

Police Service of Northern Ireland

ABSTRACT – Every individual within PSNI has a responsibility to familiarise themselves with the content of Policy and a duty to comply with all requirements contained herein. This Policy applies to all police officers up to and including the rank of Chief Superintendent and to all police staff

HQ Ref: HR/PD/13

PD 10/09

POLICY DIRECTIVE

MANAGEMENT OF SICKNESS ABSENCE

1. POLICY IDENTIFICATION

POLICY TITLE: Management of Sickness Absence

POLICY OWNERSHIP:

DEPARTMENT Human Resources

BRANCH People Development

POLICY APPROVED BY:

**CCF REF/OTHER
DATE OF APPROVAL**

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2. POLICY STATEMENTS

- (1) The Police Service of Northern Ireland (PSNI) continually faces challenging demands to deliver an efficient and effective policing service, therefore, we must utilise all available resources to their optimum effect. Sickness absence can have a significant impact on the availability of the resources required to maintain appropriate levels of service delivery.
- (2) In achieving the above the following principles will apply:
 - (a) PSNI will adopt an approach of early intervention when managing all sick absences;
 - (b) There will be a fair and consistent approach by all parties involved;
 - (c) Accurate and timely information will be used to assist in identifying appropriate action;
 - (d) All absences will be monitored and triggers for management action will be identified using the Bradford Factor; and
 - (e) The PSNI will make a distinction between unsatisfactory attendance and unsustainable absence/attendance.
- (3) Sickness absence should not be used in respect of absences arising from sick dependents or domestic crisis, in these instances police officers and members of staff should refer to the provisions available under Special Leave and similar policies identified in Section 4(4) below.
- (4) Every individual within PSNI has a responsibility to familiarise themselves with the content of this Policy and a duty to comply with all requirements contained herein. This Policy applies to all police officers up to and including the rank of Chief Superintendent and to all police staff.

3. INTRODUCTION

(1) Aims/Objectives

The aims of the Policy are:

- (a) To promote attendance and encourage a culture where our employees want to come to work, are supported when they are sick or injured, and where unsatisfactory attendance is challenged and addressed appropriately;
- (b) To provide a clear framework for the effective and consistent management of sickness absence by police officers and members of staff, to ensure that all officers and members of staff are afforded sensitivity during times of illness and to ensure that staff and management fulfill their obligations under the 'duty of care'.
- (c) To provide an integrated approach, where line managers are supported in managing sickness absence by Senior Management, the Human Resources (HR) function and Occupational Health and Welfare (OHW).

(2) Definitions

(a) Bradford Factor

The Bradford Factor is a monitoring tool that is used to identify potential unsatisfactory attendance. The Bradford Factor is calculated by using the following formula

$$S \times S \times D$$

Where S equals the number of occurrences and D equals the total days absent.

(b) Monitoring Period

The PSNI will continuously monitor all absences. However for the purposes of the Bradford Factor calculation the monitoring period will be a 12-month rolling period.

(c) **Attendance Review**

Local HR functions will conduct a review of all sickness absence in the monitoring period where the identified Bradford Factor is breached. The purpose of this review will be to identify if any of the absences are potentially unsatisfactory or unsustainable. The absence review will be undertaken by the Human Resources Manager (HRM).

(d) **Unsatisfactory Attendance**

Unsatisfactory attendance is defined as high levels of short term absence that results in the issue of formal sanctions. This type of absence incurs costs in terms of contractual sick pay, increased overtime payments, lower standards of service, disrupted workflow and lower morale. Long term absences that breach the Bradford triggers are not included in this definition. Details on the Bradford scores that are used to highlight instances where there is concern regarding satisfactory attendance can be found in the Guidance Centre on PoliceNet.

(e) **Unsustainable Attendance**

The PSNI recognises that during the course of service some individuals may experience debilitating health conditions that will impact on their ability to attend work and on the activities that can be undertaken whilst at work. We are committed to supporting police officers and members of staff wherever possible, however the extent of the assistance that can be provided will be determined primarily by the ability of the PSNI to deliver an effective and efficient policing service.

(f) **Unsustainable attendance is defined as:**

(i) Long term absence (usually in excess of 183 days) where there is no indication that an individual will be well enough to return to work in the short to medium term and where no duty adjustments can be made to assist the individual in returning to work; or

(ii) A series of recurring short term absences attributable to a specific condition and where no reasonable adjustments can be made to assist the individual to provide regular and effective attendance at work.

(g) The triggers that will usually be used to initiate or take further action under the ill-health capability process for police officers and members of staff on long term absence, or police officers and members of staff at work but unable to provide regular and effective attendance can be found in the Guidance Centre on PoliceNet.

(h) No police officer or member of staff will be exited from the Service without consideration being given to ill-health retirement.

(3) Legal Basis

This Policy was developed with full regard having been given to the following:

- (a) The Police Service of Northern Ireland (Unsatisfactory Attendance and Performance) Regulations 2007;
- (b) The Disability Discrimination (Northern Ireland) Order 2006;
- (c) Data Protection Act 1998;
- (d) The European Convention on Human Rights (ECHR) Articles 8 and 14;
- (e) Northern Ireland Civil Service (NICS) Handbook.

