposes of payroll however these should still be logged on i-Trent for the purposes of establishing a pattern or level which may cause concern.

### **5.6 Failure to Notify an Absence**

5.6.1 Should an individual fail to notify their Line Manager of their absence or does not arrive in the workplace within a reasonable time, the Line Manager will make contact with them to establish if they are safe and well and to determine the background of the failure to report their non-attendance at work.

5.6.2 Failure to report an absence will be classed as unauthorised absence and may impact on the individual's entitlement to sick pay and could lead to disciplinary action.

### **5.7 Contact during Absence**

5.7.1 Employees should contact their Line Manager directly on the 1st, 4th and 7th day of their absence and every 7 days thereafter. In exceptional circumstances the frequency and method of contact can be varied and agreed between the Line Manager and employee when the absence is first notified and depending on the reason for the sickness absence. However, there is a mutual responsibility for both the Line Manager and employee to maintain in contact at regular periods throughout the period of absence and subsequently during the length of absence covered by any Statement of Fitness for Work, to ensure employees are provided with appropriate support and that their work is covered.

5.7.2 In appropriate circumstances, meetings may take place in a neutral and suitable setting out with the Council, or in the employee home if both the employee and Line Manager are in agreement. Home visits are appropriate in exceptional circumstances and will only be arranged with an employee's consent. If a home visit does take place, both the employee and the Line Manager involved can choose to be accompanied.

## 5.8 Absence Certification

- 5.8.1 For absences of 7 calendar days or less, employee's must complete a **Self-Certificate** on their return to work. It is the Line Manager's responsibility to ensure that a completed self-certificate is submitted timeously and that this is logged onto i-Trent to allow for appropriate monitoring and where appropriate provide additional support.
- 5.8.2 For absences lasting **more** than 7 calendar days, employee's must provide a Fit-Note from their GP to their Line Manager as soon as possible. This will allow the Council to take full consideration of advice provided by the GP.
- 5.8.3 The Line Manager or nominated person will update i-Trent with the appropriate dates and reason for the absence from the Fit-Note to ensure effective monitoring and support is being provided. This will also ensure entitlements to sick pay are accurate. Once logged the Fit-Note should be returned to the employee.

## 5.9 Return to Work Meeting

- 5.9.1 Employee's should make contact with their Line Manager immediately (or as soon as reasonably possible) on returning to work.

The Line Manager should:

- make appropriate arrangements for a Return to Work meeting, this represents best practice and should normally take place on the day of return or, where this is not possible, within 2 days of the employee returning.
  - ensure the absence is closed immediately on i-Trent
  - review the reason for the absence
  - identify any issues affecting the employee and their ability to attend work
  - discuss any concerns that you have in regards to their attendance
  - identify and discuss any trigger points reached and next steps
  - identify support mechanisms or carry out a Risk Assessment where appropriate
  - remind the employee of the support mechanisms available to them
  - arrange any support identified
  - identify any requirements for workplace adjustments or rehabilitation based on medical advice
  - if appropriate, discuss and agree with the employee their referral to Occupational Health
  - update the employee on any changes within the workplace since their absence
  - ensure that the relevant paperwork has been completed
- 5.9.2 After the Return to Work meeting, the Line Manager and employee should ensure that all support and/or agreed actions are implemented if the absence is of a personal nature or the employee feels their Line Manager is not the most appropriate person to undertake this meeting advice and support can be sought from the HR Case Adviser if appropriate.

## 5.10 Procedure for Absence Monitoring - Short-Term or Persistent Absence

- 5.10.1 The procedure for absence monitoring for short-term or persistent absence will be initiated when:
- An individual has had at least three (3) occurrences of absence within a rolling 12 month period
  - Absences totaling 8 working days in a rolling year. This is pro-rated for part-time employees and full time employees working non standard working patterns
  - The pattern of absence causes concern.

### **5.11 Notification of Attendance Support Meeting/s**

5.11.1 The employee will be invited to attend an Attendance Support meeting with their Line Manager, a HR Adviser may be in attendance.

