**Conducting a Return to Work Meeting**

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| **Employee Details** |
| **Full Name:** |       | **Manager:** |       |
| **School/Service:** |       | **Date:** |       |
| **Suggested points to cover** |
| **Preparation*** The aim of a return to work meeting is to support the employee and reduce future absences.
* Return to work meetings should be informal, handled consistently and sensitively and held in a private space, out of earshot of colleagues or students. They should be factual and carried out in a supportive and positive manner.
* In advance, you should collate and review the employee’s attendance record, any OH reports and notes/action points arising from previous RTW meetings.
* Ideally you should meet with the employee on their first day back to work, or as soon as possible afterwards.
* You should keep a note of the return to work meeting.

**Introduction*** Welcome the employee back to work, explain that the purpose of this informal meeting is to support to them with their return to work.
* Seek confirmation that the employee is fit to be back at work – if there is any doubt, seek advice from HR.

**Where there are on-going health issues*** Review with the employee their attendance record, notes from previous return to work meetings and establish what help, support or treatment the employee is currently receiving (from their doctor etc.) If appropriate, discuss seeking a referral to OH.
* Establish whether there are any underlying personal or work-related concerns. If there are personal issues, discuss whether there are any support mechanisms/actions that the employee or manager may reasonably take to seek to address the problems, e.g. access the employee counselling service. If the problems are work-related, see below for further considerations.
* Establish if any reasonable adjustments are required to their role, working arrangement or work environment. If so, ensure a Disability Reasonable Adjustments Agreement is completed.
* If appropriate, agree a review period and/or any actions required.
* If the absence relates to a disability, pregnancy or workplace accident, ensure you complete an appropriate risk assessment with the employee.

**Where there is frequent short-term absence or a pattern of absence is developing*** Discuss the cause(s) of absence and the likelihood of the illness or condition recurring giving the employee the opportunity to highlight any relevant issues.
* If appropriate, explore any appropriate support mechanisms, for example the employee counselling service or OH referral.
* 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.
* Explain 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.
* Confirm the next steps within the attendance review procedure (referring to, and sharing the Attendance Management Policy) should there be further absence.

**Where the employee considers that the absence is work-related*** Discuss the cause(s) of absence and likelihood of the illness/condition recurring and give the employee the opportunity to highlight any relevant issues.
* Depending upon the issues, consider appropriate options/next steps. You may wish to reflect on the matter and seek advice from HR after the meeting.
* If the employee raises concerns about work-related pressures, or discloses that they are suffering from work-related stress, you should arrange to complete a stress risk assessment with them to help identify the potential sources of stress and ways to address the areas of concern.
* If the absence is due to an accident at work, an accident form should be completed and sent to Health & Safety.
* Agree any appropriate action/review periods, if appropriate.

**After the meeting*** Ensure that you ‘complete’ the Return to Work Meeting task on HR Connect assigned to you.
* Advise the employee that you will capture the key points of the discussion (including any agreed actions) and if appropriate will follow this up by email to support the process and ensure clarity.
* Follow up on any actions that you are responsible for, e.g. completing an OH referral form, arranging any other help or appropriate support, ensuring any reasonable adjustments are actioned and reviewed after an agreed period.
* Be available to meet with the employee, should they have any concerns or questions following the meeting.
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| **Summary of Conversation / Any Agreed Actions** |
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