4. IMPLICATIONS OF THE POLICY

(1) Financial Implications/Best Value/Continuous Improvement/Efficiency

- (a) Full implementation of this Policy will result in better levels of attendance across the Service coupled with effective support mechanisms for police officers and members of staff during periods of illness/injury.
- (b) The implementation of this Policy will require the co-operation and commitment of line managers and HR professionals from within the District/Departments, supported by OHW, HR Department and other police staff.

(2) Training

Guidance on the application of this Policy is available on PoliceNet. ([Link](#))

(3) Partnerships

All the staff associations/trade union representatives have an important part to play in liaising with management and HR in ensuring that this Policy is applied and managed in a fair and consistent manner.

(4) Internal Policy Links

There may be aspects of other policies that may provide support to assist members of staff, such as:

- (a) Policy Directive 02/09 – Managing Staff with Disabilities (Police Officers and Police Staff);
- (b) Policy Directive 14/06 – Health and Safety;
- (c) Service Procedure No 34/08 – Special Leave (Domestic);
- (d) Service Procedure No 21/06 – Career Break and Unpaid Leave for Police Officers.

*This list is not exhaustive. HRMs can provide further information.

(5) Risks

This Policy must be consistently applied across the Service to ensure sickness absence is managed fairly and that sick or injured officers or members of staff are provided with the necessary assistance and support from the Service.

(6) Consultation

The following have been consulted in preparation of this Policy:

- (a) Chief Officer Group;
- (b) District Commanders;
- (c) Heads of HR;
- (d) Equality and Diversity Unit;
- (e) Human Rights Legal Adviser;
- (f) Employment Lawyer;
- (g) Health and Safety Unit;

- (h) OHW;
- (i) Superintendents' Association Northern Ireland (SANI);
- (j) Police Federation for Northern Ireland (PFNI);
- (k) Northern Ireland Public Service Alliance (NIPSA);
- (l) UNITE.

5. HUMAN RIGHTS/EQUALITY/CODE OF ETHICS/FREEDOM OF INFORMATION

- (1) This Policy is deemed to be Human Rights compliant.
- (2) This Policy has been screened for Section 75 considerations and complies with the PSNI Code of Ethics.
- (3) This Policy is suitable for public disclosure in accordance with the Freedom of Information Act 2000.

6. MONITORING AND REVIEW

- (1) HR Department will review this Policy 1 year from the date of implementation and periodically thereafter in light of best practice and in accordance with legislation changes.
- (2) An interim review may be prompted by feedback, challenge or change in legislation.

7. CANCELLATIONS

The following Policy Directives and Service Procedures are hereby cancelled:

- (1) Policy Directive 08/07 – Management of Sickness Absence;
- (2) Service Procedure 31/03 – Guidance For Promotions, Appointments and Transfers Appeals - Applicable to Police Personnel Only;
- (3) Service Procedure 43/07 – Unsatisfactory Attendance Procedure – Police Officers;
- (4) Service Procedure 44/07 – Police Staff Unsatisfactory Attendance Procedure.

SECTION 7

PROCEDURES AND GUIDANCE

(1) General Principles

- (a) This document outlines the roles, responsibilities and procedural steps required to effectively manage sickness absence. More detailed guidance can be found on the Guidance Centre available on PoliceNet.
- (b) This Policy applies to all police officers up to and including the rank of Chief Superintendent and to all police staff.
- (c) Sickness absence is not an extension of the annual leave provisions, an alternative to special or unpaid leave or an entitlement to a certain number of day's paid absence per year. Family friendly and discretionary leave arrangements are available to assist in dealing with issues such as a break down in child care, bereavement or carer's responsibilities. (See Section 4 – Internal Policy Links)
- (d) Annual leave **should not** be taken instead of sickness absence.
- (e) The purpose of sickness absence is to facilitate the member of staff's full and proper recovery from an illness or injury. This could include activities, which are part of an agreed programme of rehabilitation.
- (f) Absences of more than 7 days duration will require to be medically certified by a General Practitioner (GP). Altering or causing to have altered any details on the medical statement may be regarded as a disciplinary matter.
- (g) It is the personal responsibility of each individual to ensure that they do not in any way extend the period of absence by taking part in activities that may hinder their recovery or delay their return to work.
- (h) Activities that would not normally be considered appropriate and consistent during a period of sickness absence would include:
 - (i) Participating in a sport, hobby, social or other activity which could aggravate the illness or injury or which could delay recovery;
 - (ii) Taking holidays not based on medical advice;
 - (iii) Undertaking other employment, whether paid or not;
 - (iv) Engaging in any activities that would be detrimental to the recovery from illness or injury.

*This is not an exhaustive list.

- (i) If it is established that an individual is/has engaged in any such activity, this may be deemed a disciplinary matter.
- (j) Sickness payments will be made available in accordance with the relevant Occupational Sick Pay (OSP) scheme for either police officers or police staff. Where there is suspicion, or reported incidents, of possible abuse of the sick pay scheme the organisation will investigate such allegations and take considered action.

