Country Standard Operating Procedure
Sickness Absence Management

Document Details

Reference
SMS-CSOP-P2-1

Version
1.2

Approval date
February 2017

Date for next review
February 2019

Applicability
All employees of Serco Group plc and its subsidiaries in the UK covering all business divisions, operating companies and business units.

CSOP Owner: Group HR Director
Author: Employee Relations Centre of Expertise

1As used herein, Serco plc and its affiliates, subsidiaries and operating companies are referred to as “Serco”, the “Company” or “company”, or “we”, “us” or “our”
I Purpose

Serco values the health and wellbeing of its employees. The company recognises that absence due to ill health is unavoidable, and that employees may need support whilst off sick as well as when they return to work. This CSOP has been developed with input from medical experts including the Royal College of Nursing and Occupational Health to make sure that Serco treats its employees in line with best practice. It explains how employees should be supported and what managers should do to manage sickness absence in a fair and consistent way, to protect our people, our customers and our business.

Throughout this document you will see references to MyHR; for contracts supported by MyHR, this means the Manager Services team in HR Shared Services. Where contracts are out of scope of MyHR, references to “MyHR” should be taken to mean their local HR department.

I.1 Who this CSOP applies to, and what it covers

This CSOP applies to Serco employees in the UK, including both those who receive HR support from MyHR and those who receive it from local HR teams.

Serco wishes that this CSOP applies to all UK employees but recognises there are exceptional instances where this may not be appropriate, either temporarily or permanently. For example this may occur where:

- Occasionally, new businesses/contracts have not yet moved to standard Serco procedures.
- Where local agreements with our clients apply:- Managers and employees, who think this may be the case for their contract, should check with MyHR whether the CSOP applies to them.
- Contractors and agency workers who are not paid through Serco’s UK payroll are not covered, and should follow the sickness absence process agreed between Serco and their agency.
- Employees outside the UK are not covered by the CSOP and should follow their local sickness absence processes.

What the CSOP does not cover:

- The extent of company sick pay eligibility/entitlement: this is set out in an employee’s contract of employment.
- Elements of the CSOP may not apply to some UK employees:
  - Support from MyHR Shared Services: managers and employees in contracts out of scope of MyHR should contact their local HR team for the equivalent sickness absence support.
  - Support from Occupational Health and Serco’s Group Income Protection Scheme – managers and employees should contact MyHR to find out if they are eligible for these or alternate sources of support.
  - A CSOP cannot cover all eventualities; if a manager is in doubt whether the CSOP is applicable in a particular case, they should discuss the situation with MyHR to make sure they act fairly and consistently.

I.2 Holding information in confidence

Absence through ill-health or injury is highly personal and sensitive. All information regarding employee health will be treated in confidence.

All meetings, interviews and correspondence about sickness absence will remain strictly confidential to those involved. Breaches of confidentiality will be regarded as a disciplinary issue. Documentation relating to sickness absence should not be kept locally to minimise the risk of a Data Protection Act breach.

Serco understands that sometimes an employee may feel that the nature of their illness is too personal to reveal to their line manager. If this happens, the line manager should refer them to an alternative manager or HR, whichever is most appropriate, where they can discuss this with their confidentiality protected. The terms of this CSOP will still apply.
1.3 Explaining the terms used in this CSOP

The CSOP uses terms that some employees may not be familiar with – these are explained below.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>My HR Absence Manager</td>
<td>Serco’s Attendance Management Tool, used to capture employee absence at the point of occurrence using a dedicated 24 hour absence line. Supports the end to end management of sickness absence and Attendance Stage Management (ASM) Cases supports the process for managing short and long term cases.</td>
</tr>
<tr>
<td>CSP</td>
<td>Company Sick Pay, provided at Serco’s discretion to eligible employees as explained in this CSOP and defined by each individual’s contract of employment.</td>
</tr>
<tr>
<td>EAP</td>
<td>Employee Assistance Programme (provider may vary from time to time), which provides free and confidential advice and counselling to managers and employees on a wide range of health and wellbeing issues.</td>
</tr>
<tr>
<td>Fit Note</td>
<td>Note from a Doctor to advise if an employee is unfit for work; or may be fit for work following reasonable adjustments. See section 2.2.2 for more detail.</td>
</tr>
<tr>
<td>GIPS</td>
<td>Group Income Protection Scheme (the provider may vary from time to time) which can provide an income to employees with two years’ service or more who are off work due to illness or injury for a continuous period of 26 weeks. Please note, the Scheme is not available to all contracts, managers should check with MyHR if their employees are covered. An application for GIPS will be managed through Health Cases in My HR Absence Manager.</td>
</tr>
<tr>
<td>HR</td>
<td>In parts of the business supported by MyHR, managers should always contact HR Shared Services for advice and guidance on absence issues. In contracts out of scope for MyHR, they should contact their local HR team.</td>
</tr>
<tr>
<td>Long term sickness</td>
<td>Any sickness absence over 4 weeks.</td>
</tr>
<tr>
<td>OH</td>
<td>Occupational Health (provider may vary from time to time), who offers expert medical advice, health promotion campaigns and clinical support to UK based Serco employees. Please refer to the Occupational Health page on Our World for further information: The way we work &gt; HR &gt; Health &amp; Wellbeing &gt; Occupational Health Services.</td>
</tr>
<tr>
<td>RIDDOR</td>
<td>Government regulations surrounding the Reporting of Injuries, Diseases and Dangerous Occurrences at work.</td>
</tr>
<tr>
<td>SAP Employee Number</td>
<td>An employee’s SAP number is their unique 8-digit identifier which enables them to use My HR Absence Manager.</td>
</tr>
<tr>
<td>SMS</td>
<td>Serco Management System - the Group’s management framework, which describes how we do business.</td>
</tr>
<tr>
<td>SSP</td>
<td>Statutory Sick Pay, determined by the Government.</td>
</tr>
<tr>
<td>Triggers</td>
<td>Guidance points used by the Company to monitor and manage sickness absence fairly and consistently across the UK.</td>
</tr>
</tbody>
</table>
1.4 Roles and Responsibilities Overview

Many people and departments have a role in supporting the effective management of sickness absence. An overview is provided below and a full list of responsibilities is included at Appendix A.

1.4.1 Senior Management responsibilities

Senior Management must create the right conditions to support effective sickness absence management. This will include the promotion of wellbeing initiatives and ensuring that managers have the skills, knowledge and resources to effectively manage sickness absence and support employee wellbeing initiatives.

