

Policy and Procedure for the Management of Sickness Absence

1. Introduction

- 1.1 The Trust recognises its responsibility for the health, safety and welfare of its staff. This Sickness Absence Policy sets out our procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way. This policy places emphasis on proactive support for staff in the event of ill health difficulties. This policy does not form part of any employee's contract of employment and it may be amended at any time. Procedures set out in this policy, including any time limits, may be varied as appropriate in any case.
- 1.2 It is the responsibility of managers in each Academy to monitor and control absence and to respond effectively to actual and potential problems. The Trust has standards for attendance of staff as it does for pupils. It is the responsibility of the Headteachers and all levels of management to ensure these standards are achieved and to raise awareness of the effect of sickness absence levels on the quality and continuity of teaching and learning and other aspects of the effectiveness of the work of the school. In addition, managers have a clear obligation placed on them to identify and address problems in the work environment and/or job factors that may be contributing to staff absence.
- 1.3 Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment). Trustees and Governors are committed to creating an environment where employees are able to raise concerns about their health and any impact upon work, and to ask for support and appropriate adjustments. Should managers notice a change in an employee's behaviour/ability whilst in the workplace then they should discuss this with the employee to see if there is a health condition they are not aware of and whether any support needs to be provided.
- 1.4 The CEO is responsible for monitoring the implementation of the procedure across the Trust to ensure that the procedure is communicated to employees and that it is applied consistently. Levels of sickness absence will be monitored and will record the average number of working days lost due to sickness per full time equivalent employee and identify areas where the work of the Trust, in particular the continuity of teaching and learning, is being affected by absence levels. This will include a breakdown of total absence into long-term and short-term absence (normally more than 8 days) and reasons for absence. The information will be reported to Trustees on an anonymised basis. The procedure sets out the steps which the Headteachers and line managers will normally follow when staff sickness absence occurs.

Sickness absence may result from a disability under the Equality Act 2010. Reasonable adjustments to this procedure may be considered in appropriate cases, depending on the specific circumstances. HR advice should be obtained where the line manager considers the employee is likely to have a disability.

- 1.5 To ensure there is no discrimination, no action will be taken under the formal part of this Sickness Absence Policy against a trade union representative without prior discussion with an appropriate trade union officer.

In normal circumstances School Leaders with authority to have Return to Work discussions are any member of the Senior Leadership Team (SLT).

School Leaders with authority to hold Informal Sickness Absence Meetings are:

- Deputy Headteacher (DHT)
- Assistant Headteacher (AHT)
- School Business Manager (SBM)

Stage 1 Meetings (and review Stage 1 decisions at appeal) will normally be held by the Headteacher or CEO where a Headteacher has carried out an informal meeting.

Stage 2 will normally be considered by a committee of the School Development Board

2. Employees' Responsibilities

- 2.1 Attend work when fit to do so.

- 2.2 Follow the Notification of Sickness Absence procedures:

2.2.1 An employee in a school who is prevented by illness from reporting for duty shall telephone the school sickness line before 7.30am on the FIRST DAY OF ABSENCE. The following details should be provided:

- a) The nature of the employee's illness/injury.
- b) The expected length of absence from work.
- c) Current contact details.
- d) Any outstanding or urgent work that requires attention.

2.2.2 If an employee does not report for work and has not explained the reason for absence then a Senior Administrator will try to contact the employee, by telephone text or email, who will enquire after the employee's health and the employee's expected return date. This must not be treated as a substitute for reporting sickness absence. Absence that has not been notified in accordance with the sickness absence reporting procedure will be treated as unauthorised absence.

2.2.3 All employees must complete a self-certification form detailing the reason for absence for any period of sickness absence up to seven days. The self-certification form can be obtained from the Academy Finance Office and must be completed immediately on return to duty and returned to the Finance Office A medical certificate (Fit Note) must be provided from the EIGHTH day of absence (including Saturdays and Sundays). This should be provided to the line manager as soon as possible and, if absence continues further, Fit Notes should be provided to cover the whole period of absence. Failure to do so may result in non-payment of sick pay (where applicable) and/or disciplinary action if appropriate.

2.2.4 In cases where the first medical certificate (Fit Note) covers a period exceeding fourteen days or where more than one medical certificate (Fit Note) is necessary the employee may need to obtain a final medical certificate (Fit Note) certifying fitness for work.