5.11.2 The employee will be provided with at least 5 working days' notice of the meeting and will be notified in writing of:

- the date, time and location of the meeting along with the cause for concern
- a copy of the Council's Absence Management procedure
- who will be attending the meeting
- their right to be accompanied by a companion
- where appropriate, the possible outcome/s

### **5.12 Stage 1 - Attendance Support Meeting**

5.12.1 Stage 1 of the procedure will be initiated when the employee reaches a trigger level. The primary purpose of the meeting is to support the employee to remain at work and to identify if there are any underlying medical conditions.

5.12.2 The Line Manager will discuss and explore the background surrounding the absences, highlight areas of concern, the likelihood of further absences, offer tailored support and put in place any agreed actions or reasonable adjustments, if appropriate, to support with the improvement of health and attendance.

5.12.3 Following the meeting, the Line Manager will confirm in writing a summary of the discussions and any agreed actions to the employee.

### **5.13 Stage 2 – Attendance Support Meeting**

5.13.1 Stage 2 of the procedure will be initiated when the individual has a further absence within the rolling 12 month period of the first absence which initiated the process and/or the pattern of absence continues to cause concern. This will be from the last day of the absence which triggered this stage. The reason for the absence will be thoroughly investigated and in certain cases employees' circumstances surrounding the absence including the reason, any diagnosed underlying condition and mitigation may be taken into account prior to moving to this stage. Advice should be sought from the HR Adviser when considering this.

5.13.2 The Line Manager should discuss and explore the background surrounding the absence, highlight areas of concern, review any tailored support and agreed actions previously put into place and offer any further tailored support, agreed actions or reasonable adjustments, if appropriate.

5.13.3 The Line Manager will advise the employee that if a satisfactory improvement does not occur, Stage 3 of the procedure will be initiated.

5.13.4 Following the meeting, the Line Manager will confirm in writing a summary of the discussions and agreed actions to the employee outlining that the letter is a formal improvement notice for their absence and a 6 month review period commencing from the last date of the absence which triggered this process which will be formally recorded on the employee's file.

### **5.14 Stage 3 – Attendance Support Meeting**

5.14.1 Stage 3 of the procedure will be initiated if the individual has a further absence which continues to reach the trigger levels (looking back from the last day the employee went off sick but including the most recent absence period/s) and/or the pattern of absence continues to cause concern within the 6 month review period.



5.14.2 The Line Manager should discuss and explore the background surrounding the absence, highlight areas of concern, review and offer any further tailored support and agreed actions or reasonable adjustments previously put into place, if appropriate.

5.14.3 The reasons for the absence will be thoroughly investigated and in certain cases employees circumstances surrounding the absence including the reasons, any diagnosed underlying condition and mitigation may be taken into account and it may be reasonable to provide further time for improvement. Advice should be sought from the HR Adviser when considering this.

5.14.4 The Line Manager will advise the employee if satisfactory improvement does not occur further action under the procedure may lead to dismissal.

5.14.5 Following the meeting, the Line Manager will confirm in writing a summary of the discussions and agreed actions to the employee outlining that the letter is a formal improvement notice for their absence and a 12 month review period commencing from the last date of the absence which triggered this process which will be formally recorded on the employee's file.

### **5.15 Stage 4 – Capability Hearing for Short-Term or Persistent Absence**

5.15.1 Stage 4 of the procedure may be initiated when the employee has had any further absence and/or the pattern of absence continues to cause concern within the 12 month review period.

5.15.2 Prior to the Hearing being arranged, the Line Manager must ensure that:

- the employee has been made aware of the need to improve their absence levels in an agreed monitoring period
- full consideration given to up-to-date medical information where applicable
- action has been taken to support the employee in improving attendance
- all agreed reasonable adjustments have been made
- the employee has been made aware that failure to improve their attendance may result in dismissal
- full consultation with the HR Adviser has taken place

5.15.3 The format of a Capability Hearing is outlined under point 5.21

### **5.16 Procedure for Managing Long-Term absence**

5.16.1 The procedure for managing long-term absence will be followed when the absence has, or is likely to last 21 days and over.

5.16.2 Individual circumstances will determine the appropriate timeframe for initiating this procedure, however, as a general principle the first meeting should be held as soon as the circumstances allow to ensure appropriate support is identified and offered at the earliest point and agreed with the HR Adviser.

