This template has been provided the Scottish Council for Voluntary Organisations (SCVO). The policy should be adapted to suit your own organisational values, needs and requirements. You should also check this policy is compliant with the law and your organisation’s governing document. No liability rests with SCVO.

**Note: This policy refers to ‘employees’ i.e. PAYE employees only.**

**Absence management process**

We aim to manage absences on an individual basis to take account of all relevant factors, in a supportive, effective, and consistent manner. We care about your health and wellbeing and if you are unwell or injure yourself, we will support you to get back to work.

**Trigger points for absence reviews**

3 instances of absences within a 12-week period, or

5 instances or 10 days or more within the previous 12-month period

If your attendance reaches one or both the above, your line manager will arrange an informal meeting with you to discuss your attendance.

Your line manager will meet with you to make you aware that an absence trigger has been reached, and to discuss the reasons for your absences. Your manager will let you know the required improvement and the support available to you. You will also discuss the possible next steps if your attendance does not improve (see absence management process below).

If your absences are related to a disability or long-term health condition, your manager will meet with you to discuss how we can support you including reasonable adjustments.

The above triggers do not apply to disability and long-term health related absences. Disability and long-term health related absences will be managed on a case-by-case basis.

The above triggers do not apply to pregnancy related absences.

**Absence management process (Capability Procedure)**

**Stage one meeting**

If your attendance does not improve following the informal meeting, you will be invited to a formal absence review meeting to discuss your absence. You will receive at least five days’ written notice of the formal review meeting.

The absence review meeting is an opportunity to discuss your health and wellbeing, and any support we can provide to help you to return to regular attendance.

During the meeting your manager will let you know what the required improvement is and the timescale for improvement known as the monitoring period.

We will ask you to attend an occupational health assessment within the monitoring period. The aim of the occupational health assessment is to get an expert opinion on your health and wellbeing and how to support your return to work.

The meeting could result in a formal verbal or written caution that will be held on file for six months.

The monitoring period is normally twelve weeks. If your attendance does not meet the required improvement within the monitoring period, you will be invited to a stage two absence review meeting.

[add role/job title] will take a note of the meeting and will share this with you within three working days. We will also confirm the outcome of the meeting in writing within three working days including:

* The required improvement and the monitoring period.
* The level of warning.
* Any support agreed during the meeting including reasonable adjustments.
* The next steps in the process if your attendance does not improve.
* The right of appeal against the warning.

We reserve the right to adjust the monitoring period.

**Stage two meeting**

If your attendance does not improve during the monitoring period, your manager will call a second review meeting. During this meeting you will discuss your health and wellbeing, ability to return to work and the support that we can provide, including reasonable adjustments. If you have attended an occupational health assessment, we will discuss the occupational health report. Your manager will make you aware of the required improvement and the monitoring period. The meeting could result in a further caution including:

* 1st written caution
* Final written caution

During the meeting your line manager will advise you that failure to meet the agreed improvements could result in a more serious caution or dismissal at a stage three absence review meeting.

Your line manager or [a more senior person] will normally carry out this stage. [add role] will take a note of the meeting and share this with you within three days of the meeting.

The monitoring period will normally be twelve weeks.

We may ask you to attend a further occupational health assessment within the second monitoring period. The purpose of this assessment is to get an expert opinion on your health and wellbeing, how to support your return to regular attendance, and to get an expert opinion on your ability to attend work on a regular basis within and following the second monitoring period.

**Stage three meeting**

If your attendance does not improve, a third absence review meeting will be held. The options at this stage are:

* Final written warning (with final targets and final review period)
* Redeployment
* Dismissal

**Dismissal**

If you are not well enough to return to work with reasonable adjustments your employment may be brought to an end on grounds of incapacity following the three step process set out above.

You have the right to appeal against any decision to end your employment.

If the outcome of the stage three meeting is dismissal, you will receive verbal confirmation of this during the meeting and within one day of the meeting in writing.

You are entitled to your contractual notice or one week of notice per year of service, whichever is higher and to payment for any untaken annual leave.

You can appeal against the decision to dismiss you.

**Please contact the SCVO HR Service for advice if you are considering dismissing an employee. If you are not a member of HR for Creatives or an HR service subscriber, we may still be able to help. Email** **hrservice@scvo.scot** **and we’ll get back to you within 48 hours.**

**Appeals**

The appeal must be made in writing to the [senior manager] within ten working daysof the receipt of the decision. [senior manager] will convene an appeal hearing to discuss the matter within five working days. The appeal will be held by a more senior manager than the manager who investigated the original issue. In the event of the original issue being investigated by the Chief Executive the appeal will be held by an Appeals sub-committee consisting of two Board members.