

Criteria	Action	Outcome	Line Manager Guidance
<p>a) Bradford factor > 50 points</p>	<p>Attendance review meeting with line Manager after return to work interview</p>	<p>Targets agreed Issue Attendance Review Letter</p>	<p>Attendance Review Meeting should be done after the return to work interview.- this will then trigger People and Culture team to write an Attendance Review Letter</p> <p>Target should be appropriate and clearly stated. If an employee has a disability it <i>may</i> be that the target should be adjusted appropriately. Any concerns speak with HR. A typical target would be: No more than three spells of absence in the next 6 months or the equivalent of 10 days in total for a full time staff member. (therefore 6 days for 0.6 FTE)</p> <p>It is up to the line manager to then monitor attendance in relation to the target and if any further absences ensure that the targets are mentioned in relation to any future 1 to 1's / return to work meetings after a future absence. If the target is not met then speak with employee (and your manager). It is if the target is met or not, not the Bradford Factor alone, that would trigger the next stage.</p> <p>If the target is met then this should be documented on the attendance review form at the end of the period. Uploaded to the staff database and this will trigger the People and Culture Team issuing a closure letter. If the Bradford Factor score is still high (due to continued absences but not high enough to meet the target threshold, it could be appropriate to extend the review period for a further 6 months with an updated target.</p>
<p>b) Following a discussion in a) above if your absence is continued and target not met</p> <p>e.g. is made up of 3 spells or more in a 6-month period</p>	<p>Second Attendance review meeting with line Manager resulting in</p> <p>a) extension b) Stage 1 disciplinary hearing (as stated in performance management)</p>	<p>a) Targets agreed/extended resulting in attendance review letter b) Disciplinary hearing resulting in an issue improvement note</p>	<p>If target not met then inform employee that you will seek advice from Senior / PD as to if disciplinary hearing needed (as stated in performance management and absence guidance)- if so, further targets will continue to be set. Further guidance on disciplinarys can be found here (INSERT LINK)</p> <p>If not, attendance review to continue with further targets.</p>

Or Bradford factor > 200 points			
c) Following a discussion in b) above if your absence is continued and target not met e.g. is made up of two spells or more in a 6 month period Or Bradford factor > 500 points	Disciplinary Hearing (as stated in performance management)	Final Written warning	See performance management guidance
d) Following a discussion in c) above if your absence is continued and target not met e.g. is made up of three spells or more in a 12 month period Or Bradford factor > 1000 points	Disciplinary hearing (as stated in performance management)	Dismissal	See performance management guidance