### **5.17 Notification of Long-Term Attendance Meeting**

5.17.1 The Line Manager will write to the employee to invite them to attend the meeting.

Employees will be notified of:

- the date, time and location of the meeting
- the purpose of the meeting
- who will be in attendance, including the HR Adviser
- a copy of the Council's Absence Management procedure
- their right to be accompanied by a companion

## **5.18 Initial Long-Term Attendance Meeting (first meeting since notification of absence)**

5.18.1 The Line Manager and the employee will jointly explore the background surrounding the absence and discuss:

- support available including provisions through the early intervention scheme
- depending on the circumstances, potential return to work date and any appropriate or reasonable adjustments that could be made to facilitate this
- potential occupational health referral
- the possibility of any underlying health condition

5.18.2 Following the meeting, the Line Manager will confirm, to the employee, in writing a summary of the discussions and any agreed actions.

## **5.19 On-going Long-Term Attendance Meeting(s)**

5.19.1 The number of on-going long-term attendance meetings should be continuous throughout the absence but will vary in number depending on the nature of the absence. However, it is expected that through this procedure the Line Manager, supported by the HR Adviser, ensures that the frequency of the meetings are tailored to suit the individual.

5.19.2 During on-going long-term attendance meetings, the Line Manager will continue to support the employee and will:

- review the employees progress, including any up to date medical information
- ensure appropriate support is being offered and provided, including possible referral to Occupational Health
- explore the possibility of any underlying health condition
- continually consider any reasonable adjustments to facilitate a return to work

5.19.3 Where it has been identified that the employee is unlikely to be able to return to work within a reasonable timescale, the Line Manager should meet with the employee to discuss options, including:

- redeployment
- change to work pattern
- career break, where appropriate
- ill-health retiral
- where appropriate, ill health termination under capability. This may still be appropriate where the employee returns to work but has a history of being unable to sustain attendance at work when all reasonable adjustments have been offered and made
- agree further review of long-term absence and arrange any further meeting to take place

## **5.20 Capability Hearing - Long-Term Absence**

5.20.1 A Capability Hearing is normally initiated when it has been identified that the employee is unlikely to be able to return to work within a reasonable timescale, or Occupational Health/specialist's reports indicate that the employee is permanently unfit and ill health retiral is not applicable or that a return to work is not likely to be achievable in the near future.

5.20.2 Prior to the hearing being arranged, the Line Manager must ensure that:

- full consideration has been given to up-to-date medical information (from Occupational Health and/or the employee's Consultant or GP/and or independent consultant/practitioner)
- full consideration has been given to the employee's illness and that all agreed reasonable adjustments have been explored and, if appropriate, implemented in accordance with Equality Act 2010

- the Council has taken all appropriate action and provided support to the employee in an effort to achieve a return to work
- the employee has been made aware of possible dismissal on grounds of capability during the long-term absence procedure
- full consultation with the HR Adviser has taken place

## **5.21 Capability Hearing (Short Term and Long Term)**

5.21.1 The employee will be provided with at least 7 calendar days notice of the Hearing and will be notified in writing of:

- who the chair of Hearing will be (in accordance with the Authority to Take Action – Appendix 1) and any other representative who will be in attendance (including the HR Case Adviser)
- the reason for the hearing i.e. capability on the grounds of unacceptable levels of absence or capability due being permanently unfit or no reasonable future return to work date;
- the date, time and location of the meeting along with the cause for concern
- a copy of the Council's Attendance Management procedure
- any applicable documents that will be referred to during the hearing (i.e. Occupational Health, GP reports etc.)
- their right to be accompanied by a companion
- the possible outcomes

5.21.2 Where either party requires a Hearing to be rescheduled, this will be accommodated as far as possible. Rescheduling of Hearings should be agreed with reference made to the reasons given. In the event an employee's companion is not available at the time proposed by the Chair of the Hearing, the Chair must postpone the Hearing to a time proposed by the employee provided that the alternative time is reasonable and not more than 7 calendar days. In other circumstances employees will be given the opportunity to reschedule normally within 7 calendar days. Unavailability of a specific companion where there is a suitable alternative available will not be considered as a reason to prevent a Hearing taking place.

