# Return to work RTW discussion carried out on employees return to work by their manager. Absence level communicated to the employee. Monthly attendance report review The management will review an attendance report for the rolling 12-month period and BF scores. The employee advised that will be invited to the formal ARM to discuss the absence.

### The employee is invited to a formal ARM

The manager or HR will arrange to formally meet the employee to discuss their attendance record for the previous rolling 12-month period.

Addtime printouts with a timeline of absences including reasons and other relevant information should be reviewed and discussed with the employee during the ARM to ensure that the reasons and circumstances surrounding each absence are fully understood.

# Levels of attendance to be monitored and followed up

Following the meeting, the employee will be given some time to improve their attendance.
Following ARM might be arranged if no required improvement made.

## Referral for consideration of disciplinary hearing

The manager or HR might decide that disciplinary action should be considered and the employee needs to be invited to a disciplinary meeting.

### A disciplinary hearing arranged by the manager with HR

The employee did not reach

the attendance trigger point

The employee is informed about

their levels of attendance during

the RTW and performance reviews.

The absence record discussed with the employee along with the other information related to the employee's attendance issues. The potential outcome of the meeting dicussed and explained to the employee together with the improvement required.

### **Disciplinary outcome**

The disciplinary outcome will be sent to the employee confirming the hearing outcome and the improvement plan.