- (k) An individual's entitlement to OSP may be suspended in the event that:
 - (i) a police officer or members of staff does not give their line manager an up to date contact telephone number or email address;
 - (ii) a police officer or member of staff does not make themselves available to their line manager (or local management) by telephone or email for the duration of their absence;
 - (iii) a police officer or member of staff refuses to attend and co-operate with a management referral to OHW;
 - (iv) giving the PSNI inaccurate or misleading information about the absence;
 - (v) failure to attend scheduled medical referrals/appointments or scheduled meetings with line management;
 - (vi) a police officer or member of staff fails to comply with any aspect of this Policy or any of its associated guidance on PoliceNet.
- (l) Where District Commanders/Heads of Branches consider that the self-certification facility is being abused, they have the discretion to withdraw this facility for an individual. If required, police officers/member of staff must produce a GP's statement as evidence of the period of sickness absence, from the outset of the period, at their own expense.
- (m) In the event that an individual reports sick after they have commenced their scheduled duties, the day on which this happens will not usually be counted as the first day of absence. However, where management consider that this facility is being abused, they have the discretion to withdraw this facility for an individual. In this instance sickness absence will include the partial day, which will be counted as the first day of absence.
- (n) PSNI considers satisfactory attendance as a key criterion when considering an individual for an appointment or promotion. Therefore, any individual who is subject to a 'live' Formal Warning issued in accordance with this Policy will not be eligible to participate, be listed or be appointed in any selection or promotion process within the 6 month period immediately preceding either:
 - (i) The specified closing date;
 - (ii) The date of the final assessment;or
 - (iii) At the time of offer.
- (o) Where a person is subject to a Formal Warning after the production of the merit list but prior to the time of offer, the individual will retain their merit position and will be offered the next available position providing that a 6-month period has elapsed from the date of their warning and a further position is available.
- (p) If an individual is the subject of a 'live' Final Warning, issued in accordance with this Policy, the timeline for appointment or promotion increases to 2 years.
- (q) Further information on the impact of a Formal or Final Warning for unsatisfactory attendance can be found on the Guidance Centre available on PoliceNet.

(2) Roles and Responsibilities

(a) Individual

It is the personal responsibility of each individual to fully comply with the requirements of this Policy and all PSNI policies/procedures/guidance associated with its application.

(b) Line Manager

It is the responsibility of line managers to fully carry out their responsibilities within this procedure in full accordance with PSNI Policy, standards and expectations. They are accountable for ensuring that the identified appropriate action is taken when relevant trigger points have been breached and/or management decisions in respect of sustainability of absence have been reached. Line managers play a pivotal role in managing sickness absence and are the key to the organisation's ability to achieve operational effectiveness.

(c) Countersigning Officer (CSO)

The Countersigning Officer (CSO) is responsible for monitoring the actions/decisions taken, within this process, by the line manager and must ensure that organisational policy is fully implemented.

(d) Human Resource Manager (HRM)/Head of Human Resources (HHR)

- (i) HRMs are responsible for ensuring all records on the HR Management System are updated/maintained in a timely manner and to fully carry out their responsibilities within this Policy Directive;
- (ii) HHR are responsible for ensuring that all absences are managed proactively and to formally consider any appeals against decisions to issue Formal Warnings;
- (iii) Local HR will provide advice and guidance on an individual and District/Departmental level in relation to the management of sickness absence.

(e) The Senior Officer

The Senior Officer, a member who is appointed for the purpose by the Deputy Chief Constable and will hold the rank of Assistant Chief Constable, will be responsible for conducting the Attendance Hearing and ensuring all associated documentation is completed.

(f) Absence Management Panel (AMP)

- (i) The role of Absence Management Panel (AMP) will be to consider cases where a breach of a specified trigger point has occurred and to determine whether a period of absence(s) should be regarded as satisfactory/unsatisfactory or sustainable/unsustainable. In doing so they should fully consider the impact of the individual's absence on the efficiency and effectiveness of providing a policing service within their District/Department. An individual who has reached a trigger point has the right to make representations to the AMP. This is a right, not a requirement and accordingly attendance at an AMP will not incur overtime/travel costs etc. Any individual who chooses to attend the AMP may be accompanied by a 'friend'.
- (ii) It is at the discretion of the District Commander/Head of Department to determine membership for their area of command/responsibility. However it is recommended that the membership of an AMP be comprised of the HHR and a Senior Manager not below the rank of Chief Inspector or police staff equivalent. In addition to these members the Panel must also include a staff association/TUS Representative. Where the HHR is unable to secure a local staff association/TUS member to sit on an AMP this should be referred to the appropriate association secretary to nominate another member, in the event that no member is available the AMP should proceed but a second Senior Manager should be identified to sit on the Panel. Membership of the AMP should remain as static as possible to further improve a consistent approach is applied across the Service.

- (iii) All cases referred to the AMP will be considered in the context of “whether the absence level is sustainable or satisfactory”. In carrying out this role the AMP will conclude, on all identified cases, one of the following 3 decisions:
 - (aa) Absence to date is currently acceptable (for ongoing review);
 - (bb) Absence(s) is not satisfactory and the formal process for dealing with unsatisfactory attendance should be initiated;
 - (cc) Absence is not sustainable and the formal process should be initiated on the basis of ill-health capability.
- (iv) In carrying out this role, the AMP will have full access to all records of line management actions to date, case reviews and case conferences held in respect of the cases being considered.
- (v) On occasions, when dealing with long term absences the AMP may decide that it is appropriate, to run the process for managing sickness absence which relates to ill-health capacity in tandem with the ill-health retirement process. The flow chart at Appendix ‘D’ outlines how that process will usually progress.
- (vi) At no stage in this process is it acceptable for the AMP to ‘cross examine’ an individual, nor is it appropriate for an AMP to request the disclosure of confidential medical information. However, whilst the AMP will have access to a summary from OHW pertinent to the case in question, it is the responsibility of the individual to ensure the Panel has available to them, all of the information that forms the basis of their application.