2.2.5 Employees must continue to submit medical certificates (Fit Notes) during school closure periods. In the event that an employee becomes fit during a school closure period then paragraph 2.2.4 applies.

- 2.3 An employee shall, if required at any time, attend a medical examination by a registered medical practitioner nominated by the school, subject to the provisions of the Access to Medical Reports Act 1988 where applicable.
- 2.4 The Trust may take a copy of the Fit Note for their records and return the original copy to the employee.
- 2.5 Employees should inform their line manager if they are experiencing any difficulties in the workplace due to an health condition so that this can be discussed and support identified and as well as any other action points e.g. a referral to Occupational Health. Early notification will help line managers to determine the most appropriate course of action to support an employee's individual needs.
- 2.6 There may be some instances where the employee may be reluctant to discuss this with their line manager because of the nature of their condition. Where employees who do not wish to discuss the issue with their direct line manager, they may find it helpful to have an initial discussion with a trusted colleague or another manager instead or a trade union representative, if there is one in the workplace.
- 2.7 It is recognised that female employees may need support and adjustments at work before the menopause (known as the perimenopause) as well as during and after the menopause and they are encouraged to raise this. It is understood that the menopause and perimenopause is an individual experience. Therefore, the age a female employee experiences symptoms can vary significantly as well the type of symptoms, severity of symptoms as well as the adjustments required. In addition, a trans man may go through perimenopausal and menopausal symptoms. Early menopause can also take place following certain surgery or health conditions.

3. Reimbursement of Cost of Doctors' Statements.

- 3.1 Where the Headteacher requires a medical certificate (Fit Note) from an employee, the Trust shall, on provision of a receipt, reimburse the employee if a charge is made for the statement.

4. Illness or Injury Arising from Work

- 4.1 Any accident arising out of or in the course of employment with an Academy in the Trust must be reported and recorded in accordance with the procedures laid down by the Trust. The accident will be subject to investigation and report by an employee authorised for the purpose by the Trust.
- 4.2 Where an employee seeks medical advice about an illness which is suspected or alleged to result from the nature of his or her employment the employee must report relevant information to the Headteacher or School Business Manager at the first opportunity.
- 4.3 In the case of the first, and any subsequent absence, due to industrial disease or accident an employee shall submit, at any time during such absence, if so required by the Trust, to a medical examination by a registered medical practitioner nominated by the Trust.

5. Return to Work

5.1 Phased returns

Where an employee returns to work on a part time basis following long term sickness absence, with the expectation that they will be able to work their full contractual hours within a reasonable period of time, on medical advice provided by the

Occupational Health doctor, the following arrangements will normally be made in relation to pay:

- Where the employee has exhausted sick pay, the salary payment made will be based on the number of hours worked.
 - Where the employee has not exhausted sick pay, the employee will be paid in accordance with the number of hours worked, or the occupational sick pay entitlement that would be payable if the employee remained sick, whichever is the greater amount.
- 5.2 If the employee returns to work with a medical certificate (fit note) which states 'may be fit for work', the advice on the note will be discussed and consideration will be given as to how it impacts upon the job, the workplace, students and colleagues. The GP's functional comments, any of the return to work tick boxes, and any other action that could facilitate a return to work will be considered with due regard to the Equality Act. Options may include a phased return to work, altered hours, amended duties or workplace adaptations. If a return to work is possible the agreed action plan will be documented and implemented. If it is not possible to provide the support suggested by the GP, the employee will remain on sick leave and will not normally need to return to their doctor to obtain a revised Fit Note unless this is required in the circumstances. A review date will be set.
- 5.3 Consideration will be given as to whether a risk assessment is required to ensure the health and safety of the employee in light of the reason for their ill health, for example a stress, ergonomic or more general risk assessment may be required.
- 5.4 The employee may return to work before the expiry of a Fit Note without going back to see their doctor, even if their GP has indicated that they need to assess them again. This will not breach the Trust's Employer's Liability Compulsory Insurance, providing a suitable risk assessment has taken place if required.

