



DEVELOPING A COMPASSIONATE ATTENDANCE MANAGEMENT APPROACH IN PARTNERSHIP

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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

