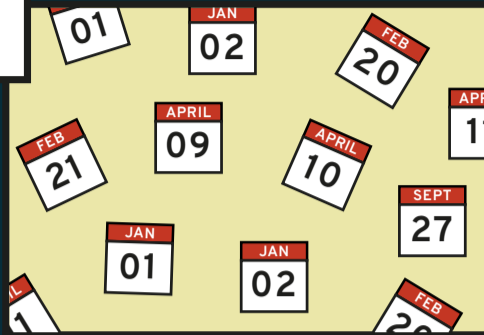
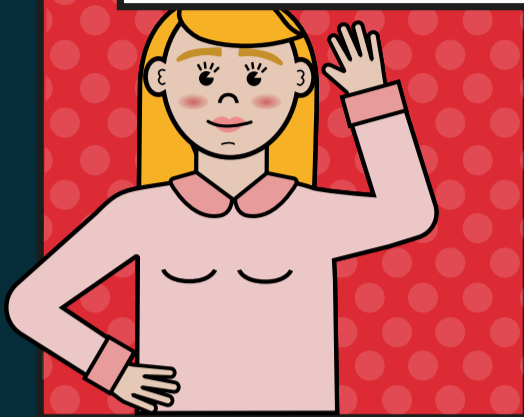


# WHAT WOULD YOU DO?

An employee has a high rate of sickness absences and you don't believe she is actually unwell. Find out the best route for the company to take and join in on the conversation

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X LTD HAS A PROBLEM WITH EMPLOYEE TINA, WHO JOINED THE COMPANY 3 YEARS AGO

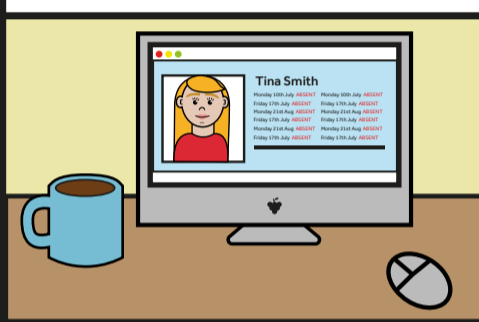


TINA HAS VERY HIGH LEVELS OF SICKNESS ABSENCE. EACH TIME THE ABSENCE IS SHORT AND THE CAUSE IS DIFFERENT AND UNRELATED.

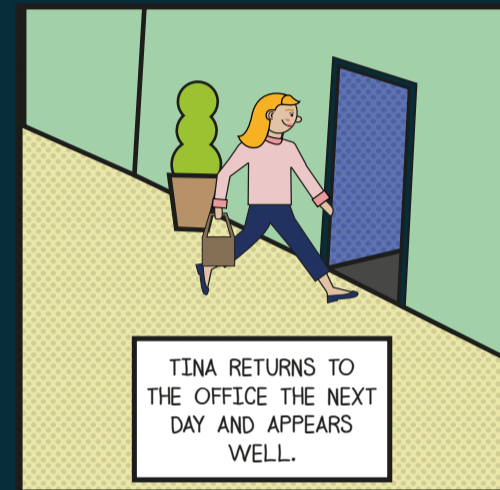
NOW IT'S MONDAY AND TINA HAS CALLED HER MANAGER, KEITH, TO ADVISE HIM THAT SHE IS UNWELL AND CANNOT COME TO WORK.



KEITH CHECKS TINA'S ATTENDANCE RECORDS AND NOTICES THAT MOST OF THE DAYS IN WHICH TINA HAS CALLED TO SAY SHE IS NOT FIT FOR WORK HAVE BEEN FRIDAYS OR MONDAYS.



JUST AFTER LUNCHTIME KEITH IS TOLD BY ANOTHER EMPLOYEE THAT THEY HAD SEEN TINA IN A LOCAL COFFEE SHOP AND THAT SHE DIDN'T APPEAR TO BE UNWELL.



TINA RETURNS TO THE OFFICE THE NEXT DAY AND APPEARS WELL.

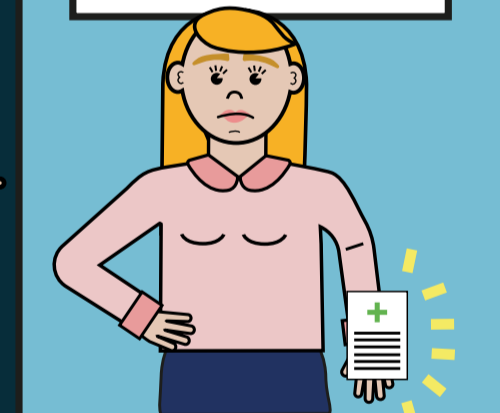
## WHAT SHOULD THE BUSINESS DO?

OPTION A: HOLD A RETURN TO WORK MEETING



OPTION B: IMPLEMENT THE COMPANY'S DISCIPLINARY/CAPABILITY PROCEDURE

OPTION C: REQUEST A FULL MEDICAL ASSESSMENT



### THE CORRECT APPROACH

A AND B! FIRSTLY, KEITH SHOULD HOLD A RETURN TO WORK MEETING WITH TINA AS IT WILL ALLOW HIM TO CONSIDER WHETHER HE CONSIDERS THAT THE REASON FOR HER LATEST ABSENCE IS GENUINE (IT MAY ALSO HAVE THE ADDED BENEFIT OF DETERRING TINA FROM TAKING ANY MORE 'SICK' DAYS).

SECONDLY, ASSUMING THAT KEITH REMAINS OF THE VIEW THAT TINA'S LATEST ABSENCE WAS NOT FOR A GENUINE REASON, HE OUGHT TO IMPLEMENT THE COMPANY'S DISCIPLINARY PROCEDURE TO INVESTIGATE ALLEGATIONS OF GROSS MISCONDUCT.

KEITH SHOULD MAKE IT CLEAR THROUGHOUT THAT PROCESS THAT THE ALLEGATIONS INCLUDE SUSPECTED ABUSE OF THE COMPANY SICKNESS ABSENCE POLICY AND/OR SUSPECTED DISHONESTY IN RELATION TO TINA'S FITNESS FOR WORK AND THAT, IF THE ALLEGATION(S) ARE SUBSTANTIATED, IT COULD LEAD TO HER DISMISSAL.

OPTION C SHOULD ONLY BE CONSIDERED IF IT IS APPROPRIATE IN THE CIRCUMSTANCES (FOR EXAMPLE IF THE RETURN TO WORK MEETING REVEALED SOME UNDERLYING MEDICAL CONDITION WHICH MIGHT EXPLAIN TINA'S FREQUENT INTERMITTENT ABSENCES).

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