MANAGING ABSENCE AND HEALTH ISSUES EFFECTIVELY

A one-day workshop

Sickness absenteeism is still a problem for the UK. According to recent CIPD surveys, average sickness absence continues to increase year on year in many organisations and such absence is particularly significant in the public sector, where it is now 50% higher than in the private sector. The need to manage sickness absence effectively and consistently remains a challenge for many organisations, as does balancing a robust approach alongside a desire and need to treat individuals sensitively and with compassion and respect.

This workshop equips managers with the knowledge, skills and confidence to manage sickness absence proactively and appropriately in accordance with your organisation's policies, best practice and legal considerations.

LEARNING OBJECTIVES

This programme will help participants to:

- Understand the impact of sickness absence and the need to manage absence fairly, consistently and appropriately
- Understand the role and responsibility of line managers and how to work effectively with HR and other sources of support such as Occupational Health
- Adopt a positive and proactive approach to managing sickness, including conducting effective return to work interviews
- Manage different types of absence, including short-term persistent absence and long-term absence, as well as continuing health issues that have an impact on work
- Build confidence in addressing sensitive issues, including supporting and managing employees who have a disability, and issues such as mental health, work related stress, etc

FORMAT

This one-day course is highly participative and uses group exercises, case studies and practical exercises to illustrate problems and develop a best practice approach in dealing with them. Group discussions and feedback are used to develop learning points and to enable participants to relate examples to their own situations.

Participants will be sent a welcome pack in advance of the session which will include some pre-course work as well as asking them to reflect upon their own experiences and challenges in this area. Participants will also be asked to familiarise themselves with the key internal policies and procedures relating to this area and to bring copies to the course for reference throughout.

AUDIENCE

All managers, in any type of organisation – large or small; public, voluntary or private sector.

SPECIAL FEATURES

This programme is, of necessity, tailored to each different organisation in which it is delivered, to reflect their policies and procedures, etc. The content, duration, objectives and material used can all be tailored to suit your specific needs.

EXPERT TRAINER

This programme was designed and is delivered by Rosanne Bernard, our lead trainer in this area. See her profile below.

FEEDBACK

See what participants have said about our 'Managing absence' workshops:

'Very informative.'

'Very good.'

'Interesting case scenarios to explain policy.'

'Gave me a better understanding of the policy. Feel more confident to put into practice.'

'Highly enjoyable and informative.'

'Relevant and at the right level.'

'Really found the day informative and useful.'

'A well-structured day, good that HR and OH came.'

'Very good.'

'A revelation!'

'Excellent, just right.'

'A must for all managers with line responsibility.'

'Done at a pace that people can understand.'

'Very helpful.'

'Pacy enough to keep interest but allowed time for questions / comments.'

'Very useful course – explained policy clearly / practical way.'

'Thought the trainer was one of the best trainers whose course I have been on.'

'Enjoyed the course!'

'Good balance between presentation, discussion and roleplay.'

Any questions? Just give **Helen Nuttall** a call on **01582 714280** for a no-obligation discussion about running this workshop for your organisation on an in-house basis, or visit www.maximumperformance.co.uk for more details.

WORKSHOP OUTLINE

Note: this is a purely indicative outline, subject to change in the light of (a) developments in employment law and (b) your organisation's policies and procedures.

1 Introduction
- Course objectives and benefits from attending this course
- Participants' experience and confidence in this area
- Personal objectives

2 The context
- Understanding the impact of absence and health issues at work
- Different types of absence – short-term and long-term absence
- Understanding disability
- Balancing the need to manage absence fairly while treating individuals with compassion and respect
- What is expected from an employer and from employees in relation to managing absence

3 Managing sickness absence
- Sickness absence policy and procedures
- Clarifying roles and responsibilities – manager, employee, HR, Occupational Health, EAP, etc
- Notification and certification of absence – what happens in practice?
- What happens when someone returns? Conducting effective return to work interviews
- Monitoring absence and understanding trigger points
- An overview of key stages in managing absence informally and formally, including formal reviews and dismissal

4 The law
- Legal requirements and risks associated with unfair dismissal claims
- Understanding discrimination, what is a disability in law, and reasonable adjustments
- Case law

5 Having the conversation
- Building managers' skills and confidence
- Planning for and structuring the meeting
- Dealing with challenging situations
- *Optional: Practical exercise conducting a return to work interview or absence review meeting*