1.4.2 Managers’ responsibilities

Managers are responsible for providing a safe and supportive working environment for their employees, and for using My HR Absence Manager to manage sickness absence in line with this CSOP.

1.4.3 Human Resources

1.4.3.1 HR Business Partners

HR Business Partners are responsible for ensuring active steps are taken to monitor, address and support absence consistently across the business.

1.4.3.2 MyHR Shared Services/Local HR teams for businesses out of scope of MyHR

The Manager Services team in MyHR Shared Services is responsible for providing a support service to managers in line with legislation, company policy, best practice and Serco’s Values.

1.4.4 Employee responsibilities

Employees are responsible for following this CSOP when they are absent due to sickness or ill health. Employees should notify their manager of their sickness absence by contacting My HR Absence Manager and keep the company informed while they are off work. Where appropriate, they should also support the Company’s processes for facilitating their return to work.

1.4.5 HR Information Systems (HRIS)

HRIS will support the application of this CSOP by the provision of periodic absence data and ad hoc data analysis.

1.4.6 HR COE / Process Owner

The HR COE / Process Owner ensures the CSOP meets legal and business requirements by developing a sickness absence management strategy and supporting procedures, tools and programmes; developing management capability and ensuring monitoring and governance.
1.5 Disability

The Equality Act 2010 defines a disability as “a physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities”. It is unlawful under UK legislation for an employer to fail to provide reasonable adjustments to a disabled person’s working environment, where unable to justify this failure.

Serco values the contribution made by all employees and aims to provide a safe and productive working environment for people of all abilities. It is therefore important that line managers give every consideration to making reasonable adjustments to working practices or premises, to ensure these do not put a disabled person at a disadvantage compared with a person without that disability.

Examples of enabling adjustments include:

- Physical adjustments to the workplace
- Alter working/role duties - light duties, back/front office, customer contact
- Provide/alter equipment – screen filters, new chair, different desk, wrist supports etc, following specialist advice as appropriate from the local Health & Safety Representative.
- Allowing the individual to be absent during working hours for rehabilitation, treatment or assessment.
- Moving the individual to a different place of work, including within the same building.
- Reducing working hours – either as part of a phased return to work (see section 2.3) as agreed or permanently, which may require a change to terms and conditions and reduction in pay.
- Adjusting actual hours worked to take account of the disability e.g. for someone with irritable bowel syndrome, they may arrive at work later and work back time lost at the end of the day if a medical practitioner advises this will ease the condition.

This list is not exhaustive and managers should consider each case on its own merits, taking medical reports into account and consulting with the employee and MyHR.

Serco discounts disability related absences for the purposes of the trigger levels outlined in section 4 when managing attendance records and related sickness absence management actions, but will keep overall absence records under review to ensure that managers can support employees as required.

2 Procedures

2.1 Notification of Sickness Absence

When to tell about sickness absence

If an employee is ill, injured or unable to attend work for any reason, they must contact My HR Absence Manager on 0330 8080 112 as early as possible before they are normally due to start work. They must use their SAP employee number to ensure they are correctly identified. Their manager will then be notified of the absence and will call the employee back.

Early notification is very important, so that the manager can support the employee and arrange to maintain service to customers. If the employee does not follow the correct process for notifying sickness absence using My HR Absence Manager and their SAP employee number, and there is no reasonable explanation, the absence may be classed as unauthorised. This could result in the manager following the SMS CSOP-P2-8 Disciplinary.

What to tell

The employee should contact My HR Absence Manager to give the following information, so that the manager can call them back, arrange cover, provide support and plan for their return:
• Type of absence
• Reason for the absence
• Expected return to work date
• Any changes to the above

Keeping managers informed during long term sickness absence (4 weeks or more)
For long term absence (4 weeks or more), the employee should make contact with their manager through My HR Absence Manager regularly to provide an update on how they are progressing, and when they expect to return to work. The manager should agree with the employee how they would like further contact to happen during the period of absence (home visits, phone calls, emails etc.), and how often. In these conversations, the manager will see if there is anything they or the company can do to help the employee’s recovery, and keep the individual up to date with news from work. Managers should continue to keep in touch with any employees who are absent and receiving support from the Group Income Protection scheme.

Telling managers about the return to work
Employees should contact My HR Absence Manager at least one day before they return to work in order to close the absence, and so that the manager can prepare for their return. It is recognised practice and well known where this applies, that in some areas of the business employees need to attend a medical examination before returning if their role is safety critical. In these cases, it is the employee’s responsibility to speak to their line manager in good time so that an appointment can be arranged, and to provide medical certification to cover all calendar days until their return to work.

2.2 Documenting sickness absence

2.2.1 Documents needed for absence of 7 calendar days or less – Self-Certificates
Since the implementation of the My HR Absence Manager system, there is no longer a requirement for an employee to complete a Self-Certificate for absences of 7 days or less.

2.2.2 Documents needed for absence of 8 calendar days or more - Fit Notes
For absences of 8 consecutive calendar days or more, the employee needs to provide a Statement of Fitness for Work (Fit Note) from their doctor. To protect any sickness payments, they need to send this to their manager either on or before the 8th calendar day of absence. The manager must email a copy of the Fit Note to MyHR with the employee’s SAP Personnel number clearly marked on the document and email. The email title must be Employee SAP number_Sickness-Docs (e.g. 2300045_Sickness-Docs). The original Fit Note must be returned to the employee in case they need it to claim benefits if their entitlement to Statutory Sick Pay runs out. If the employee is off sick for any more days than covered by the Fit Note, the employee needs to provide a new Fit Note every week unless the doctor certifies the absence for a longer period.

A Fit Note enables a doctor to advise if and when an employee is, or may be:
• Unfit for work
• Fit for work

If unfit for work, the doctor will confirm on the Fit Note how long the employee should stay off work. Alternatively, the doctor may confirm that the individual may be fit for work with support from their manager. The doctor may also suggest ways to help the employee back to work including:

• A phased return to work
• Working fewer, or different, hours
• Amended duties
• Workplace adjustments

(This list is not exhaustive)
Both the employee and manager should discuss the doctor’s advice and if a return to work is possible, they should agree any reasonable temporary changes or support needed. The manager may contact Occupational Health (following guidance on Our World > The Way We Work > HR > Health & Wellbeing >. Occupational Health Services) to refer the employee for support if appropriate.