(g) Friend

- (i) An individual subject to these procedures will be entitled to be accompanied, at any stage of the formal process, by a serving police officer or member of staff (known as a "friend").
- (ii) The role of the “Friend” at any interview/attendance hearing is as follows:
 - (aa) advise and assist the individual concerned;
 - (bb) speak on the individual's behalf; and
 - (cc) produce documentation to assist the individual's case.
- (iii) A “friend” must not be a person who has any line management responsibility for the individual, or a person who may, or will, be involved in the decision-making process in any aspect of the application of these procedures in the individual’s case.

(3) Dealing with Unsatisfactory Attendance

Attendance Review Trigger

- (a) Where a trigger point is reached the HRM will review all of the periods of absence that have been included in the trigger point calculation. In considering each absence in the monitoring period, where the HRM is satisfied that there is sufficient information on record to suggest that the some or all of the absences may be deemed satisfactory, the HRM will prepare a summary report and forward it to the HHR for a determination.
- (b) On review of the evidence presented and the HRM recommendation the HHR will determine whether further action is required. Approval may be granted by the HHR to discount the absence(s) from the trigger point calculation and relevant SAP record should be amended accordingly. If, as a result of this action, the individual is no longer in breach of the trigger point, no further action will be taken.
- (c) If HHR is of the view that the matter should proceed to the AMP, the HRM will advise the relevant line manager of the breach and will provide a printout from the HR Management

system of all sick absences in the 12-month rolling period (or previous 2 years if there is a warning in place) together with details of any previous action taken in relation to unsatisfactory attendance.

- (d) The line manager will discuss the breach of trigger with the officer/member of staff and advise them, in writing, of their right to have the absence(s) considered by the AMP.
- (e) Where the AMP determine that the absence level is unsatisfactory, the formal process will commence. (See Unsatisfactory Attendance Process as detailed in Appendix 'B').

(4) Dealing with Long Term/Unsustainable Absence

- (a) Long term sickness absence refers to any absence in excess of 28 consecutive days.
- (b) OHW referrals should be made at appropriate intervals as outlined in the Guidance Centre on PoliceNet.
- (c) Contact with the individual should be maintained as outlined in the Guidance Centre on PoliceNet.

(d) Case Reviews

- (i) An initial case review should be held when an officer/member of staff has been absent from work for 28 or more consecutive days unless an imminent return to work is expected;
- (ii) The HRM will conduct the case review. The case review may include appropriate personnel who meet to discuss the absence and related supportive measures, or it may be paper based;
- (iii) Case reviews should normally be held after every subsequent 30 consecutive days of absence until the officer/member of staff has returned to work or has left the Service either as a result of medical retirement or having exhausted this process;
- (iv) Case reviews should be documented and placed on the officer's/member of staff's personal file.

(e) Case Conferencing

- (i) An initial case conference should be held when an officer/member of staff has been absent from work for 90 consecutive days unless an imminent return to work is expected. Full details relating to the structures of the case conference are outlined in the Managing Sickness Absence Guidance available on PoliceNet;
- (ii) In the event of a continuing absence, case conferencing should normally occur at 3 monthly intervals. Case conferences should continue to be held even where a formal or final warning has been issued in relation to unsustainable absence;
- (iii) Following the case conference the individual's case should be considered by an AMP which will be required to consider the sustainability of the absence.

- (f) The line manager will discuss the unsustainable absence with the officer/member of staff and will advise them, in writing, of the consideration to invoke the commencement of the formal process. (The flowchart at Appendix 'C' gives an overview of the process for managing long term sickness absence and the Ill-Health Capability process is detailed in Appendix 'D').

(5) Initiating the formal process (Stage 1)

- (a) Following the AMP determination of unsatisfactory/unsustainable attendance the line manager will contact the individual in writing advising that a breach of a trigger point has occurred and that their absence was deemed unsatisfactory/unsustainable. They must also advise the individual that they are required to attend an interview, with the view of issuing a Formal Warning. The notification must state the time and location of the interview, inform the officer/member of staff of the right to be accompanied by a friend, and must also be copied to the CSO.
- (b) The officer/member of staff may, not later than 10 working days after the date on which the notice was sent to them, request in writing to the line manager that the CSO conducts the interview. Where this occurs the line manager will arrange for the interview to be conducted by the CSO. In the event that it is not reasonably practicable for the CSO to conduct the first interview, then another member of the same or higher rank may conduct the interview in their place.
- (c) This interview will be regarded as the "first" interview and will normally be held within 14 days from the date of notification, however, on occasions there may be exceptional circumstances preventing this from happening. In such cases, the interview must be conducted as soon as it is practically possible.
- (d) In the event that a Formal Warning is issued, absence will be monitored against a revised Bradford trigger for a period of 2 years from the date of the warning.
- (e) Where an officer/member of staff can demonstrate that they have been disadvantaged as a result of a procedural error, or as a result of new evidence to which the AMP and their line manager were unsighted, they may appeal the warning. Appeals must be made in writing to the District Commander/Head of Branch/designate (of Chief Inspector rank/staff equivalent or above) within 7 days of the warning being issued. The appeal will usually be heard by the District Commander/Head of Branch and the outcome communicated to the individual within 14 days of receipt of the appeal. On occasions there may be exceptional circumstances preventing this from happening and in such cases, the appeal must be heard as soon as it is practically possible. Guidance is available in the Guidance Centre on PoliceNet on conducting the appeal.

