DEVELOPING A COMPASSIONATE ATTENDANCE MANAGEMENT APPROACH IN PARTNERSHIP

Sarah Harrington-Pollock - Staff Side chair
Jen Smith - Deputy Director of Workforce and OD
BACKGROUND AND CONTEXT

Then
• Previously a traditional approach
• Time/Event-based ‘Sickness Policy’
  - Health Advisory Letter with Trigger points
• ‘Owned’ by HR

Our Ambition
• Move from a punitive to a supportive approach
• Change the Culture
• Soften the language without losing process
INTRODUCTION OF THE NEW HEALTH AND ATTENDANCE MANAGEMENT POLICY

- Focus on prevention and supported return
- Individual rather than collective approach – early and open conversation
- Ownership sits with manager supported by HR
- Visible partnership approach in creating and roll-out of new policy
- Initial concerns re consistency and lack of process
  - Focus on Conversation and Skills
  - Case Study Led
  - Collaborative
LEADING THE CHESTERFIELD WAY

• Leadership framework introduced last year and embedded during most recent divisional restructure

• Clear responsibility for staff health, wellbeing and attendance

• Collaborative training

• Appointment of Attendance Coordinator

  - detailed understanding of individual and support needed to return to work
  - dedicated role
  - not seen as HR ... fear factor removed
  - help management understand policy implementation
HEALTH & WELL-BEING INITIATIVES

• Staff side representation
• Fast track physio
• Resilience Training
• Bullying and Dying to Work pledges
• Focus on Mental Health
• ‘Relax’ project
• RTW focus
IMPACT AND OUTCOMES

• Absence rates

• Staff feeling

• Developed relationship between HR and Staff
  - Mutual support and trust

• Starting to remove fear factor amongst staff

• ‘Rebranding’ of trust as a compassionate employer
QUESTIONS