5.21.3 Employees will be given up to a maximum of 2 rescheduled Hearings. Where an employee is persistently unable or unwilling to attend without good cause, the relevant Officer should make a decision on the evidence available. The decision should then be confirmed in writing within 7 calendar days.

5.21.4 If an employee has submitted a Fit-Note, the employee will be assumed to be fit to attend a Hearing unless they or their GP advise they are not fit to participate in the process. In such circumstances a GP letter or Occupational Health report may be requested to confirm this.

5.21.5 The format of the Capability Hearing will run as follows:

- the management representative shall put the case forward in the presence of the employee (and their companion)
- the employee (and their companion) shall have the opportunity to ask questions of the management representative
- the employee (and their companion) shall put forward their case in the presence of the management representative
- the management representative shall have the opportunity to ask questions of the employee
- the Chair of the Hearing will have the opportunity to ask questions of the management representative and the employee
- the management representative and the employee shall have the opportunity if they so wish to sum up their case
- prior to adjourning the Hearing to consider the information presented the Chair should confirm with the employee that they have received a fair Hearing.

## **Attendance Management Policy**

- 5.21.6 During the Hearing the Manager presenting the case will outline to the employee the outcome and opinions of all the medical information and reports received. If the absences cannot continue to be sustained, the Manager will outline this along with the reasons why.
- 5.21.7 The employee and their companion will have the opportunity to present their case and raise any issues and/or concerns, which will be fully considered by the Chair.
- 5.21.8 Normally, the Chair will adjourn the Hearing to fully consider all relevant information prior to a decision being made. There may be occasions where the Hearing has to be adjourned to allow the Chair to seek further information prior to providing an outcome. In these circumstances the employee will be advised of the information being sought and the Hearing re-convened to allow comment.
- 5.21.9 Having taken all the information into account, the Chair of the Hearing will advise the employee of the outcome of the Hearing. Potential outcomes may be:
- no further action
  - extension to absence review period.
  - dismissal; or an alternative to dismissal
- 5.21.10 The Chair of the Hearing will confirm in writing the outcome of the Hearing within 7 calendar days. Where the outcome is dismissal or an alternative to dismissal only, this will include the employee's right to appeal within 14 calendar days.

### **5.22 Appeal**

- 5.22.1 All appeals in relation to action short of dismissal will be considered by a Manager and/or Executive Officer who is impartial and has not been involved in the case at any stage. Appeals will be considered based on the information presented by the employee on the Appeal Form.
- 5.22.2 In the interests of consistency Appeal Hearings will follow the same format as the Capability Hearing.
- 5.22.3 Appeals against dismissal will be referred to the HR Appeals Board and for Teachers and employees on SNCT terms and conditions, the Education Appeals Board. These process can be referenced in the Disciplinary at Work policy and PM2/18 of the Teachers Disciplinary Process.