The company will not normally request that an employee provides a Fit Note for sickness absence of less than 7 calendar days, but there may be exceptional circumstances where this is considered necessary if, for example an unacceptable pattern has been identified, such as repeated sickness absence immediately before or after bank holidays or annual leave, or on social events.

If this is the case, the company will repay the employee for any costs of arranging the Fit Note.

2.3 Returning to Work

On the employee’s first day back at work (see Note below) their manager or an alternative manager, will arrange a return to work (RTW) meeting to:

- Check that the employee is fit to return to work.
- Discuss the cause of the absence and general attendance record.
- Find out if there are any underlying circumstances affecting attendance, for example personal problems, where the manager might be able to provide support.
- Bring the employee up to date with any important business developments while they were off.

Return to Work meetings should be recorded on the RTW form in My HR Absence Manager.

Note: A RTW meeting on employee’s first day back at work is more beneficial for the employee and the company. However, this may not be practical in some operations, for example because of rostering or because the employee works off-site. In these situations the RTW meeting should be completed as soon as possible and at the latest within seven calendar days of the employee’s return to work. Pending completion of the RTW meeting, the employee must make their supervisor aware of any concerns or restrictions relating to their fitness for work.

2.3.1 Coming back to work earlier than expected

Sometimes the employee may recover faster than expected, or reasonable adjustments may enable an early return to work. If this is the case, before the employee returns they should ask their GP for a new Fit Note with the new return date on it, confirming that they are fit to work.

2.3.2 Phasing the return to work

If, following advice from the Doctor and/or Occupational Health, the employee and the manager agree that a phased return is needed to enable the employee to recover fully before returning to full duties, they will receive full pay for 4 weeks. If the phased return lasts longer than this, the employee will be paid on a pro-rata basis for the time after 4 weeks (such as half pay if they are working half time, increasing to full pay when they return full time), unless in exceptional circumstances other arrangements have been agreed. Managers should contact MyHR for guidance, particularly for phased return periods of more than 4 weeks.

2.4 Part Day Sickness Absence

Serco recognises that employees sometimes become ill whilst at work. In these events whilst dealing with the situation on the day, we will also ensure that a return to work meeting takes place as it would after any absence irrespective of duration.

For the purpose of recording absence, as a guide:

- Any period of the working day when an employee is unable to work due to sickness should be recorded using My HR Absence Manager as it will facilitate a return to work discussion.
• If an employee leaves work due to sickness after completing half or less of their scheduled working hours this will normally be counted as a half day of sickness absence (or half of the daily working hours for part-time workers).
• If an employee has worked more than half of their scheduled working hours, this will not normally be counted as sickness absence.

The above statements are intended as a guide only and there may be local variations at contracts where shift arrangements apply or there are safety critical operations.

2.5 Sickness and Annual Leave

If an employee unfortunately becomes ill while on holiday, they can ask for the days they were ill to be reclassified as sickness absence rather than annual leave, and the leave would then be added back to the amount of holiday they have left. To do this the employee needs to have contacted My HR Absence Manager to notify of their illness at the time it occurs, just as they would if they were at work. On their first day back at work the employee will need to provide a Fit Note, or medical evidence if abroad, for 8 calendar days or more. Public holidays cannot be re-claimed.

In cases of long term ill health, employees should ask their manager to have holiday leave carried over to the next leave year if they cannot take it during the current leave year. It can be carried over for up to 18 months after the end of the original leave year. Financial payment instead of annual leave while they were sick will not be made.

If the employee is ill on a scheduled day off (e.g. weekends, rostered days off) the day off will not be transferred to another date.

If an employee on sickness absence requests to take annual leave, they should do so in accordance with SMS CSOP P2-4 Annual Leave. Where this is approved by the line manager, the employee will be deemed as fit to return to work following the leave and should call My HR Absence Manager to notify of their return. If the employee does not return to work, it will be treated as a new occasion of absence.

2.6 Employees who are sent home for health reasons

In exceptional circumstances a manager may send an employee home to protect them and the business for health reasons (called Medical Suspension) if for example, where the employee poses: a risk of spreading infection; chronic conditions where they believe they are fit to return but medical evidence advises otherwise; they are on medication which could have side effects affecting their work e.g. travel, use of equipment etc. If this happens, the employee will be paid the full salary and contractual allowances (not overtime) they would have received had they been at work. The absence should be recorded separately from sickness absence and would not be counted towards triggers. Managers should contact MyHR prior to instigating any form of medical suspension. The employee should be instructed to report any absence for the following day in the appropriate manner should their absence continue. Alternatively the employee may be required to provide a fit note to demonstrate that they are now fit to return to work.

2.7 Medical Reports

The Company can refer an employee to Occupational Health at any time if they believe the employee could benefit from this support. Employees can request a self-referral by discussing this with their manager or HR.

If an employee is off sick for more than 4 weeks the manager should refer them to Occupational Health or the Group Income Protection provider if applicable (see section 2.8.2), to understand the causes of absence and help return to work. Employees should co-operate with any occupational health practitioners who may be involved.
Sometimes a manager may need to seek professional guidance about an employee’s health. If the employee is asked by the Company to attend an appointment with a medical practitioner, they should co-operate with the examination and authorise the doctor to share the resulting medical report with Serco so that the Company can provide appropriate support. If they refuse to do this, the Company may have to take decisions about their employment and eligibility for continued Company sick pay on the basis of the information available. If the employee does not attend an appointment and has no valid reason, they may be charged cancellation fees.

2.8 Support for employees on long term sickness absence (over 4 weeks)

2.8.1 HR support

Managers in areas supported by MyHR will use Attendance Stage Management (ASM) case in My HR Absence Manager and should contact Manager Services in MyHR Shared Services as soon as long term sickness is identified for expert help and guidance. Managers not covered by MyHR should contact their local HR team for this support.

2.8.2 Group Income Protection Scheme

An employee may be entitled to income from the Scheme under its rules as set by the provider, if:

- They have two years’ continuous service with Serco (including service from previous organisations as part of TUPE).
- They are under the State Pension Age.
- They are off work for 26 weeks or more due to a single illness.
- Their manager has registered them with the Scheme as soon as possible, providing enough time for the provider to review the case and assess the support required. When an employee is absent for 29 days a health case will be created in My HR Absence Manager to enable managers to complete an online GIP referral.
- They have been assessed by a qualified medical practitioner appointed by the scheme insurer.

Acceptance is subject to the rules of the scheme as determined by the provider which may be amended from time to time.

