**Conducting an informal meeting to discuss frequent absence**

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| **Employee details** |
| **Full name:** |       | **Manager:** |       |
| **School/Service:** |       | **Date:** |       |
| **Suggested points to cover** |
| * Thank the employee for attending and emphasise that this is an informal meeting aimed at supporting them to reach and maintain a sufficient attendance level and where relevant, to address any other related concerns.
* Inform the employee that whilst we appreciate that there will be some level of absence due to illness, regular attendance by staff is important to ensure that the University runs smoothly. We monitor attendance levels and review an employee’s attendance record whenever there has been three or more occurrences of sickness absence in any six-month rolling period; or where there is a concern regarding absence, patterns or partial day absences.
* Explain the concerns (referring to the relevant review point if appropriate), provide examples of the absences and outline the impact that these concerns are having. Explain that the purpose of this meeting is therefore to establish if there are any underlying issues or factors contributing to the absence. If so, we can provide appropriate support to help the employee improve their attendance level going forward.
* Together explore any possible reasons, specific problems or underlying issues preventing the employee from attaining or maintaining a sufficient attendance level, e.g. work related or personal issues.
* Explore how to address the issues and discuss any support mechanisms that may be appropriate to help them. Consider any suggestions they offer to address the concerns.
* Identify if there is anything else that you can reasonably do to help the employee attain an acceptable attendance level. Consider the need for external support, for example Occupational Health, Employee Assistance Programme etc.
* Where relevant, confirm the improvement in attendance that is expected over a specified review period (always seek advice from HR before setting an improvement target). Ensure that the employee is fully aware of the expectations and the need for sustained improvement. Explain that if they do not achieve the required improvement, it may be necessary to progress to the formal stage of the attendance review procedure.
* Confirm that the monitoring of their attendance will continue and there will be regular review meetings.
* Advise the employee that you will capture the key points of the discussion (including any agreed actions and timescales for improvement etc.) and will follow this up by email to support the process and ensure clarity.
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| **Summary of discussion / any agreed actions** |
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| **Next review meeting:** |  |