

INTERNAL ONLY
ISLHD PROCEDURE
COVER SHEET



Health
 Illawarra Shoalhaven
 Local Health District

NAME OF DOCUMENT	Sick Leave Management
TYPE OF DOCUMENT	Procedure
DOCUMENT NUMBER	ISLHD OPS PROC 103
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FORMER REFERENCE(S)	ISLHD OPS PD 16 – Sick Leave Management
EXECUTIVE SPONSOR or EXECUTIVE CLINICAL SPONSOR	Executive Director Strategic Improvement Programs
AUTHOR	Workforce Relations & Legal Manager
KEY TERMS	Sick leave Unsatisfactory sick leave Sick Leave Warning Letter (SL1 and SL2)
SUMMARY	This Procedure provides managers with the tools to manage sick leave, including unsatisfactory sick leave, across ISLHD. This Procedure is to be read in conjunction with Section 3 Sick Leave of the <i>NSW Health PD2014_029 Leave Matters for the NSW Health Service</i> .

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

Feedback about this document can be sent to ISLHDPolicies@sesiahs.health.nsw.gov.au

1. POLICY STATEMENT

The impact of sick leave absences is significant both to the individual employee and the Illawarra Shoalhaven Local Health District (ISLHD). Frequent or prolonged sick leave absences usually indicates deterioration in an employee's general well-being, and may also affect their financial situation, career prospects, and relationships. For ISLHD, the effects include increased financial cost and disruptions in service provision. Management has a responsibility to minimise the negative effects of sick leave on both individual employees and ISLHD.

ISLHD promotes a pro-active approach to the management of sick leave that is based on the following key factors:

- A commitment to the health and wellbeing of all staff;
- Active monitoring of sick leave to both manage individual cases, and to identify and manage systemic causes of sick leave;
- The need to consider the specific circumstances of each case;
- Procedural fairness; and
- Management accountability.

2. BACKGROUND

This Procedure is to be read in conjunction with the *NSW Health PD2014_029 Leave Matters for the NSW Health Service* and the relevant Industrial Instruments and legislation.

The purpose of this Procedure is to ensure a consistent, proactive and sensitive approach to the management of sick leave across ISLHD. This Procedure provides management with the tools to manage sick leave.

3. RESPONSIBILITIES

3.1 Employees are responsible for:

- attending work in accordance with their industrial instrument and employment contract;
- notifying their absence in accordance with the required procedures, if unable to attend duty;
- providing satisfactory evidence to support sick leave taken, in line with these Procedures;
- taking reasonable care for the health and safety of themselves; and
- taking reasonable care that their acts or omissions do not adversely affect the health and safety of other persons.

3.2 Managers are responsible for:

- the day-to-day management of sick leave in line with this Procedure and *NSW Health PD2014_029 Leave Matters for the NSW Health Service*;
- ensuring the health, safety and welfare of staff, patients and other appropriate persons, in line with Work Health and Safety legislation. Where a manager is concerned that an employee's illness or injury poses a risk to other employees, patients and other persons, they must take appropriate action;
- ensuring staff absence records are accurate and complete;

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- tracking, reporting and managing the taking of sick leave;
- monitoring and reviewing sick leave levels for the staff reporting to them in order to distinguish between incidents of chronic illness and patterns of unsatisfactory sick leave absences, and use strategies to manage each
- ensuring that this Procedure is applied consistently, fairly and in a supportive way

3.3 Executive Directors / General Managers / Senior Management are responsible for:

- ensuring the health, safety and welfare of staff, patients and other appropriate persons in accordance with Work Health and Safety legislation;
- co-ordinating the management of sick leave, whilst ensuring employer obligations under Work Health and Safety Legislation are met;
- establish expectations with managers regarding strategies for managing sick leave absences appropriately;
- managing the systemic issues affecting sick leave levels through regular monitoring of sick leave;
- identifying and analysing the trends or significant variations for departments, and to initiate action as appropriate.

3.4 The Chief Executive is responsible for:

- providing overall direction for the management of sick leave, whilst ensuring employer obligations under Work Health and Safety legislation are met;
- reviewing comparisons of sick leave across ISLHD and other parts of the NSW Health System, and taking appropriate action.

3.5 Workforce Support are responsible for:

- providing advice, support and training to managers in the management of sick leave;
- providing advice and assistance to managers regarding cases of identified trends, long-term and frequent short-term absences as appropriate;
- developing strategies to support attendance and to reduce sick leave absences.