2.9 Overtime after sickness absence

To help employees recover fully from ill health or injury, they will generally not be eligible for overtime in the two weeks after they return to work. Exceptions may be made at the manager’s discretion, subject to a discussion and assessment of any risk with the employee, and the needs of the business.

Employees who are on a phased return to work will not be eligible for overtime during the phased period, to ensure their health is supported in line with medical advice.

2.10 Absence for cosmetic surgery

Sickness absence taken for cosmetic surgery will be paid subject to company and statutory sick pay eligibility if the surgery has been medically advised by the employee’s Doctor. If the employee has chosen to have cosmetic surgery for non-medical reasons, they should take annual leave instead of sickness absence. They would not be eligible for sick pay while they are off for the surgery or for any expected recovery period. If an employee is unfortunately off sick as a result of the surgery for longer than the expected recovery period for example due to complications, then sick pay will be provided.
2.11 Accidents at work

If an employee is off work ill or injured due to an accident which happened at work the absence should be recorded as sickness however should not be counted towards the sickness triggers outlined in section 4.2.

For details on how to report an accident at work please refer to the Organisational Health and Safety Responsibilities GSOP (SMS-GSOP-HSE1-6) which can be located under the Health, Safety and Environment section of the SMS.

2.12 Advice on specific medical scenarios

There are a wide range of medical scenarios and the way the absence is managed will depend the employee’s condition and circumstances. It is not the purpose of the CSOP to provide guidance on how to manage every scenario. MyHR can provide guidance on how to manage individual cases so we apply the principles of this CSOP and achieve, as far as possible, a fair and consistent approach.

3 Eligibility for Paid Sick Leave

3.1 Company Sick Pay

Serco provides Company Sick Pay (CSP) to support eligible employees who are off work due to illness or injury. This is normally paid at the Company’s discretion (and where paid is inclusive of statutory sick pay entitlement – see 3.3.). To be eligible, an employee needs to:

- Have CSP included in their contract of employment.
- Have followed the right process to notify the Company of their sickness absence.
- Have provided the right documents (Fit Note, and any other relevant documents).
- Co-operate with any reasonable requests the Company makes under this CSOP, such as keeping in touch while off sick, and attending any medical examinations.

Due to TUPE transfers, acquisitions or union recognition agreements, contractual eligibility for sick pay may differ for different employees. Employees should check their schedule of employment or contract for their eligibility for CSP. If still unclear they should check with their manager or MyHR.

All employees on sick leave remain subject to their normal terms and conditions of employment, which include the Company’s right to terminate employment by giving contractual notice at any time and subject to any related legislative requirements.

3.2 Withholding Company Sick Pay

The Company may withhold Company Sick Pay (CSP), but not Statutory Sick Pay (SSP), in circumstances such as those listed below (list not exhaustive). The manager should always discuss this in advance with HR and the employee’s Trade Union representative, if they have one.

- If the employee refuses to give consent, or undergo a medical examination by Occupational Health and/or any independent Company Doctor nominated by the Company.
- If the employee is in paid employment elsewhere during any period of sickness absence and this impacts on a return to work – please refer to the Company guidance in relation to ‘Secondary Employment’ (SMS > People CSOPs > UK and Europe SOPs > UK & Ireland SOPs > Conflicts of Interest > Secondary Employment Guidance).
- If medical evidence shows the employee is fit to return to work but they do not do so.
- If the Company believes, after investigation, that there are no good reasons to support a period/s of sickness absence.
In some circumstances, as well as withholding sick pay, it may be appropriate for the company to take disciplinary action.

3.3 Statutory Sick Pay

Eligible employees are entitled to receive Statutory Sick Pay (SSP) as determined by the government from time to time. This can be paid for up to 28 weeks.

An employee may not be entitled to SSP if, for example, they have already used their 28 week entitlement or if they have recently received other state benefits. If this happens, the employee will receive a form from Payroll Services to apply for state benefits from their local Benefits Agency office.

For more information on Statutory Sick Pay please refer to the government website: http://www.hmrc.gov.uk/payerti/employee/statutory-pay/ssp-overview.htm#1

3.4 Absence as a result of actions by a third party

If any sickness absence is caused by a third party, and the employee receives compensation for loss of earnings, the Company will seek to reclaim any Company Sick Pay it has paid.

In this situation, the employee’s solicitor will normally write to the Company asking for details of the loss of earnings/sick pay paid, and will increase their claim for damages from the third party to take account of the amount that will need to be paid back to the Company.

If the employee is successful in a claim for damages, they must tell the Company and keep it informed of the progress of any law suits they make as a result.

4 Monitoring and managing Sickness Absence

4.1 Monitoring Sickness Absence

Managers should regularly monitor the absence levels of their teams to identify any individual or organisational absence patterns that might need to be addressed. Identifying trends early may allow the manager to take proactive steps to create conditions that support high levels of attendance and performance. This might include optimising working practices or equipment or ensuring communication channels are open for employees to discuss any concerns.

Managers should discuss any concerns about attendance as early as possible so the employee is aware of expectations and can help in resolving any concerns. The Return to Work meetings are part of this communication process.

It is important that managers address any issues at an early stage. Delayed action can lead to frustration among the manager and the team and unclear expectations for the employee in question. Early action will set clear expectations and gives the employee a better chance of making small changes to address concerns before problems escalate.

Where early, informal intervention does not resolve the problems, the manager may need to start the 3-Stage Formal Absence Management Process described in section 4.3. The Sickness Absence Triggers described in section 4.2 are indicators of when Formal Action needs to be started.
4.2 Sickness Absence Triggers

Serco uses ‘triggers’ relating to the amount and frequency of days off sick, to manage sickness absence fairly and consistently across the UK.

There is no “acceptable level” of non-attendance and trigger levels are not to be regarded as an entitlement. However, we recognise that occasionally full attendance may not be possible. The absence triggers are used to identify employees whose attendance records give cause for concern. The trigger levels are:

- 4 occasions of absence during a rolling consecutive twelve month period from the first day of the last occurrence of absence; OR
- 10 working days’ absence during a rolling consecutive twelve month period from the first day of the last occurrence of absence, (pro-rata for employees who are contracted to work less than 5 days per week); OR
- Any unacceptable level and pattern of absence. For example, this may include sickness absence immediately before or after public holidays, annual leave or rest periods; or sickness absence on or immediately after social or sporting events

If an employee reaches a trigger level, the manager will initiate the formal stage in My HR Absence Manager. If they require advice at any stage they should contact MyHR for guidance on how to proceed.