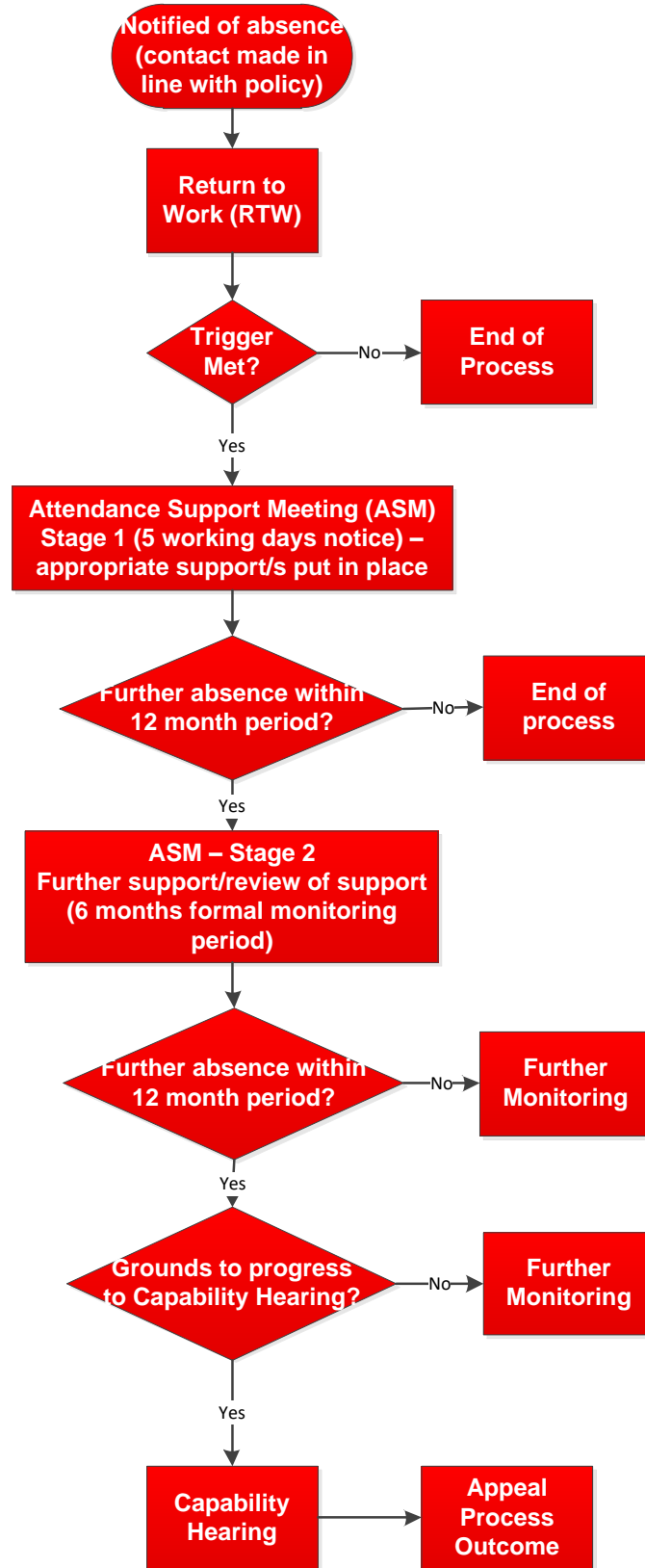
## **6.0 GDPR STATEMENT**

- 6.1 East Dunbartonshire Council holds, uses and processes information in accordance with the General Data Protection Regulations and all other relevant national data protection laws. Further information detailing how East Dunbartonshire holds and uses personal information and copies of privacy notices used throughout the Council are available on our website: [www.eastdunbarton.gov.uk/council/privacy-notices](http://www.eastdunbarton.gov.uk/council/privacy-notices).