3.6 Workforce Policy & Practice are responsible for:

- developing, reviewing and administering sick leave procedures in line with state-wide policy;
- ensuring systems are in place that provide the necessary information for the effective and efficient management of sick leave absences;
- undertaking benchmarking and providing advice to the Core Executive and the Chief Executive.

4. PROCEDURE

4.1 ELIGIBILITY

Sick leave eligibility is set out in Section 3.2 of *NSW Health PD2014_029 Leave Matters for the NSW Health Service*.

4.2 NOTIFICATION REQUIREMENTS

Specific requirements regarding the notification of absences are contained within the various Awards, and must be followed.

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Employees are to personally notify their manager as soon as practicable to advise that they are unable to attend work. The employee is to advise:

- the cause of the illness or injury (if not confidential); and
- the likely duration of the absence, and the likely date of return.

Staff are responsible for contacting their manager personally. If the employee is unable to personally contact their manager, due to the illness or injury, a family member or friend can contact the relevant manager.

This notification should be provided via phone (rather than email or text message) prior to or at the beginning of the shift wherever possible, to minimise disruption to service provision. If the manager is not available, the most senior available employee should be notified.

If the absence extends beyond the period discussed in the initial notification, the employee must again contact their manager.

4.3 EVIDENCE REQUIREMENTS

An 'Application for Leave' form must be completed for all sick leave absences as soon as possible after return to work, and submitted to the manager for approval.

Medical certificates are required for absences greater than two days (they are not required for absences of two days or less). Medical certificates should indicate:

- the date on which the examination took place;
- the nature of the illness (if not confidential);
- the degree of incapacity of the employee; and
- the date/s that the medical certificate covers (or the date that the employee is able to return to work).

Medical certificates should also indicate whether an injured or partially incapacitated member of staff could return to work on reduced/altered duties and which duties should not be attempted on return.

Medical Certificates to support sick leave for up to one week will be accepted from Registered Health Service Providers. Where the period of sick leave exceeds one week, the medical certificate must be from a Registered Medical Practitioner.

4.4 RETURN-TO-WORK INTERVIEWS

One of the best ways for managers to manage sick leave is to speak with employees about their absence when they return to work after each absence. Managers are encouraged to conduct return-to-work interviews, however brief or informal, with employees when they return to work following sick leave. This also provides the manager with the opportunity to:

- demonstrate support and concern for the health of the employee;
- identify underlying reasons for the absence/s and any strategies to deal with the situation;
- outline the impact on the organisation and fellow workers in general;

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- reinforce desired attendance requirements;
- provide a level of scrutiny that discourages taking unnecessary sick leave;
- discuss the implications of continued absence, including the agreed processes and availability of the Employee Assistance Program;
- set individual targets for improvement; and
- in the situation of long-term absences, to re-acquaint employees with the workplace and any changes.

4.5 REVIEW POINTS

Managers are to ensure review points are set to review employees' sick leave absences. The below review points are used to assess staff sick leave levels:

Refer to Section 4.7 Managing Unsatisfactory Sick Leave, below.

4.5.1 First Three Months of Employment

Particular attention should be paid to absences that occur within the employees first three months of employment where no eligibility to paid sick leave exists. Trends appearing within this time frame are often an indication that a health related or other factor is affecting an employee's work commitment.

Within the first three months of employment, three separate absences unsupported by medical certificates should be considered unsatisfactory and the situation reviewed and appropriate action initiated.

Refer to Section 4.7 Managing Unsatisfactory Sick Leave, below.

4.5.2 Frequent Short Term Absences

A employee who has had eight separate absences, unsupported by medical certificates, in any period of 12 months or less is considered to have an unsatisfactory sick leave record (*absences are calculated on a pro rata basis for part time employees*).

Where five separate unsupported absences have occurred, prior to an unsatisfactory sick leave level of eight separate unsupported absences being reached, managers can initiate discussion to ensure the employees concerned have valid reasons for their absences and are aware of these Procedures (*absences are calculated on a pro rata basis for part time employees*).

Refer to Section 4.7 Managing Unsatisfactory Sick Leave, below.

4.5.3 Absences Displaying Trends

Attention should be paid to the following as they are indicative of trends emerging:

- Periods of absence not certified by medical certificate immediately before or after a public holiday or before or after a period of approved leave;
- Periods of absence adjacent to rostered days off, or on a particular day of the week in a specified period;
- Large amounts of sick leave prior to retirement;
- Periods of absence close to where an employee has worked overtime;

- Periods of absence associated with Work Health and Safety incidents.

