

# Attendance Management Level 3



**131m** working days are lost to sickness absence every year.

**4.4 days** are lost on average for each worker due to **sickness absence**.

**42% of employees** experience **at least one period of sickness absence** in a year.

**7% of employees** take periods of sickness absence **lasting 2 weeks or more**.



**1 in 3** of employees with a **long-term health condition** have **not discussed it with their employer**.

## Main causes for lost working days

Musculoskeletal conditions



**31m days**

Minor illnesses (coughs and colds)



**27m days**

Stress, anxiety or depression



**15m days**

Attending work whilst sick leads to **reduced productivity** and increases the chances of **passing on infectious illness** to someone else.



Employers spend **£9 billion** each year on sick pay and associated costs.




**The costs of presenteeism** can be **one and a half times greater** than that of **absenteeism**.



**52% of employees** report having **access to occupational health** through their work.

**Supporting employees** at work and **helping them get back to work** as soon as possible can help maintain an employee's **health and wellbeing** and improve organisational **effectiveness**.



<b>Attendance Management Level 3: Criteria</b>		<b>Local/National Resources:</b>
	<p><b>Review and analyse reasons for time off work, other than sickness absence, and the impact that this has on the organisation. Develop appropriate approaches/ policies to support individual employees when appropriate.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>• Examples could include: <ul style="list-style-type: none"> <li>» Caring responsibilities</li> <li>» Bereavement</li> <li>» Family responsibilities</li> <li>» Emergency leave</li> </ul> </li> <li>• Consider what support is available within the workplace for employees e.g. EAP (Employee Assistance Programmes); Counselling and coaching services; Physiotherapy; Flexible working arrangements etc</li> </ul>	<p><b>Managing attendance guidance</b>  Gov.uk statutory leave and time off <a href="#">guidance</a>  ACAS managing attendance <a href="#">booklet</a> and absence from work <a href="#">guidance</a>  Gov.UK flexible <a href="#">working guidance</a>  ACAS flexible working <a href="#">guidance</a>...</p> <p><b>Presenteeism</b> .....</p> <p>Presenteeism tools including <a href="#">Workplace Limitations Questionnaire</a>;</p>
	<p><b>Review and analyse the impact of presenteeism on your organisation and develop an appropriate organisational approach to presenteeism.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>• Presenteeism, or employees attending work when they are not well enough to do so, can be more costly than absenteeism. This also includes employees who are not properly engaged because they are unduly stressed or distracted in some way.</li> <li>• Consider developing a presenteeism policy or including a statement about your approach to presenteeism as part of your attendance or absence policy.</li> <li>• Ensure managers understand the definition of presenteeism and the impact on the organisation and the organisation's approach/ policy to presenteeism</li> </ul>	<p>.....</p> <p>.....</p> <p>.....</p> <p><b>Work Productivity and Activity Impairment Questionnaire;</b>  <b>WHO Hand Work Performance Questionnaire;</b> <a href="#">Stanford Presenteeism Scale</a></p>
	<p><b>Develop an attendance/ absence management strategy. Ensure the strategy includes key performance indicators and that sickness absence data is systematically and regularly analysed.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>• Building on your approach for level 2, it is important for organisations to understand the main causes for absence and have strategies in place to address them.</li> <li>• The attendance/ absence management strategy could be included as part of your organisation's health and wellbeing strategy.</li> <li>• A proactive approach to attendance management should be evident</li> </ul>	<p><b>Managing long-term health conditions</b>  ACAS reasonable adjustments <a href="#">information</a>  NICE workplace adjustments <a href="#">recommendations</a>  Gov.UK reasonable adjustments <a href="#">information</a>  .....  .....</p>

### Attendance Management Level 3: Criteria

### Local/National Resources:



**Support employees to manage long-term health conditions in the workplace. This could include offering a range of services, initiatives, signposting and working arrangements.**

#### Guidance:

- It is vital that employees with long term conditions are given appropriate support to stay in work, in addition to their rights under the Equality Act 2010. This might include one-to-one support, regular work reviews and appropriate adjustments to work.
- Consider the introduction of regular one-to-one welfare meetings to fully support the employees within the workplace.
- Consider internal and external support available. This could include EAP, Counselling, Physiotherapy, Occupational Health, Access to Work, Fit for Work, NHS and community and voluntary sectors services.
- It is advisable to utilise and consult with Occupational Health where possible to obtain up-to-date and professional advice to ensure the appropriate approach is taken.
- Consider your approach to supporting employees to attend health related appointments within paid working hours.

Gov.UK Access to work information and [application](#);  
Mental Health Support [Service](#)  
Gov.UK flexible working [guidance](#)  
ACAS flexible working [guidance](#)

#### Flexible working

Gov.UK flexible working [guidance](#)  
ACAS flexible working [guidance](#)  
Citizens Advice flexible working [information](#)

#### Attendance/ absence management strategy

ACAS managing [attendance booklet](#) and absence from work [guidance](#)  
HSE managing sick leave and return to work [information](#)  
NICE long term sickness absence [guidance](#)  
Gov.uk statutory leave and time off [guidance](#)



**Consider flexible and innovative working arrangements to enhance a positive work-life balance.**

#### Guidance:

- To ensure a consistent and fair approach across the organisation, consider the development of a flexible working policy which includes a variety of flexible working arrangements.
- Offering alternative working practices where reasonably practical will support health and wellbeing at work in numerous ways as well as bringing business benefits. How your organisation approaches this will depend on individual circumstances.
- Employees can apply for flexible working if they have worked continuously for the same organisation for the last 26 weeks.
- Consider how managers and supervisors are supported and equipped to manage flexible and alternative ways of working.
- Consider how employees welfare will be impacted and supported when working at different locations e.g. different sites, remote, home working.