(6) Initiating Stage 2

- (a) If following the issue of a Formal Warning, the officer/member of staff breaches the next trigger and the current level of absence is deemed unsatisfactory/unsustainable by the AMP the CSO (Police)/Line Manager (police staff) will write to the individual within 7 days and advise the officer/member of staff that they are required to attend a second interview, with the view of issuing a Final Warning. The individual must be advised of the time, location and purpose of the interview as well as of the right to be accompanied.
- (b) This interview will be regarded as the "second" interview and will normally be held within 14 days from the date of notification, however, on occasions there may be exceptional circumstances preventing this from happening. In such cases, the interview must be conducted as soon as it is practically possible. Guidance is available in the Guidance Centre on PoliceNet on conducting the second interview.
- (c) In the event that a Final Warning is issued, this warning will remain 'live' for 2 years from the date of issue of the warning.

- (d) Where an officer/member of staff can demonstrate that they have been disadvantaged as a result of a procedural error, or as a result of new evidence to which the AMP and their line manager were unsighted, they may appeal the warning. Appeals must be made in writing to the District Commander/Head of Branch/designate (of Chief Inspector rank/staff equivalent or above) within 7 days of the warning being issued. The appeal will usually be heard by the District Commander/Head of Branch and the outcome communicated to the individual within 14 days of receipt of the appeal. On occasions there may be exceptional circumstances preventing this from happening and in such cases, the appeal must be heard as soon as it is practically possible. Please refer to the Guidance Centre available on PoliceNet re conducting the appeal.

(7) Initiating Stage 3 (Student and Probationary Officers)

Where both a Formal and Final warning are in place for sickness absence and the officer breaches the trigger outlined in the Managing Sickness Absence Guidance available on PoliceNet there is no requirement for a formal attendance hearing. Please refer to Policy Directive 09/09 – Probationer Management Policy link.

(8) Initiating Stage 3 (Police Officers)

- (a) If, following the issue of a Final Warning, the officer's attendance has not improved and a further trigger point is reached the senior officer will advise them of the breach and invite them to submit an application to the AMP. The officer concerned must be informed that they may be required to attend a hearing to consider their attendance at a time not less than 3 and no more than 8 weeks ahead. The role of the senior officer is outlined in the Guidance Centre on PoliceNet.
- (b) The individual, may at this stage, appeal one or more absences to the AMP. Absences that have previously been considered by the AMP cannot be re-considered unless the individual has additional supporting evidence that was not available to the previous AMP.
- (c) As outlined in the Guidance Centre entitled "Attendance Hearing" (available on PoliceNet), where the senior officer is of the opinion that an officer's attendance remains unsatisfactory/unsustainable, they will write to the officer concerned informing them that for reasons stated, their attendance is considered to be unsatisfactory/unsustainable and that, therefore, they are required to attend a formal Attendance Hearing.

(9) Initiating Stage 3 (Police Staff)

- (a) If, following the issue of a Final Warning, the member of staff's attendance has not improved and a further trigger point is reached the line manager will advise them of the breach and invite them to submit an application to the AMP.
- (b) The individual, may at this stage, appeal one or more absences to the AMP. Absences that have previously been considered by the AMP cannot be re-considered unless the individual has additional supporting evidence that was not available to the previous AMP.
- (c) The individual will be invited to a meeting with the Area Commander/Head of Branch and the HHR to discuss the absences, supportive actions and extenuating circumstances.
- (d) Where the HHR is of the view that the level of absence is unsatisfactory or unsustainable the HHR may dismiss the member of staff by giving the member the appropriate notice period.
- (e) Police staff who are dismissed for unsatisfactory or unsustainable attendance may be entitled to compensation as per the Principal Civil Service Pension Scheme (PCSPS). Calculations in relation to the amount of compensation should be requested from PSNI Civilian Pensions Branch.