Where a trend or pattern can be identified, managers should start managing the issue.

Refer to Section 4.7 Managing Unsatisfactory Sick Leave, below.

5.5.4 Long-Term Absences

Long term absences can have a negative impact on both the employee and service delivery of the department. It is in the best interest of all parties that issues related to such absences are addressed and resolved in a reasonable timeframe.

It is important that the manager maintains regular contact with the employee. The manager should also advise the employee that the support and services of the Employee Assistance Program, Mentor Services, are available.

Managers must consider initiating a medical assessment by the employee's Treating General Practitioner and/or Treating Specialist when the employee's ability to attend work on a regular basis has been affected where an absence will continue, or is likely to continue, for a period in excess of eight weeks. In addition, if the employee appears not capable of returning to work due to their illness/injury, or the manager has concerns about the employee's ability to carry out the inherent duties of their position and/or their ability to do so safely, the manager is to consult with Workforce Support to determine whether to refer the employee for a medical assessment.

Refer to *ISLHD OPS PROC 66 Management of Staff with Non-Work Related Injuries or Health Conditions* for further information and management processes.

4.7 MANAGING UNSATISFACTORY SICK LEAVE

(Refer to ISLHD OPS F371: Checklist: Managing Unsatisfactory Sick Leave)

The process for the management of unsatisfactory sick leave must ensure that procedural fairness is observed in relation to counselling, issuing of sick leave warnings, the imposition of medical certificate requirements, and the taking of disciplinary action. An employee must be provided with an opportunity to comment on absences considered to be unsatisfactory or unexplained.

As a general principle, meeting/counselling must always precede the application of any sanctions (e.g. sick leave warning or the imposition of the medical certificate requirement).

Due to the delicate nature of discussing sick leave, which may have underlying causes, it is strongly encouraged that employees are made aware of the services of the Employee Assistance Program (EAP) at each step of the process.

Written warnings are to be placed in TRIM and a copy sent to Workforce Support. Managers are to ensure appropriate documentation is kept of any discussions, meetings or agreed actions following the review of an employee's sick leave record (e.g. counselling, a sick leave warning letter, a decision to keep the matter under review, etc.).

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The management of absenteeism is a process carried out over several months and this could coincide with an employee changing locations within ISLHD. To ensure that the employee's sick leave is adequately managed, it is the responsibility of the line manager to ensure that any written records regarding the employee are transferred to the relevant manager at the employee's new location.

Step 1. Identify need to manage sick leave

The manager should regularly run sick leave reports through Stafflink Manager Self Service to identify staff with absence concerns.

The steps outlined in this section can be used to address the following circumstances:

- Absences during the first three months of employment (three separate occasions of unsupported sick leave in the first three months);
- Potential unsatisfactory sick leave record (five separate occasions of unsupported sick leave in any period of 12 months or less);
- Unsatisfactory sick leave record (eight separate occasions of unsupported sick leave in any period of 12 months or less); and
- Absences displaying trends.

Step 2. Meeting to discuss potential unsatisfactory sick leave (Welfare Check)

This 'welfare check' step is only required where an employee has had five occasions of unsupported sick leave, which is a potential unsatisfactory sick leave record. This step isn't required where patterns/trends have been identified or the employee has had eight occasions of unsupported sick leave, which is an unsatisfactory sick leave record.

Where a welfare check is needed, the manager should schedule an informal meeting to discuss the employees sick leave record (refer ISLHD OPS F 372). At least 24 hours' notice of the meeting should be provided.

At the meeting, the manager should:

- informally counsel the employee that their sick leave is of concern;
- provide an opportunity for the employee to explain the absences;
- identify any mitigating circumstances;
- discuss any arrangements or support measures required (e.g.: access to other leave entitlements / EAP or personal counsellor / medical assessment / FWP application / roster changes or roster shift requests where possible etc.);
- ensure that the employee is aware of their expected attendance requirements; and
- advise on the requirements of this Procedure.

After this meeting the manager should send the employee a letter (refer ISLHD OPS F 373) confirming the meeting, and outlining any action items from the meeting.

The manager should continue to monitor the attendance of the employee, and follow the below steps if the sick leave record becomes unsatisfactory.

Step 3. Meeting to discuss unsatisfactory sick leave (SL1)

Where a need to manage sick leave has been identified, the manager should schedule a meeting to discuss the employees sick leave record (refer ISLHD OPS F 374). At least 24 hours' notice of the meeting should be provided. The employee should be provided with a copy of their sick leave record.