6. Probationary Periods for Support Staff

- 6.1 All new support staff employees are subject to a probationary period. Sickness absence issues that arise during a support staff employee's probationary period will be taken into account in determining whether or not the probationary period is completed satisfactorily and the sickness absence procedures, as set out in this policy, will not apply (excepting the sickness absence reporting procedure).

7. Unauthorised Absence/False Information

- 7.1. Unauthorised absence will be dealt with under the Disciplinary Procedure and could result in disciplinary action, which may include dismissal.
- 7.2 The provision of any false information could result in disciplinary action being taken, including the possibility of dismissal.

8. Attendance at Meetings

- 8.1 The employee must take all reasonable steps to attend meetings regarding sickness absence. Failure to do so without good reason may be treated as misconduct. Employees will not be entitled to attend informal meetings under this policy with a trade union representative or work place colleague. At all formal meetings employees may be accompanied by a companion. If the employee (and/or their companion) is unable to attend at the time specified the employee should immediately inform their line manager who will normally seek to agree an alternative time. Meetings will not normally be postponed beyond five days. Depending on the circumstances, if an

employee indicates that they are too unwell to attend a formal or informal meeting they will be given the option to:

- Meet in a neutral venue or at their home; or
- Attend via telephone conference; or
- Send a trade union representative or work colleague to represent them providing appropriate written consent; or
- Provide a written submission; or
- Request that the meeting takes place in their absence.

8.2 If an employee fails to communicate their wishes with regard to the above, the meeting may take place in their absence with the outcome communicated to them in writing. Meetings will not be postponed beyond 5 days unless there is medical evidence that the employee is not medically fit to take part by any of the means described above and, even if this is the case, the employer reserves the right to proceed with any necessary steps required to manage the specific case including holding meetings notwithstanding, as appropriate.

8.3 Any Trust Leader visiting an employee's home will be accompanied by another member of staff; the employee will be entitled to be accompanied by a person of their choice at a home meeting.

8.4 A meeting may be adjourned if the employee's line manager is awaiting receipt of information, needs to gather any further information or give consideration to matters discussed at a previous meeting. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

9. Informal Procedure

9.1 Return to Work Discussion

When an employee returns to work following in excess of a three day period of sickness absence, a member of SLT will normally meet with the employee. The purpose of this meeting is to determine the reason for the absence and, where appropriate, offer assistance and support. It is also an opportunity to identify any difficulties that the employee is experiencing in carrying out the duties of the post. The return to work discussion should be held as soon as possible after the period of sickness absence. It will be in private and confidential. The Leader needs to maintain a balance between concern for the employee's welfare, without being too intrusive into their personal circumstances, and for the need for him/her to be at work. A note of the meeting will only be made if there are action points arising from it. In that case the employee will be provided with a copy.

9.2 Informal Sickness Absence Meetings

Informal sickness absence meetings will be arranged with employees whenever it is considered necessary and/or whose absence record falls into the following categories:

- A total of 7 working days absence within 1 term (6)
- 10 working days within 3 terms
- 3 occasions of absence within 1 term: or
- Unacceptable patterns of absence

Adjustments may need to be considered where the employee is considered to have a disability that is impacting upon their attendance and Occupational Health can advise further although it is for the manager to decide what adjustments are

reasonable. Certain conditions are recognised as a disability such as cancer, HIV or MS.

In preparation for the meeting the Leader will:

- Consider the school's statistical data on levels and types of sickness absence for all staff to ensure consistency.
- Confirm that the “absence review” point has been reached or that the record shows a pattern of absence or some other factual data which identifies the cause for concern.
- Consider the job description and the impact of the absences on the work of the school and on the work group.

The purpose of the meeting is to agree a way forward, any action that will be taken and a timescale for review and/or a further meeting under the sickness absence procedure if this is required.

The DHT, AHT or SBM will use the Sickness Absence Meeting Proforma at Appendix A as the agenda for the meeting and give the employee a completed signed copy after the meeting. There is no entitlement for the employee to be accompanied at an informal Sickness Absence Interview. A notetaker may be present but that will not normally be necessary.

9.3 Monitoring Period Following Sickness Absence Meeting

After conducting a sickness absence interview the DHT, AHT or SBM will review or monitor the employee’s attendance for a further period, normally this will be for a period of one month and no longer than three months. Further interviews may take place during the monitoring period if there is more sickness absence.