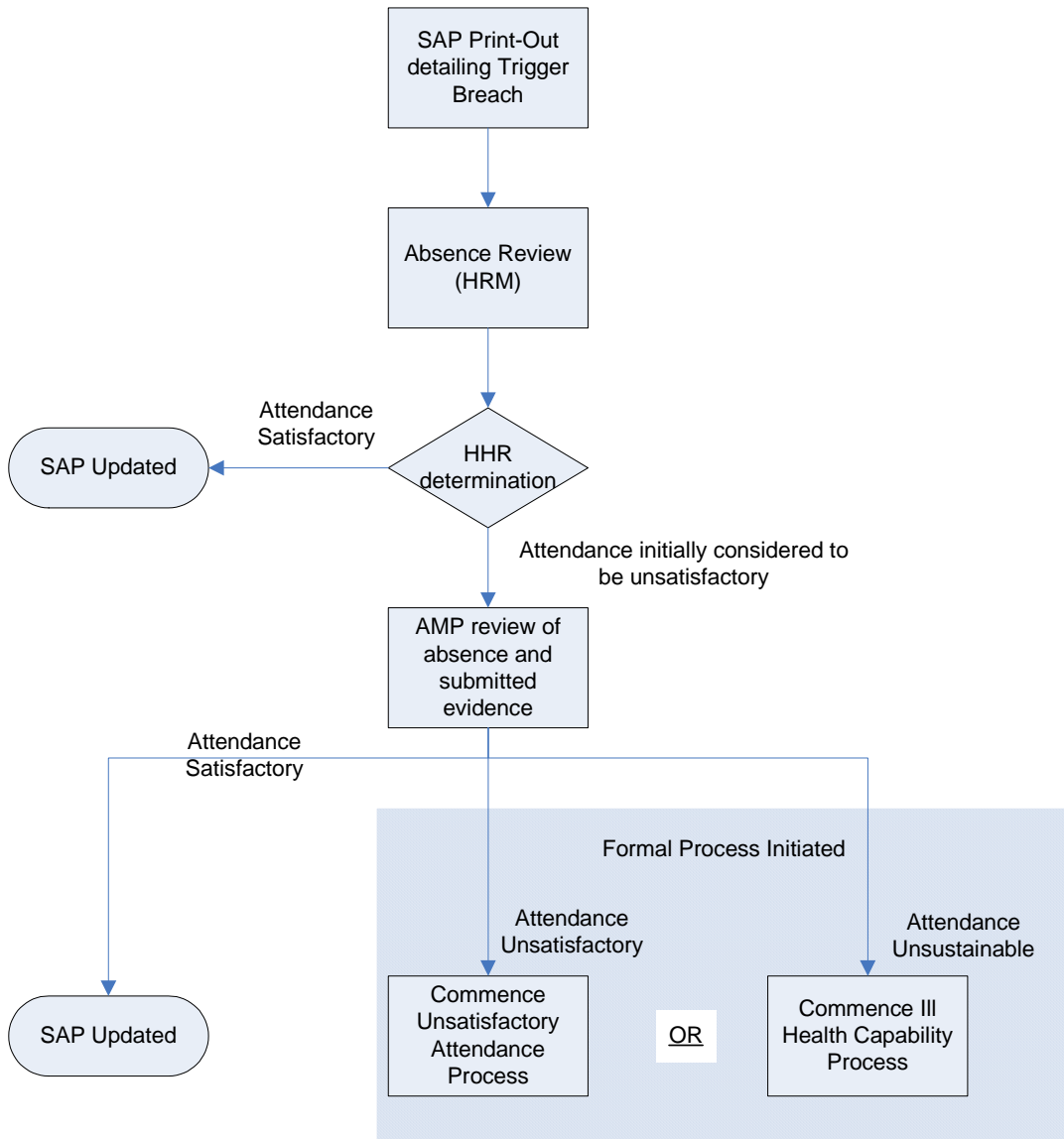
(10) Appeals (Police Officers)

- (a) An officer will have the right to seek a review by the Chief Constable of the decision of a hearing.
- (b) If the Chief Constable's review upholds a "required to resign" decision the officer may lodge an appeal with the Police Appeals Tribunal.