At the meeting the manager should:

- counsel the employee that their sick leave is of concern;
- provide an opportunity for the employee to explain the absences;
- identify any mitigating circumstances;
- discuss any arrangements or support measures required (e.g.: access to other leave entitlements / EAP or personal counsellor / medical assessment / FWP application / roster changes or roster shift requests where possible etc.);
- ensure that the employee is aware of their expected attendance requirements;
- advise on the requirements of this Procedure;
- advise that a sustained improvement is required; and
- advise on the next step to be taken (e.g. sick leave warning letter and monthly reviews for six months).

Mitigating circumstances may be revealed during the meeting process where issuing the Medical Certificate Requirement Warning Letter (SL1) is not warranted. Matters that may justify not issuing a warning letter could include:

- an exemplary attendance record for the whole of the employee's career and that the absences in the last 12 months were as a result of an abnormal illness;
- where the employee has a chronic illness, mostly supported by medical certificates, which is being treated and could be resolved in the short to mid term.

Step 4. Sick Leave Warning Letter (SL1)

After the SL1 meeting, if there are no mitigating circumstances, the manager should issue the employee with a sick leave warning letter (SL1) (refer ISLHD OPS F 375). The letter should outline any action items from the meeting.

The employee's attendance should be kept under review on a monthly basis for a period of six months to determine if the attendance records are showing a sustained improvement.

The manager should informally address any subsequent occasions of unsupported sick leave during the review period with the employee, and document any informal meetings.

After the six months, if the attendance record has clearly improved, monitoring of attendance can revert to normal. This is to be confirmed to the employee in writing (refer ISLHD OPS F XXXX).

Step 5. Meeting to discuss further unsatisfactory sick leave (SL2)

If no improvement is noted within six months of the Sick Leave Warning Letter (SL1), or a further two unsupported sick leave absences occur, a formal meeting (SL2) is to be held with the

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employee (refer ISLHD OPS F 376). At least 24 hours' notice of the meeting should be provided. The employee should be provided with a copy of their sick leave record.

Note: If the employee is being managed for sick leave absences during the first three months of employment, then a formal meeting (SL2) is to be held with the employee if they have just one unsupported sick leave absence after the SL1 warning letter was issued.

At the meeting the manager should:

- counsel the employee that their sick leave is of concern;
- provide an opportunity for the employee to explain the absences;
- identify any mitigating circumstances;
- discuss any arrangements or support measures required (e.g.: access to other leave entitlements / EAP or personal counsellor / medical assessment / FWP application / roster changes or roster shift requests where possible etc.);
- ensure that the employee is aware of their expected attendance requirements;
- advise on the requirements of this Procedure;
- advise that a sustained improvement is required; and
- advise on the next step to be taken (e.g. sick leave warning letter, monthly review for six months, medical certificate requirement imposed).

Mitigating circumstances may be revealed during the meeting process where issuing the Medical Certificate Requirement Warning Letter (SL2) is not warranted.

Step 6. Sick Leave Warning Letter (SL2) and Medical Certificate Requirement

After the SL2 meeting, if there are no mitigating circumstances, the manager should send the employee a second sick leave warning letter (SL2), and instruct them that they are required to provide medical certificates for all future absences of sick leave (refer ISLHD OPS F 377).

The employee's attendance should be kept under review on a monthly basis for a further period of at least six months to determine if the attendance records are showing a sustained improvement.

After the further six months (or other defined review period), if the attendance record has clearly improved, the requirement to produce medical certificates should be withdrawn, and monitoring of attendance can revert to normal. This is to be confirmed to the employee in writing (refer ISLHD OPS F XXXX).

Step 7. Misconduct Matter

If there has been no sustained improvement during the further six months (or other defined review period), the matter should be escalated to a more senior manager for review of the sick leave records, the action taken to date, and consideration for further action.

Continued unsatisfactory sick leave can eventuate into a disciplinary matter. An employee with unsatisfactory sick leave absences should be issued two written warnings (i.e. SL1 and SL2), each followed by an appropriate review period, prior to consideration for disciplinary action being initiated.

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If the matter is escalated to a disciplinary matter, the manager should send the employee a letter advising that the medical certificate requirement is continuing, and that the matter is now being managed as a misconduct issue under *NSW Health PD2014_042 Managing Misconduct*, which could result in termination of employment.