With support from MyHR, the manager will look into how they might reasonably support the employee to improve attendance before taking any formal action or progressing stages of the absence management procedure. The manager must fully investigate all the facts, consider alternative options, involve the employee as part of this process and ensure this CSOP has been followed. The final decision should only be made after discussing the matter with MyHR and where appropriate, Occupational Health.

Absence as a result of pregnancy related illness, accidents at work or disability related illnesses will not be counted towards the trigger levels, though they do form part of an employee’s overall attendance record which is reviewed overall periodically.

Although disability related absences are not counted towards triggers, this does not imply that managers are expected to tolerate unsustainable levels of absence. Managers should seek advice from MyHR and it may still be reasonable to follow the formal stages described in section 4.3 below.

4.3 Formal Stages

It is essential that when formal action is taken, it should be applied as consistently as possible across the business and processed through Attendance Stage Management (ASM) in My HR Absence Manager.

4.3.1 Before formal action begins

If managers require support at any stage of the formal process they should contact MyHR for guidance on how to proceed.

Letter templates are provided in My HR Absence Manager for every stage of the process.

It is important that managers look carefully at the nature and cause of sickness absence:— this may lead them to use discretion at Return to Work meetings, in deciding whether or not to count absence towards triggers.

If the manager decides not to take action when an employee’s absence has triggered the Company benchmarks the manager should document the decision in My HR Absence Manager and the exceptional reasons behind it.
Employees should take all reasonable steps to attend formal meetings, which will be held during their normal working hours, unless agreed otherwise. If an employee or their representative (fellow employee or union representative) cannot attend they should tell their manager as soon as possible so that it can be rescheduled. If the employee then does not attend a rescheduled formal meeting, a decision could be made in their absence. If the employee does not have a valid reason for not attending, the meeting may be treated as misconduct.

At times Serco may need medical advice to enable decisions about an employee’s employment. If this advice cannot be obtained because an employee refuses to co-operate with a reasonable request, then decisions may need to be based on the information available.

### 4.3.2 Formal action process

When a manager decides to take formal action, the process which should be completed through Attendance Stage Management (ASM) is as follows:

#### 4.3.2.1 Stage One

If the manager and employee have not already had a formal discussion about unacceptable attendance:

1. The manager will send the employee a written invitation to a meeting to discuss their level and pattern of attendance, giving at least 2 working days’ notice. The invitation letter will set out the absences that give cause for concern, and include relevant supporting documents such as medical reports.
2. The employee can bring a colleague or trade union representative to the meeting.
3. At the meeting, the manager will explain this CSOP, review the employee’s level and pattern of attendance and explain why it has caused concern. The employee will be invited to explain the reasons for the sickness absence. Previous discussions and support provided will also be reviewed.
4. The manager and employee will then discuss what reasonable steps they will both take to help the employee improve their level and pattern of attendance.
5. If there seems to be an underlying medical cause for the absences, the manager may refer the employee to Occupational Health and adjourn the meeting until the OH report is received. The report will then be discussed, and the employee will be consulted about any reasonable adjustments to help reduce the level and pattern of absence. If there is another absence before the OH report is received, this will also be reviewed at the meeting.
6. The meeting could end in a number of ways:
   a. the employee may be referred to Occupational Health; or
   b. it could be decided that no further action is needed. The rationale for this decision should be recorded in My HR Absence Manager, with advice from MyHR; or
   c. the employee may receive a stage one written warning confirming what they need to do to improve, by when, and how the manager will support them. If this happens, they will be warned that any further absence will trigger the next stage of the formal process.
7. The decision will be confirmed in writing within 5 working days or as soon as is reasonably practicable. The warning will be placed on the employee’s file but will be discounted after a period of twelve months from the date of the meeting. Any warning letters must be completed on the templates provided in My HR Absence Manager.
8. The employee has the right to appeal against this decision, see section 4.4.

#### 4.3.2.2 Stage Two

Any further absence will trigger the next formal stage and the employee should be invited to a meeting to discuss their attendance. The procedure will be as follows:

1. The manager will send the employee a written invitation to a meeting to discuss their level and pattern of attendance during the review period, giving at least 2 working days’ notice. The invitation
The letter will set out the absences that give cause for concern, before and during the review period. It will include relevant documents such as medical reports.

II. The employee can bring a colleague or trade union representative to the meeting.

III. If a medical report e.g. from a stage 1 referral has shown an underlying medical cause for the absences, the manager may refer the employee to Occupational Health for an opinion on how far they may be expected to improve and what further steps could be taken. This will usually be done before the meeting, with an Occupational Health Physician.

IV. At the meeting the manager will explain this CSOP, review the employee’s level and pattern of attendance and explain why it has caused concern. The employee will be invited to explain the reasons for the sickness absence. Previous discussions, medical reports and support provided will also be reviewed. The manager and employee will then discuss what reasonable steps they will both take to help the employee improve their level and pattern of attendance.

V. The meeting could lead to a range of actions:
   a. the employee could be referred to Occupational Health; or
   b. it could be decided that no further action is needed. The rationale for this decision should be recorded in My HR Absence Manager, with advice from MyHR; or
   c. the employee may receive a stage two final written warning confirming what they need to do to improve, by when, and how the manager will support them. If this happens, they will be warned that any further absence will trigger the next stage of the formal process. The manager should not re-issue or extend a previous warning.

VI. The decision will be confirmed in writing within 5 working days or as soon as is reasonably practicable. The warning will be placed on the employee’s file but will be discounted after a period of twelve months from the date of the meeting. Any warning letters must be completed on the templates provided in My HR Absence Manager.

VII. The employee has the right to appeal against this decision. See section 4.4.

4.3.2.3 Stage Three

Any further absence will trigger the next formal stage and the employee should be invited to a meeting to discuss their attendance. The procedure will be as follows:

I. The manager will send the employee a written invitation to a further meeting, giving at least 5 working days’ notice. The invitation letter will set out the absence record that gives cause for concern, before and during the review period. It will include relevant documents such as medical reports.

II. The employee can bring a colleague or trade union representative to the meeting.

III. If a medical report has shown an underlying medical cause for the absences, the manager may consider the need for another referral to Occupational Health, possibly for an additional opinion

IV. At the meeting the manager will explain this CSOP, review the employee’s level and pattern of attendance and actions taken and explain why this continues to give cause for concern. The employee will be invited to explain the reasons for the sickness absence. Previous discussions, medical reports and support provided will also be reviewed.

V. The manager and employee may discuss what final reasonable steps can be taken to help the employee improve their level and pattern of attendance should the manager consider this appropriate.

