**Conducting a formal stage 1 or 2 attendance review meeting**

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| **Employee details** |
| **Full name:** |       | **Manager:** |       |
| **School/Service:** |       | **Date:** |       |
| **Suggested points to cover** |
| **Introduction*** Thank the employee for attending and confirm with them that they understand that this is a formal stage 1 or 2 attendance review meeting conducted in line with the University’s Attendance Management Policy.
* Note that the employee was given the opportunity to be accompanied and that they have chosen to be accompanied; or have chosen not to be accompanied.
* Explain to the employee why you have taken the decision to progress to this stage of the attendance review procedure.
* This may be due to their absence level remaining a concern and informal support has not succeeded in improving it to an acceptable level or is no longer appropriate; or
* If the required level of improvement in attendance has not been achieved or sustained during the stage 1 review period.
* Explain that the aim of this meeting is to support the employee to reach and maintain a sufficient attendance level and where relevant, to address any other related concerns.

***The specific points to discuss with the employee will depend upon individual circumstances but may include:**** The reasons for and impact of the absence giving the employee the opportunity to explain their absence and raise any mitigating circumstances. Discuss any specific problems or underlying issues that are preventing the employee from attaining or maintaining a sufficient level of attendance.
* Explore how to address the issues and discuss any support mechanisms that may be appropriate to help the employee improve their attendance level going forward. Consider any suggestions they offer to address the concerns.
* Where the employee has been absent on a number of occasions, establish the likelihood of further absences.
* Establish if the employee has a disability that may necessitate reasonable adjustments.
* Determine if further medical advice is required.
* Establish what, if any, other support measures might help to improve the employee’s health and/or attendance. Consider the need for external support.
* Check if the employee has any further information that they wish to provide or have any final questions.

**Closing the meeting*** Advise the employee that you will consider all of the information provided during the meeting in order to reach a decision.
* Confirm with the employee that they will receive the outcome in writing within five working days’. If there is to be a delay to this timescale, you will notify the employee of this and the reasons for it.
* Explain to the employee if they are unhappy with the outcome, they have the right of appeal. Any appeal must be lodged within ten working days’ of being notified of the decision.
* Close the meeting and thank all parties for attending.
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