Workforce Support will be able to assist management in providing advice on how to proceed, including escalating the matter to a disciplinary matter, or referring the employee for a medical examination as to their fitness for duty.

5. DOCUMENTATION

- Attachment A – Flowchart: Managing Unsatisfactory Sick Leave
- Attachment B – Checklist: Managing Unsatisfactory Sick Leave
- Attachment C – Welfare Check – Potential Unsatisfactory Sick Leave – Invite to Meeting
- Attachment D – Welfare Check – Follow-up after Meeting
- Attachment E – Notice of Meeting Letter (SL1 - Unsatisfactory Sick Leave)
- Attachment F – Sick Leave Warning Letter (SL1)
- Attachment G – Notice of Meeting Letter (SL2 – Further Unsatisfactory Sick Leave)
- Attachment H – Sick Leave Warning Letter (SL2) and Medical Certificate Requirement
- Attachment I – Withdrawal of Medical Certificate Requirement

6. AUDIT

Not required

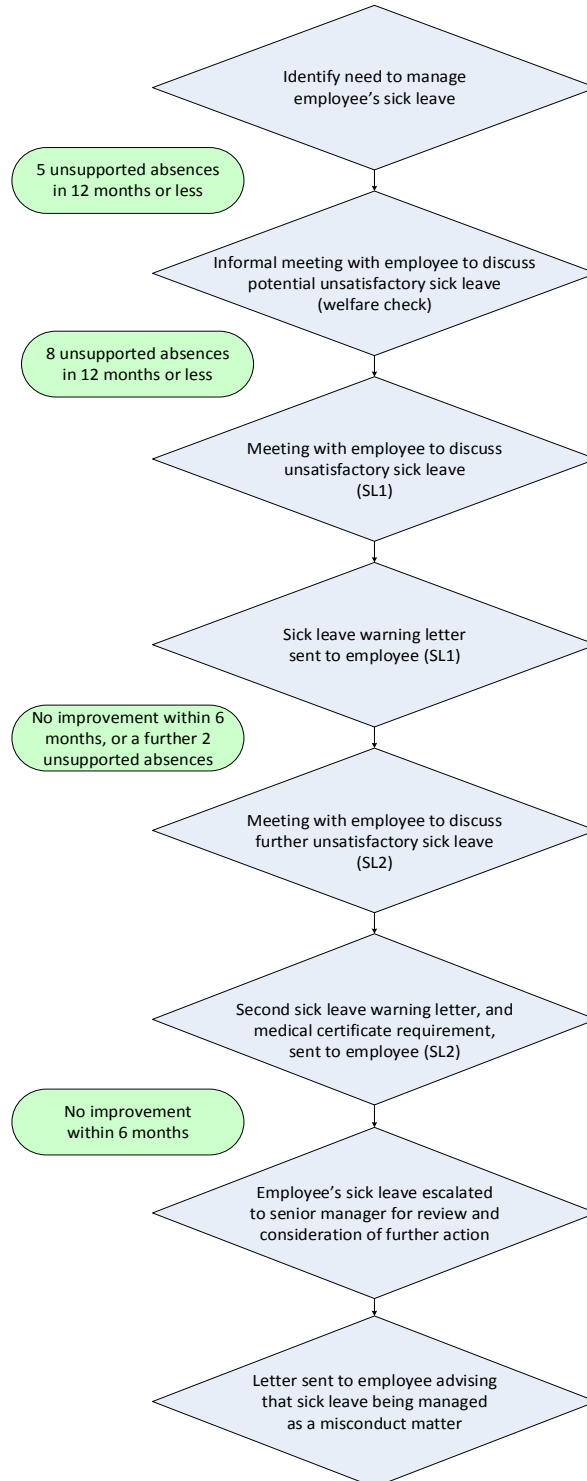
7. REFERENCES

- NSW Health PD2014_029 Leave Matters for the NSW Health Service*
- NSW Health PD2014_042 Managing Misconduct*
- ISLHD OPS PROC 66 Management of Staff with Non-Work Related Injuries or Health Conditions*
- Work Health and Safety Act 2011*

8. REVISION & APPROVAL HISTORY

Date	Revision No.	Author and Approval
July 2014	0	Snr HR Consultant (ISLHD OPS PD 16)
November 2016	1	Workforce Relations & Legal Manager

Attachment A – Flowchart: Managing Unsatisfactory Sick Leave



Note: Mitigating circumstances may be revealed at any stage during the process, and consideration should be given to whether issuing warning letters is appropriate in the circumstances

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Attachment B – Checklist: Managing Unsatisfactory Sick Leave

(To print ISLHD OPS F 371, go to: [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Checklist: Managing Unsatisfactory Sick Leave

Refer to NSW Health PD2014_029 Leave Matters for NSW Health (Section 3) and ISLHD OPS PROC 103 Sick Leave Management (Section 4.7).