The Leader will assess the employee's absence record and its effects on the work of the school, and attempt to establish reasons for the absences; identify underlying trends and seek to offer any assistance to the employee (e.g. Occupational Health Services), with a view to supporting the employee and improving the employee's attendance record.

During the monitoring period the Leader may require that any period of absence is covered by a medical certificate (Fit Note). If the employee has a fit note which states ‘may be fit for work’, the process in 5.2 will also be followed. If the suggested support cannot be reasonably accommodated in order to facilitate the employee’s return to work, a decision may be made to move to the formal part of the procedure.

9.4 Where the Leader is of the view that the employee’s attendance has not improved to acceptable standards after the review period, the Leader should either inform the employee that the issue will:

- Be referred to Stage 1 of the formal procedure. A letter requiring attendance at a Stage 1 meeting will be sent to the employee
- Or
- If there are exceptional circumstances, extend the review period for no longer than an additional month.

10. Formal Procedure

10.1 Stages in the Process

There are two stages in the formal process. The type of case (i.e. short or long term absence) will determine the need to move either through the stages (short term absence), or, in some circumstances, directly to Stage 2 (long term absence). The

possible pathways through this process are shown in the flowchart at Appendix B. The procedure can end at any point in the process if there is sustained improvement. If further concerns arise within 12 months of a Stage 1 meeting being held the procedure may resume at Stage 2.

10.2 Preparation for Stage 1 Formal Meeting

The Headteacher will arrange a formal meeting with the employee, giving him/her at least 10 working days' notice, in writing, of:

- The reason for the meeting, outlining the concerns about the employee's attendance;
- The time, date and location of the meeting;
- Who will be conducting the meeting and who else will be present;
- Copies of any documents to be referred to including any previous action plan;
- The employee's right to be accompanied and/or represented and to refer to any documents if he/she wishes; and
- The requirement, for the employee to provide 3 days prior to the meeting:
- The name of his/her representative (if applicable); and
- Copies of any papers to be referred to and witnesses to be called (if applicable).

10.3 Stage 1 Meeting

At the stage 1 meeting the Headteacher will (normally with advice from an HR advisor):

- Discuss the reasons, including any underlying causes for the employee's absence;
- Explain the purpose of the Stage 1 meeting;
- Set out the standard(s) of attendance expected of the employee;
- Explain how the employee's attendance has been assessed as falling below these standards and the effect of this on service delivery/colleagues;
- Review the results of the informal procedure, including any measures taken to support the employee so far, any work related issues and any medical reports and advice received;
- Give the employee and/or his/her representative the opportunity to explain any mitigating circumstances;
- consider possible redeployment opportunities and whether any adjustments can reasonably be made, if appropriate, to assist in redeploying the employee;
- where the employee is able to return from long-term sick leave, whether to their job or a redeployed job if possible and/or appropriate, agreeing a return to work programme;
- discuss the likelihood of further absences, if absent on a number of occasions or how long the absence is likely to last, if absent on long-term sickness absence;
- Try to establish the reasons, including any underlying causes, for poor attendance, and seek agreement from the employee for a further referral to Occupational Health if this is required; Confirm, where appropriate, that the poor attendance is due to an ill-health issue;
- If appropriate inform the employee that they may wish to consult their pension scheme provider with regard to ill health benefits.
- Discuss the way forward and determine an action plan that clearly identifies:
 - a. The improvements necessary to achieve the expected standards;
 - b. The timescale for improvement;

- c. How attendance will be measured/monitored;
 - d. Additional support/training to be provided; and
 - e. The review period, (normally one month and no more than three months);
- 10.4 Within 5 working days of the formal stage 1 meeting the Headteacher will write to the employee to:
- Confirm the action plan in writing; and
 - Advise the employee that if he/she fails to achieve the improvements in the review period a Stage 2 meeting will be arranged where dismissal for lack of capability due to ill-health will be considered;
 - Confirm the employee's right to ask that another Senior Leader or Governor(s) review(s) the decision at an appeal meeting. Any appeal should be made in writing to the employee's line manager within 5 days of the date on which the decision was sent to the employee.
- 10.5 Stage 1 Review Period
- The Headteacher will ensure that during the review period the employee's attendance is closely and objectively monitored. Normally, weekly supervision meetings will be held between the employee and a Senior Leader to ensure:
- Effective monitoring;
 - Appropriate support is given to the employee;
 - Positive feedback is given where possible; and
 - If further problems in attendance are identified, the reasons are discussed.
- 10.6 Notes of the monitoring process will be kept by the Senior Leader and a copy provided to the employee. The notes may be referred to at Stage 2 of the procedure.