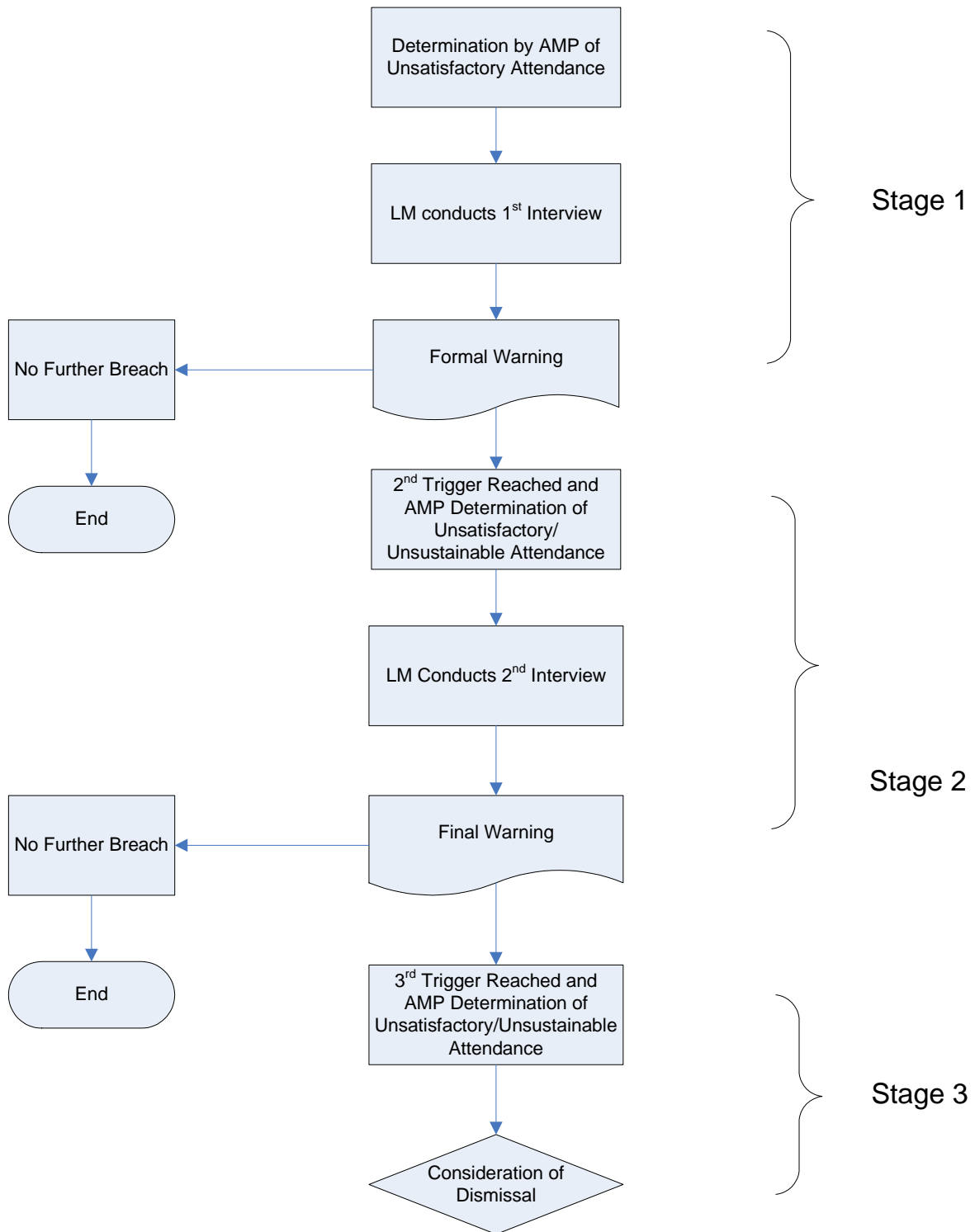
(11) Appeals (Police Staff)

- (a) Appeals will only be considered where the member of staff can demonstrate;
 - (i) that the process was not correctly applied; or
 - (ii) the decision to dismiss was made in ignorance of a material fact; or
 - (iii) the decision was unfair.
- (b) Appeals against a decision to dismiss a police staff member on the grounds of unsatisfactory or unsustainable attendance must be submitted to the Deputy Director of Human Resources (DDHR) via the local HHR within 14 days of the notification of the decision to dismiss.