VI. It could be decided that no further action is needed. The rationale for this decision should be recorded in My HR Absence Manager, with advice from MyHR.

VII. The manager should not re-issue or extend a previous warning. If they consider that the level and pattern of absence is not good enough despite assistance provided or adjustments made for the employee’s employment to continue, the employee will then be dismissed with notice. This decision would be confirmed in writing within 5 working days or as soon as reasonably practicable. Any dismissal letter must be written using the template provided in My HR Absence Manager and must be reviewed by MyHR before being sent to the employee.

VIII. The employee has the right to appeal against this decision. See section 4.4.

Dismissal is a decision not taken lightly and will occur only where Serco considers the CSOP has been appropriately followed, that information and advice has been sought from a medical professional and where
available such medical evidence has been considered. All reasonable steps should have been taken to support the employee’s improved attendance. We also expect that alternatives, short of dismissal (e.g. redeployment, ill health retirement if eligible and transfer to GIP if eligible) have been reasonably considered where relevant and that appropriate advice, throughout this process, has been sought from MyHR.

4.4 Appeals

When the employee receives written confirmation of any decision under any stage of this Procedure, they can appeal to the manager named in the letter. The appeals procedure is as follows:

I. The employee must appeal in writing within 5 working days of receiving the written confirmation, stating their reasons for appealing.

II. The employee will then be invited to a hearing with at least 2 working days’ notice. The hearing will be with a more senior manager than the one who made the original decision. The hearing should take place within 10 working days of the Company receiving the employee’s request, but it may be held at a later date if both parties agree.

III. The employee can bring a colleague or trade union representative to the hearing.

IV. The more senior manager’s role is to decide:
   ○ Whether or not the manager’s decision was reasonable given the evidence available at the time.
   ○ Whether or not there is any new evidence that may materially change the decision – if so, the senior manager may make a decision based on the new evidence.
   ○ Whether or not the Sickness Absence Management Procedure has been fairly followed and, if not, whether this materially affects the decision that was reached.

V. The senior manager’s decision on the appeal will be communicated in writing within 5 working days, or as soon as reasonably practicable. The senior manager’s decision is final. The letter confirming the appeal decision must be written using the template provided in My HR Absence Manager and must be reviewed by MyHR before being sent to the employee.
5 Managing Long Term Sickness Absence

5.1 Introduction

Long-term sickness is where an employee is off continuously for 4 weeks or more.

Long-term absence may have a range of causes and the approach taken by the manager will depend on the individual case. Some long-term absence may be “temporary” and have a clear expected end-date (for example, recovery from a broken limb). Some conditions may progress to the stage where an illness is terminal and would be supported as “compassionate absence”. Some long-term absence may result from a chronic condition (where the cause is clear) flaring up from time to time. Other cases may have a less clear prognosis. Each case will have individual circumstances which the manager will need to take into account but there are standard parts of this CSOP which help to ensure the employee is supported and treated fairly and consistently.

Attendance Stage Management (ASM) in My HR Absence Manager will be used to manage these cases and will support the manager with template letters and assist in keeping a note of all meetings and correspondence relating to the absence, including the date and what was discussed.

5.2 What to do as soon as employee is identified as long-term sick

As soon as it becomes clear an employee may be off for more than 4 weeks, the manager should:

- Ensure an ASM Long Term Case is started in My HR Absence Manager.
- Contact MyHR for further guidance or advice.
- Register the employee with Occupational Health.
- Register the employee with the Group Income Protection Scheme in My HR Absence Manager.
- Contact Payroll to understand how the employee’s salary will be affected by the absence.
- Advise the employee if their sick pay eligibility is likely to be used up.
- Give the employee every support and keep in touch regularly throughout the absence (agree with the employee how and when this will happen).
- Advise the employee that a welfare meeting will be held within the first four weeks.

In some long-term sickness cases there will be a minimum recovery period (e.g. after major surgery). In such cases the manager should take a supportive approach but it may not be necessary to involve Occupational Health and the review meeting might be deferred. The situation should be monitored and if the absence become more prolonged than expected (e.g. due to complications) the standard steps should be followed.

5.3 Welfare Meeting

A welfare meeting should be held within the first four weeks. The meeting should be arranged at the workplace, if the employee feels well enough to attend, or at the employee’s home (see Sickness Absence Managers Guidelines for more details). The employee should be given at least two working days’ notice of the meeting. At this meeting the manager and the employee should discuss:

- The employee’s current state of health, and any progress made/expected.
- Advice received from medical advisors/specialists.
- Expected recovery time-scales:- when the employee expects to return to work (if appropriate).
- Referral to Occupational Health including a request for the employee to examined by a Company doctor and, in some cases, a GP/specialist report.
- Any further support the manager can give.
- The next meeting date, time and location (if no return to work date can be discussed).
The outcome of the discussion should be confirmed to the employee in writing afterwards.

5.4 Keeping in Touch

It is essential that a manager keeps in touch regularly with any employee off long-term with sickness absence (including those receiving benefits under the Group Income Protection Scheme), to understand how they are doing, provide support and plan cover or their return to work. The manager should agree with the employee how they would like this to happen (home visits, phone calls, emails etc.), and how often. Home visits should be approached with sensitivity, and the employee can have a family member, colleague or union representative present if they wish.

5.5 Incapacity Procedure

Serco’s goal is to support employees and, where reasonably possible, to help them back to work in their existing role. The Company also has to balance this with the impact of long term absence or incapacity on the business.

In exceptional circumstances*, where medical advice suggests there is no reasonable prospect of a return to contracted duties within a reasonable time scale, then termination of employment may be considered.

* Where an employee is not eligible for, or does not meet the qualifying criteria for the Group Income Protection scheme, or if there are no pension or other ill health arrangements available.

This should be discussed with MyHR prior to taking any action.

The following procedure will be followed for employees who are long term sick or who cannot carry out their role because of ill health or incapacity.

I. A meeting will be arranged with the employee to understand if it is likely that they could return to work and, if so, when. This discussion will usually be with the immediate line manager. The employee can bring a colleague or trade union representative, and it can take place at their home, at work or at an agreed neutral place. If the employee will not agree to meet, this could lead to any Company Sick Pay being withheld.

II. At the meeting, the manager will seek to provide assistance, explain that the employee’s contribution, and their attendance at work, is valued. They will also explain how their absence affects the business, and tell them that they will be referred to Occupational Health so that a medical assessment can be carried out.