6 Case studies
- *Practical group exercises that highlight how to manage absence effectively. These will pick up particularly challenging issues and can cover a wide breadth of issues including disability, pregnancy, addiction, mental health and stress, presenteeism, malingerers, etc. These will reinforce appropriate actions, policies and procedures, legal risk, etc. Case studies will be tailored to organisational requirements but typically focus on:*
    - On-going short-term persistent absence with a pattern, potentially a disability; knowing when to escalate.
    - Long-term absence, working with Occupational Health, and consideration of dismissal
    - Work-related stress and mental health issues affecting conduct at work
    - Working proactively to support attendance, eg, flexible working, phased returns to work, reasonable adjustments

7 And finally…
- Open forum – remaining challenges and 'what if' scenarios
- Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
- Review and close

Rosanne is an experienced trainer, facilitator and coach with substantial experience gained in both the public and private sectors. She worked for many years as a generalist HR Business Partner and has experience working at a senior level formulating and implementing HR strategy and policies. In addition, she has extensive experience advising and supporting managers with the full range of HR responsibilities, including recruitment, employee and industrial relations issues.

Rosanne also has extensive experience working as a learning and development consultant, trainer and coach. She now runs her own consultancy practice and brings enthusiasm, pragmatism and a real understanding of the challenges facing organisations today.

KEY AREAS OF EXPERTISE

Rosanne's work focuses on:
- training (in the areas of HR skills, management development, skills training and train-the-trainer)
- building high performance teams
- one-to-one coaching
- expert facilitation (of meetings, workshops, strategy development days, etc)

Rosanne is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance.

CAREER HIGHLIGHTS

Before starting her own consultancy practice in 2002, Rosanne had HR roles at Bedfordshire County Council, British Waterways and, for ten years, at Kodak, where as an HR business partner within a senior management team she provided a comprehensive range of HR services at a strategic and operational level to over 700 employees. This generalist role encompassed resourcing, compensation, industrial relations and employee relations. Rosanne then moved into Kodak's management consultancy service where she designed and delivered management and personal development programmes, facilitated team meetings and events, and coached teams and individuals to maximise their performance.

FEEDBACK

Rosanne gets outstanding feedback from workshop participants, as the following comments show:

'Fantastic! Extremely helpful and very knowledgeable.'

'Rosanne's presentation and knowledge were brilliant.'

'Excellent course in terms of content, right balance of theory and practical sessions. Rosanne made us feel extremely relaxed and gave feedback to help us learn from the practical sessions.'

'I don't think I've ever had such a good day's training – very relevant, good information and the trainer was very good.'

'A lot of information was absorbed. I've not had SO MUCH FUN on any previous course.'

'Excellent facilitator. Can draw the audience and get the best out of them.'

'I think that this is the most useful and enjoyable course I have attended so far, not only in content but also in presentation.'

'Thoroughly enjoyable and highly relevant throughout. Very professionally prepared and presented. Thank you.'

'Really fun, very informative, lots of great ideas.'

'Excellent trainer, very motivating, clear, concise and approachable. A great day's course.'

'Very inclusive, very clear, very informative!'

'Relaxed style and a lot of knowledge.'

'Knowledgeable and wealth of experience means she is able to effectively advise on all HR situations.'

'Confident professional delivery.'

'Very worthwhile course would highly recommend it to all supervisors/managers.'

'Excellent course, valuable info gained and delivered a comfortable pace, especially considering I have had no previous investigation training.'

'Great refresher that all supervisors should attend.'

'A very worthwhile course.'

'Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day - thanks!'

'Energetic, experienced, knowledgeable.'

'Very knowledgeable. Prepared to listen and adapt. Well presented.'

'Rosanne was really good, I like the way she delivered the training.'

'It bought the group together as a team.'

'Great at identifying shortcomings, positive and negatives.'

'A great programme to allow reflection and the opportunity to re-group.'

'Excellent discussion based event, forward focused.'

'Great facilitator.'

'Excellent and knowledgeable facilitator.'

'Very professional, concise relevant, held my attention all day!!!!'

'Vast knowledge and willing to listen and answer all questions.'

'Excellent, knowledgeable and kept us all on track.'

'Unflappable trainer. Great, would recommend.'

'Great! Well prepared. Asked questions and got delegates to break down their explanations to find out what exactly was required for actions moving forward. Engaging and inviting. Had fantastic conversations at lunch and felt she gave more than just her training tasks. Thank you!'

'Friendly, knowledgeable, fun!'

QUALIFICATIONS, TRAINING AND PROFESSIONAL MEMBERSHIPS

- Fellow of the Chartered Institute of Personnel and Development
- Post-Graduate Diploma in Personnel Management
- Business Practitioner in NLP
- Qualified coach through the Coaches Training Institute
- Qualified to use a number of psychometric instruments, such as OPQ, MBTI Step 1 and 2, WAVE, FACET 5, TMSDI, Mental Toughness (MTQ 48), etc
- Solutions Focus Practitioner