11. Stage 1 Review Period Evaluation

- 11.1 If, at the end of the review period, the employee's attendance has improved to acceptable standards, no further action will be taken under this procedure, unless standards are not sustained during the next 12 months.
- 11.2 The decision to take no further action will be confirmed by the Headteacher in writing, within 5 working days of the end of the review period. This letter will also confirm that the improved attendance must be sustained consistently during the next 12 months and explain that if there are further unacceptable periods of absence the Sickness Absence Procedure may be invoked at Stage 2. A copy of this letter will be kept on the employee's personnel file for 12 months.
- 11.3 An employee, who sustains the improved performance consistently over the 12-month period, will receive a further letter to acknowledge his/her continued efforts and confirm that any future attendance issues will be dealt with informally in the first instance.
- 11.4 If at the end of the review period, the employee's attendance has not improved to acceptable standards then the issue will be referred to a Governors committee under Stage 2 of the procedure; or in exceptional circumstances, if appropriate, the review period will be extended.
- 11.5 If the employee is in a Pension Scheme, s/he will be given the option to explore eligibility for an ill health pension award prior to convening a Stage 2 Meeting.

12. Preparation for a Stage 2 Meeting

- 12.1 The Committee of School Development Board will hold a formal meeting with the employee giving him/her at least 10 working days' notice, in writing, of:

- The reason for the meeting, outlining the outstanding concerns about the employee's work attendance due to ill-health;
The time, date and location of the meeting;
- Who will be conducting the meeting and who else will be present;
- Any documents to be referred to in the discussions, including, as appropriate, previous action plans, notes of the monitoring process, copies of reports received from Occupational Health;
- The employee's right to be accompanied and/or represented and to refer to any documents he/she wishes, copies of which should be sent to the Clerk to the Governors 3 days in advance of the meeting; and
- The possible consequences of the meeting, i.e. that it may result in the employee's dismissal on the grounds of lack of capability due to ill-health.

13. Stage 2 Meeting

13.1 At the meeting the Governors will (with advice from an HR advisor):

- Explain the purpose of the Stage 2 meeting;
- Ask the Headteacher to outline:
 - The ways in which the employee has been assessed as not meeting the expected work attendance standards due to ill-health; and
 - The process so far under the Absence & Attendance procedure;
 - any opportunities for return or redeployment that have been identified and where identified, the outcome of discussions with the employee
- Review in detail, as appropriate,
 - Standards of attendance/performance expected;
 - Details of Sickness Absence Interview meetings, records of home visits or other meetings plus any other information relating to the informal action taken;
 - Monitoring of attendance against action plans;
 - Medical advice received from Occupational Health and/or GP; and
 - Measures taken by management to support the employee, e.g. reasonable adjustments;
- Discuss with the employee and his/her representative whether, the employee has been assessed as achieving the required improvements in attendance;
- Review the effect of the unsatisfactory attendance on teaching and learning, service delivery and work colleagues;
- Explore, as appropriate, the potential for to employee to achieve a sustained improvement in attendance;
- Give the employee and/or his/her representative every opportunity to answer the points made and to give an explanation or put forward any mitigating circumstances;

In circumstances where the Headteacher has assumed the role of the appropriate manager at an earlier stage or does not have delegated power of dismissal, a Governor/Committee of Governors will assume the role of the Headteacher as set out above.

14. Stage 2 Decision

14.1 Following the discussions the Governors will adjourn the meeting to consider the options available:

- To take no further action under the procedure;
- to set a further/final review period to allow for additional monitoring and/or additional management support. A further Formal Stage 2 meeting may be held at the end of this review period. If attendance is not satisfactory by that time then the employee may be dismissed;

Or

- To dismiss the employee for lack of capability due to ill-health ensuring that alternative work options have already been explored or will be explored during the employee's notice period, that there is no prospect of their return within a reasonable timeframe, or that they will be able to achieve or sustain their attendance.