III. The employee may be asked to give signed consent under the Access to Medical Reports Act for the nominated Occupational Health Doctor to have access to their medical notes from either their GP or specialist. The employee can choose to review the Occupational Health report before it is shared with the manager or HR. If the employee does not co-operate, their Company Sick Pay could be withheld.

IV. For long term sickness of 4 weeks or more, the employee will also be registered for consideration of the Group Income Protection (GIP) benefit, where applicable. More information on the GIP scheme can be found in sections 2.8.2 (Note:- at this stage the employee is only registered for consideration of GIP benefit and the actions in section V below will therefore continue).

V. The employee will then be invited to a meeting to discuss options given their condition at that time, the medical evidence and the impact of the absence on the business. The options may include:
   a. Returning to their job in an acceptable timeframe.
b. Returning to their job with reasonable adjustments in an acceptable timeframe, usually with regular checks that the adjustments remain reasonable, given how they are coping and the impact on the business.

c. If the employee cannot return to their job in an acceptable timeframe or with reasonable adjustments, then the Company will consider whether they can return to other suitable work, if it is available.

d. Due to certain TUPE transfers or acquisitions, some employees may have other options due to different contractual arrangements.

e. If the employee is eligible and their application is accepted by the insurer, the employee may be transferred on to the Group Income Protection Scheme.

f. Ill Health Retirement under the terms of their pension arrangements if applicable. Managers should contact MyHR for guidance on procedures.

g. If the employee cannot return to their job in an acceptable timeframe or with reasonable adjustments but another role may be suitable, the manager will refer them to the redeployment team, who will help them to find an alternative role in Serco.

h. If the employee cannot return to their job within a reasonable timeframe or to suitable available alternative work, or if the adjustments that have been made are having such an impact on the business that they cannot be continued and no further adjustment can reasonably be made, then the individual may be dismissed with notice. Where eligible, this may be accompanied by notification of the pension provider in relation to ill health retirement arrangements which will follow the procedures of that provider.

VI. After the meeting the employee will be notified of the decision in writing. Where this is a dismissal the employee has the right of appeal against the decision made following section 4.4 above.

5.6 Compassionate Absence

Where it is clear that an employee is suffering from very serious illness or injury and will not be able to return to work (for example, due to terminal illness), the company will seek to take actions appropriate in the circumstances.

It is difficult to prescribe the approach but assistance will be sought from the Group Income Protection Scheme (where applicable), medical advisors and pension scheme providers as required, in discussion with the employee if possible or with their family.

Managers will work closely with MyHR and employee representatives in these circumstances to provide support to the employee and their family members.

Managers should also recommend that the employee contacts Worklife Solutions, Serco’s Employee Assistance Programme, which may be able to provide further support.

6 Documentation

When managing any short term or long term sickness absence, all documentation should be uploaded into My HR Absence Manager.

Where managing a sickness absence case you will be provided templates within My HR Absence Manager. All minutes and outcome letters must be uploaded within the corresponding case as it progresses.

Where any occupational health referrals are made (templates can be located on Our World), these must be uploaded as an attachment into the sickness absence case within My HR Absence manager along with any occupational health reports.
All corresponding documents in relation to any Group Income Protection application should also be uploaded as an attachment within My HR Absence Manager.

7 References

The following documentation should be read in conjunction with this document, please refer to your locally agreed policies where these apply:

<table>
<thead>
<tr>
<th>Document References</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMS-PS-P</td>
<td>SMS People Policy</td>
</tr>
<tr>
<td>SMS-GS-P2</td>
<td>SMS Employee Wellbeing Standard</td>
</tr>
<tr>
<td>SMS-GSOP-HSE1-6</td>
<td>GSOP Organisational Health and Safety Responsibilities</td>
</tr>
<tr>
<td>SMS-Guide</td>
<td>Sickness Absence Manager Guidelines</td>
</tr>
<tr>
<td>SMS-CSOP-P2-7</td>
<td>Unplanned Absence</td>
</tr>
<tr>
<td>SMS-CSOP-P2-8</td>
<td>Disciplinary</td>
</tr>
<tr>
<td>SMS-CSOP-P2-4</td>
<td>Annual Leave</td>
</tr>
<tr>
<td>SMS-Guide</td>
<td>Secondary Employment</td>
</tr>
</tbody>
</table>

8 Document Change notices

Version 1.1 – updated to reflect the new process aligned to My HR Absence Manager
Version 1.2 – updated with additional reference to My HR Absence Manager
9 Appendix A - Responsibilities

Senior Management responsibilities
Senior Management must create the right conditions to support effective sickness absence management.

Key responsibilities:

- Keep a focus on absence as a wellbeing and business issue.
- Ensure focus on absence monitoring and management.
- Ensure managers have the skills, knowledge and resources to effectively support employee wellbeing and absence management initiatives.
- Get feedback from managers on absence performance.
- Ensure LTS and short term absence is being appropriately addressed.
- Manage risks and issues and take related decisions.
- See trends and take action (for example between high absence, KPI performance, increased overtime or use of temporary staff, increased attrition, low employee engagement) including engaging with employees and unions as appropriate.
- Initiate/promote wellbeing initiatives.

Managers' responsibilities
Managers are responsible for providing a safe and supportive working environment for their employees, and for using My HR Absence Manager to manage sickness absence in line with this CSOP.

Key responsibilities:

- Manage all sickness absence through My HR Absence Manager, and follow payroll reporting procedures.
- Monitor sickness absence over time and apply the sickness absence management CSOP sensitively, consistently and fairly.
- Make sure all health and safety standards are applied, including reporting injuries, diseases and dangerous occurrences in line with RIDDOR. Refer to the Organisational Health, Safety & Environmental Responsibilities GSOP (SMS-GSOP-HSE1-6) held in the Health, Safety & Environment section of the SMS for further information.
- Make all employees aware of the support available to them, including the Employee Assistance Programme and Group Income Protection Scheme.
- Make sure all employees are adequately trained to carry out their duties safely and effectively, with the required tools and equipment and in a safe environment.
- Make sure all employees understand their responsibilities under the sickness absence CSOP, including reporting absence in the right way and providing the right documents (such as Fit Notes) at the right time.
- Undertake callbacks using the My HR Absence Manager system, maintain regular and appropriate contact, supporting any employee who is off sick.
- Consider reasonable adjustments (in line with medical advice) to enable an employee to remain at or return to work, agree return to work plans, monitor and review.
- Conduct a return to work meeting with an employee after any sickness absence (including part day absence) and record this in My HR Absence Manager.
• Obtain a Fit Note from an employee if they are off sick for more than 8 calendar days, and send this promptly to MyHR (scanning and emailing to MyHR@serco.com).