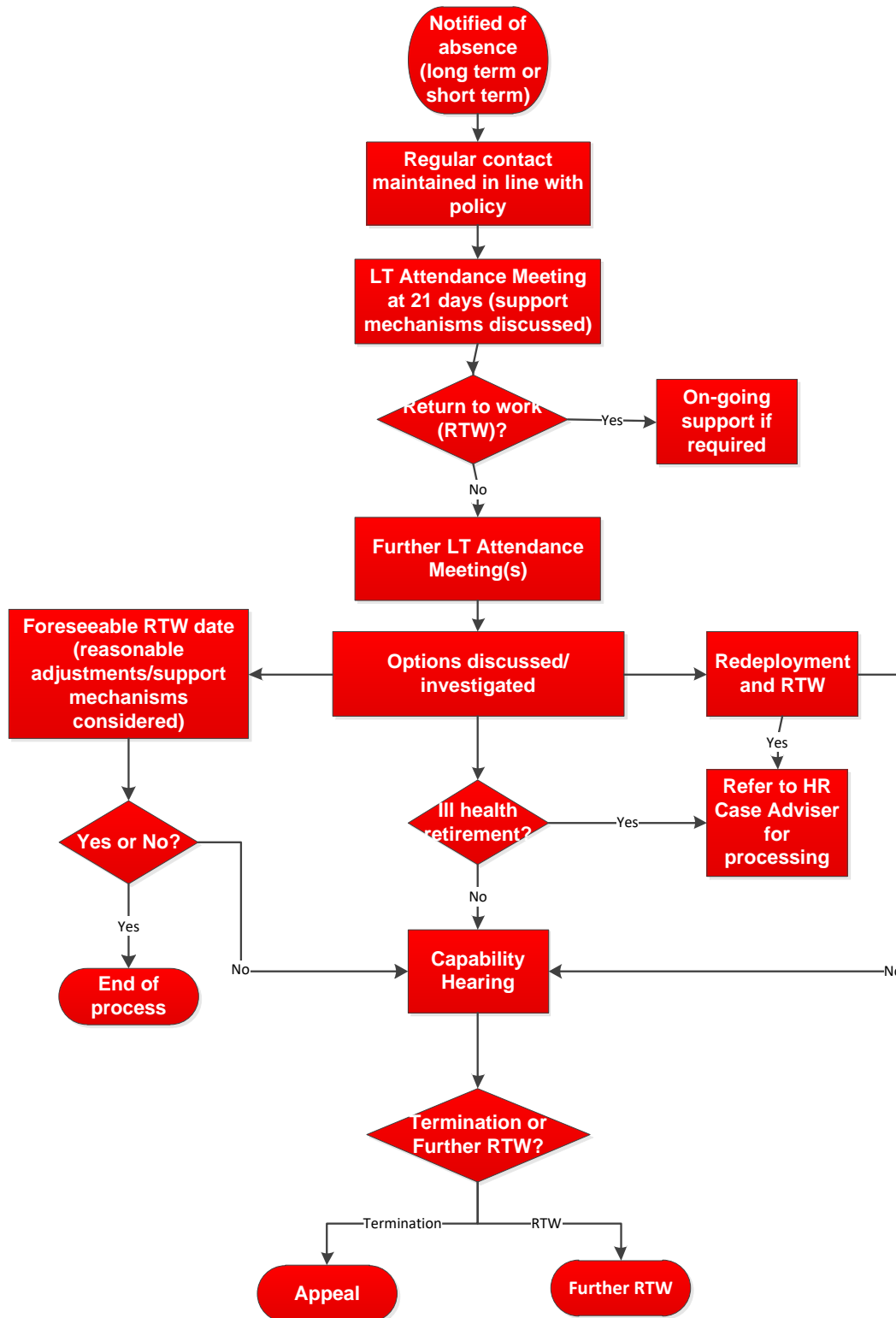
## **7.0 POLICY REVIEW**

- 7.1 This policy will be reviewed in line with:
- legislative change
  - other external factors
  - evaluation on the effectiveness of the policy

**APPENDIX 1: FLOW CHART MANAGING SHORT TERM ABSENCE**



**APPENDIX 2: FLOW CHART MANAGING LONG TERM SICKNESS**



**Attendance Management Policy**

**APPENDIX 3: AUTHORITY TO TAKE ACTION**

Meeting	Chief Officers, Craft & Local Government		Teaching Staff	
	Hearing	Appeal	Hearing	Appeal
Stage 1	Appropriate Line Manager	Manager senior to Line Manager or suitable depute	Appropriate Line Manager	Manager senior to Line Manager or suitable depute
Stage 2	Appropriate Line Manager	Manager senior to Line Manager or suitable depute	Appropriate Line Manager	Manager senior to Line Manager or suitable depute
Stage 3	Appropriate Line Manager	Manager senior to Line Manager or suitable depute	Appropriate Line Manager	Manager senior to Line Manager or suitable depute
Stage 4 Dismissal/Summary Dismissal	Executive Officer	Human Resources Appeals Board	Chief Education Officer	Education Committee

#### Other Formats & Translations

This document can be provided in large print, Braille or on audio cassette and can be translated into other community languages. Please contact the Council's Corporate Communications Team at:

East Dunbartonshire Council, 12 Strathkelvin Place, Southbank

**Kirkintilloch G66 1TJ Tel: 0300 123 4510**

本文件可按要求翻譯成中文，如有此需要，請電 **0300 123 4510**。

اس دستاویز کا در خواست کرنے پر (اردو) زبان میں ترجمہ کیا جاسکتا ہے۔ براہ مہربانی فون نمبر **0300 123 4510** پر رابطہ کریں۔

ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਮਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ **0300 123 4510** ਫੋਨ ਕਰੋ।

Gabhaidh an sgriobhainn seo cur gu Gàidhlig ma tha sin a dhith oirbh. Cuiribh fòin gu **0300 123 4510**

अनुसोध करने पर यह दस्तावेज़ हिन्दी में भाषांतरित किया जा सकता है। कृपया **0300 123 4510** पर फोन कीजिए।