15. Dismissal

15.1 If the decision at the Stage 2 meeting is to dismiss, the Governors will inform the employee and his/her representative, orally, that the employee is dismissed, with the required contractual or statutory notice, on the grounds of lack of capability due to ill-health.

15.2 The Governors will confirm in writing, to the employee within 5 working days:

- That he/she has been dismissed;
- The grounds for dismissal and the reasons;
- The required contractual or statutory notice due and the date the dismissal will be effective;
- The employee's right of appeal to an Appeals Committee of the Trustees against the dismissal.

15.3 Termination will normally be with full notice or payment in lieu of notice. In some cases it may not be appropriate for the employee to work during their notice period. Further, the contract may provide that the employee remain at home on 'garden leave' or this may be agreed between the parties. A Fit Note must be provided that covers the employee's notice period.

16. Appeals against Dismissal

16.1 An employee has the right to appeal against a dismissal decision. Any appeal must be submitted within 10 days of receipt of the letter confirming the dismissal, and must clearly state the grounds for appeal. All appeals against dismissal will be heard by an Appeals Committee of the Trustees. The purpose of an appeal hearing is to review the decision made to dismiss the employee and to decide if this decision was reasonable in all the circumstances.

The appeal hearing will be held as soon as practicable, and the employee has the right to representation at the hearing by a trade union representative or work colleague.

16.2 The Appeals Committee of the Trustees has the authority to:

- Uphold the appeal (i.e. to reinstate the employee);
And/or
- Issue a lesser level of management action, e.g. to:
 - Drop the formal process;

- Refer to a lower stage in the formal process;
and/or
- Reduce standards of attendance or targets set in the action plan; Or
- Dismiss the appeal, i.e. the decision to dismiss remains in force.

16.3 The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay. The decision of the Appeals Committee of the Trustees is final. The employee has no further right of appeal.

Appendix A



Strictly Confidential Sickness Absence Interview Record

This is the management record of a meeting held under paragraph 11.2 of the Sickness Absence Policy and Procedure. It is strictly confidential. It will be held on the employee's personnel file until such time as the employee's attendance is wholly satisfactory and for 12 months thereafter. At that time it will be securely destroyed. The record may be accessed and referred to by those with authority to manage the informal and formal stages of the Sickness Absence Policy and Procedure. A Sickness Absence Interview is not part of the formal procedure and there is no entitlement for the employee to be accompanied or represented. The meeting will be held in private.

Employee: Length of service:	Date of Meeting:
Interviewing Leader:	

Details of Sickness Absence

Period of Absence:	Number of Days Absent:
Reason(s) for Absence: Is absence related to a disability under the Equality Act? Has there been consideration of whether the 'absence review point' relating to days absence should be extended, or if the sickness absence policy should otherwise be modified? No Yes <i>if yes – details of medical evidence must be attached.</i>	

Details of Meeting

Key points discussed Welcome and update, if necessary, on work events and changes.
Reasons for absence – underlying medical condition?

The value of your contribution. The impact of absence on teaching and learning, service delivery and colleagues. The impact of your absence and how your work has been covered in your absence.

Are you fully recovered and able to resume full duties? Yes No

If your view is "no" then action plan must consider

Referral to OH

Temporary adjustments

Action Plan

The objective is that attendance will be 100%. Is there anything we can do to improve your attendance, e.g. OH referral, counselling, a review of risk assessment, temporary adjustments, training?

Is your absence in any way related to work?

Are you doing all you can to improve your attendance?

e.g. Act on medical advice, lifestyle choices, attention to work life balance, non-medical support e.g. counselling.

Large empty rectangular box for notes or additional information.

Fit note required for any period of absence during the monitoring period? (see paras 3.1 and 11.3)

Yes No

Review

Attendance will be reviewed in

1 month, 2 months, 3 months Date of review: _____

Please note that further absence during this period may mean that the review is held under Stage 1 of the formal procedure.

Copy of Sickness Absence Policy and Procedure has been provided and process explained.

Yes Date _____ No
(Must be provided and explained prior to a formal meeting)

Signature of Manager.....	Date
Signature of Employee.....	Date

Sickness Absence Procedures Flowchart