• Contact MyHR as soon as an individual seems likely to be off sick for more than four weeks, or for advice on sickness absence cases. Make sure that any employee who is likely to be off work due to illness for more than 4 weeks is registered with the Group Income Protection Scheme straight away, so that they can receive early support and be considered for the income protection scheme (where this applies).

• Conduct home visits, welfare meetings, and carry out incapacity meetings as appropriate for those on long term sickness, contacting MyHR for guidance throughout.

• Conduct formal meetings for any employee who reaches a trigger point under the CSOP, follow the process and understand that whilst an absence may trigger the next formal stage of the procedure this does not automatically equate that an employee is issued the next stage of warning.

• Understand the support available from Occupational Health and refer employees where appropriate.

• Handle sickness documents sensitively and securely ensuring copies of any minutes, letters or return to work meetings are recorded in My HR Absence Manager.

Human Resources

HR Business Partners

HR Business Partners are responsible for ensuring active steps are taken to monitor, address and support absence consistently across the business.

Key responsibilities:
• Ensure managers understand their role and responsibilities and provide coaching as required.
• Ensure that managers apply best practice to meet company requirements and expected standards and to ensure consistency of CSOP application.
• Ensure that managers undertake formal meetings for any employee who reaches a trigger point under the CSOP, that they follow the process and understand that whilst an absence may trigger the next formal stage of the procedure this does not automatically equate that an employee is issued the next stage of warning.
• Ensure that absence data is closely monitored, providing advice and guidance on analysing trends.
• Support managers in identifying and recognising the costs of sickness absence.
• Evaluate the effects of sickness absence on business performance and drive improvements.
• Suggest wellbeing initiatives to address trends.
• Act as an escalation point for MyHR for complex absence queries.
• Suggest policy and training enhancements to the Employee Relations COE.
• Proactively liaise with MyHR in relation to trends and actions in relation to sickness absence on contracts.

MyHR Shared Services/Local HR teams for businesses out of scope of MyHR

The Manager Services team in MyHR Shared Services is responsible for providing a support service to managers in line with legislation, company policy, best practice and Serco’s Values.

Key responsibilities:
• Liaise with HRBPs in relation to trends and actions in relation to sickness absence on contracts.
• Provide advice, guidance and coaching to line managers on:
  o The application of the sickness absence CSOP and related pay and insurance eligibility.
  o Formal meetings for any employee who reaches a trigger point under the CSOP, following the process and understanding that whilst an absence may trigger the next formal stage of the procedure this does not automatically equate that an employee is issued the next stage of warning.
  o How and when to refer employees to Occupational Health, and review/action of referral reports.
  o How and when to register long term sickness cases with the Group Income Protection Scheme.
  o An employee's return to work, including reasonable enabling adjustments, return to work plans including phasing, and return to work meetings.
  o Risk assessments and resulting actions, based on legislation e.g. issuing of warnings and/or related terminations.

• Review correspondence as needed.
• Provide redeployment support to any employees whose health makes them unable to carry out their current role, but who may be able to carry out other roles in Serco if available.
• Ensure all sickness documents received are placed on employee personnel file.
• Feedback procedural issues and ‘hotspots’ to Employee Relations COE.

Employee responsibilities
Employees are responsible for following this CSOP when they are absent due to sickness or ill health.

Key responsibilities:

• Follow the notification process by calling My HR Absence Manager on 0330 8080 112 as quickly as possible (refer to section 2.1) if they cannot come to work or need to leave work, so that the manager can provide support, arrange cover and plan for their return. They must ensure that they know and use their SAP employee number so that they are correctly identified. They should give the type and reason for their absence i.e. if it is caused by ill health or an incident/accident at work, and an expected return to work date.

• Call My HR Absence Manager to make any amendments to their absence and notify when they are able to return to work.

• Tell their manager straight away if they believe their work environment is unsafe or if they need more training to carry out their duties safely.

• Tell their manager if they have a health problem which affects, or is affected by, their work.

• Appropriately keep in touch with their manager when they are off sick so that the manager can provide support and prepare for their return to work.

• Attend meetings as needed; these may be home visits, welfare meetings, formal reviews, return to work meetings or referrals to Occupational Health. Meetings will be arranged so that the employee can reasonably attend.

• Give their manager a Fit Note (doctor’s note) if they are off for 8 or more calendar days.

• Seek support or advice from the Employee Assistance Programme, which provides free confidential advice on a wide range of health and wellbeing issues. They can also request a referral to Occupational Health via their line manager if they feel they would benefit from this.

• Take steps agreed to improve and sustain their attendance at work.
HR Information Systems (HRIS)

HRIS are responsible for the following activities in support of the application of this CSOP:

- Provision of periodic absence data
- Ad hoc data analysis

HR COE / Process Owner

The HR COE / Process Owner has the following responsibilities to ensure the CSOP meets legal and business requirements:

- Design, develop and maintain through continuous improvement the related sickness absence strategy, policy, plans, processes, tools and programmes.
- Share knowledge, advise and develop sickness absence related capability amongst the HR leadership, operational and functional communities.
- Ensure the company maintains appropriate related records for audit purposes, legal compliance, quality improvement and monitoring.
- Ensure HR systems support the delivery of the processes and the provision of related HRMI to advise and facilitate decision making.
- Ensure appropriate governance and controls are in place across the business.
- Seek external funding for and/or recognition of our best practices in the relevant field.
- Ensure collaborative working with other COE colleagues.
- Benchmark our absence management practices externally and actively gathers and applies external best practices to improve process performance.
- Develops and implements process improvement initiatives.
- Monitors process performance across the organisation.
- Manages relevant policies and procedures relating to the process.
- Identifies gaps in existing policies and procedures and develops the fix accordingly.
- Refines and develops new policies and procedures on an on-going basis.
- Resolves conflicts or any process issues and to the extent they impact other processes and functions.
- Maintain and update Our World SMS or MyHR site for new and updated policies, guidelines and other resources.
- Communicate to Managers and Employees on any updated or new policies, guidelines and other resources.
- Defines performance metrics for the process.
- Undertakes annual review of performance of our sickness absence processes.
- Determines the training required for Managers including those acting up, promoted or transferred into Serco.
- Act as an escalation point for MyHR or the HRBP for complex absence queries.