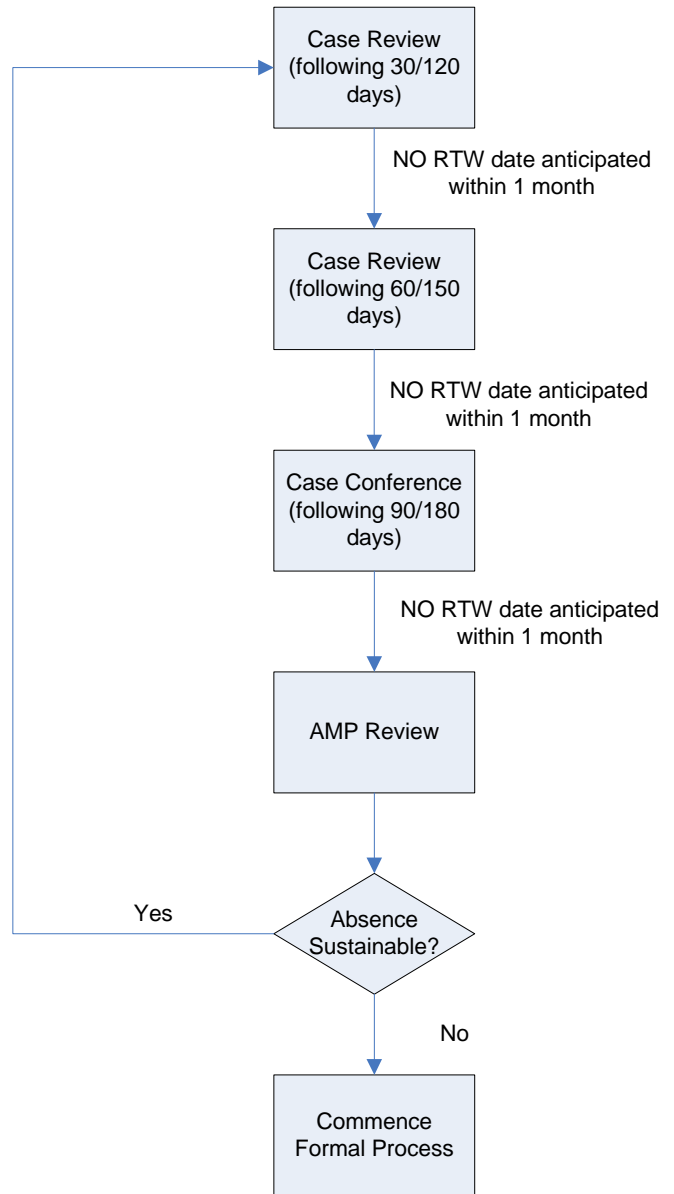
MANAGING ABSENCE OVERVIEW



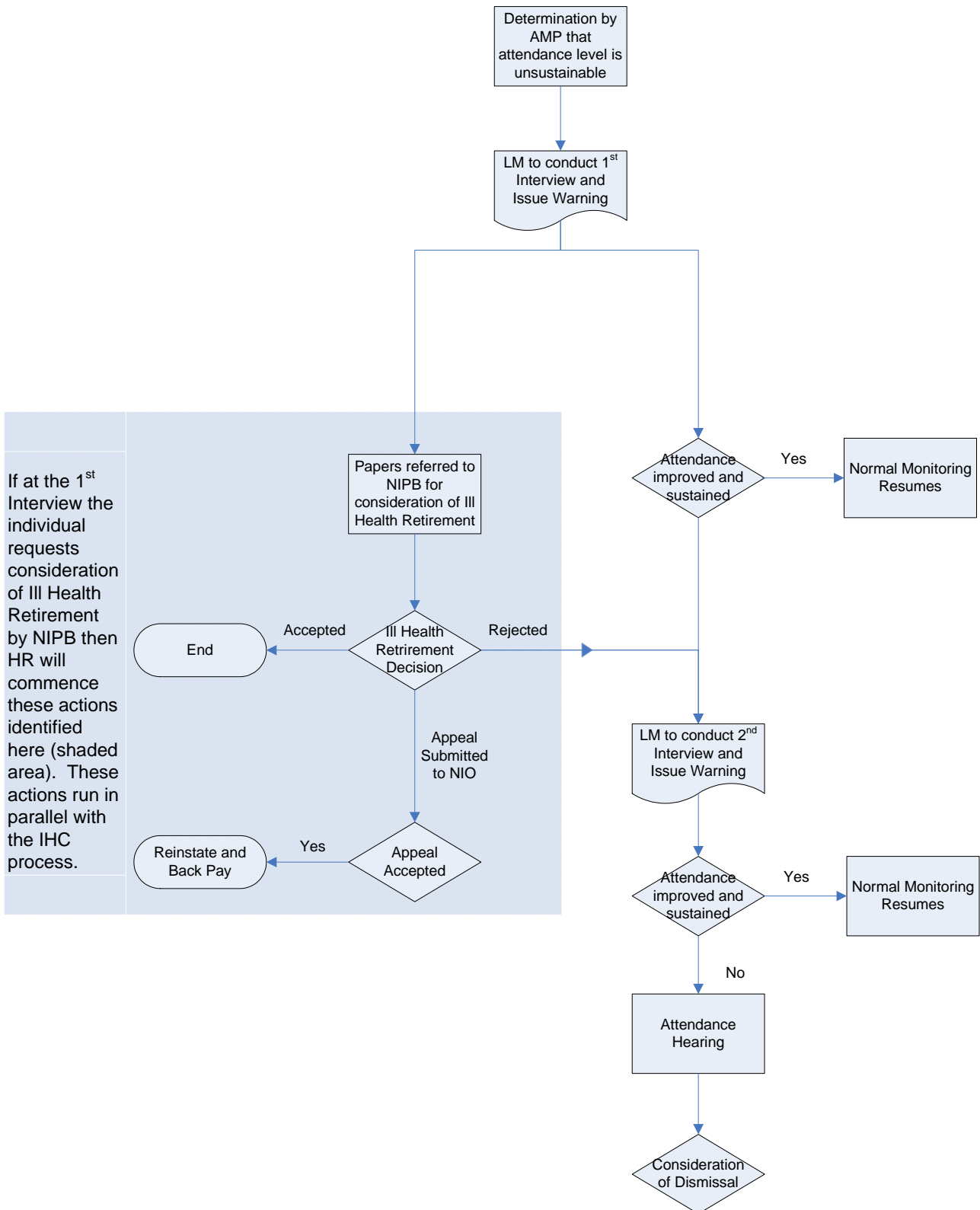
UNSATISFACTORY ATTENDANCE PROCESS (SHORT TERM ABSENCE)



MANAGING A LONG TERM ABSENCE



ILL HEALTH CAPABILITY PROCESS



Note: For Police Staff papers will be referred to OHW for consideration of Ill-Heath Retirement as per the NICS Pension Regulations.

OVERVIEW OF GUIDANCE CENTRE (AVAILABLE ON POLICENET)

Individual

My responsibilities when I'm sick
Forms
What is the Bradford Factor?
Triggers UAP
Triggers IHC
How to submit an application to AMP
How to appeal a warning
Sickness absence and my pay (police officers)
Sickness absence and my pay (police staff)
Sickness Absence Handbook
OHW Referrals
FAQs

Line Managers

My responsibilities in managing sickness absence
Forms
Requirement for Contact
OHW Referrals
Supportive Actions
Duty Adjustments
How to carry out a Return to Work Interview
Attendance Action Plans
Triggers and Action UAP
Triggers and Action IHC
Case conferences and reviews

Regulations (police officers)
Employment Act (police staff)

Sickness Absence Reporting (HR)

League Tables
Absence Matters
In year reporting
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Human Resources

HR responsibilities in managing sickness absence
Forms
Supportive Actions
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Case conferences and reviews
Guidance on AMPS
Duty Adjustments
Setting up an Attendance Hearing
Appeals

Sickness Absence Data

Sickness absence reporting training handbook
Bradford training handbook
How to use Saturn