Employee Name:.....

Date	Trigger	Action	Person Responsible	Additional Comments
	Step 1 – Identify need to manage sick leave Review of sick leave	<input type="checkbox"/> Run sick leave report through StaffLink Managers Self Service (MSS) <input type="checkbox"/> Identify employees with absence concerns, such as frequent short term absences, absences displaying trends, and long term absences	Manager	
	Step 2 – Meeting to discuss (welfare check) Potentially unsatisfactory sick leave - 5 unsupported absences in a period of 12 months or less	<input type="checkbox"/> Invite employee to informal meeting (ISLHD OPS F 372) <input type="checkbox"/> Identify any mitigating circumstances (eg., chronic illness; short term issues with self or family etc.) <input type="checkbox"/> If mitigating circumstances raised, discuss any possible and/or suitable arrangements to accommodate any attendance difficulties or support options <input type="checkbox"/> Send letter to employee to confirm meeting was held and any action items if applicable (ISLHD OPS F 373)	Manager	
	Step 3 – Meeting to discuss (SL1) Unsatisfactory sick leave - 8 unsupported absences in a period of 12 months or less	<input type="checkbox"/> Invite employee to meeting (ISLHD OPS F 374) <input type="checkbox"/> Have a formal meeting <input type="checkbox"/> Identify any mitigating circumstances (eg., chronic illness; short term issues with self or family etc.) <input type="checkbox"/> If mitigating circumstances raised, discuss any	Manager	

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Checklist: Managing Unsatisfactory Sick Leave

Refer to NSW Health PD2014_029 Leave Matters for NSW Health (Section 3) and ISLHD OPS PROC 103 Sick Leave Management (Section 4.7).

Employee Name:.....

Date	Trigger	Action	Person Responsible	Additional Comments
		possible and/or suitable arrangements to accommodate any attendance difficulties or support options		
	Step 4. Sick leave warning letter (SL1)	<input type="checkbox"/> Send letter to employee issuing warning (SL1) and confirming meeting and any action items if applicable (ISLHD OPS F 375) <input type="checkbox"/> Determine a review period (<i>i.e. monthly monitoring over a 6 month period then ongoing as required</i>) <input type="checkbox"/> After the review period, if sick leave record has improved, send the employee a letter advising that monitoring of attendance and medical certificate requirement will revert to normal (ISLHD OPS F XXXX)	Manager	<i>If mitigating circumstances raised, consider whether it's appropriate to issue a warning</i>
	Step 5. Meeting to discuss further sick leave (SL2) Further unsatisfactory sick leave - if no improvement is noted in the 6 months following the first warning, or if a further 2 absences unsupported by medical certificates occur.	<input type="checkbox"/> Invite employee to meeting (ISLHD OPS F 376) <input type="checkbox"/> Hold formal meeting <input type="checkbox"/> Identify any mitigating circumstances (<i>eg., chronic illness; short term issues with self or family etc.</i>) <input type="checkbox"/> If mitigating circumstances raised, discuss any possible and/or suitable arrangements to accommodate any attendance difficulties or support options	Manager	

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Checklist: Managing Unsatisfactory Sick Leave

Refer to *NSW Health PD2014_029 Leave Matters for NSW Health* (Section 3) and *ISLHD OPS PROC 103 Sick Leave Management* (Section 4.7).

Employee Name:.....

Date	Trigger	Action	Person Responsible	Additional Comments
	<p>Step 6. Sick leave warning letter (SL2) and medical certificate requirement</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Send letter to employee issuing warning (SL2) and confirming meeting and any action items if applicable (ISLHD OPS F 377) <input type="checkbox"/> Medical certificate requirement imposed <input type="checkbox"/> Determine a review period (<i>i.e. monthly monitoring over a 6 month period then ongoing as required</i>) <input type="checkbox"/> After the review period, if sick leave record has improved, send the employee a letter advising that monitoring of attendance and medical certificate requirement will revert to normal (ISLHD OPS F XXXX) 	<p>Manager</p>	<p><i>If mitigating circumstances raised, consider whether it's appropriate to issue a warning</i></p>
	<p>Step 7. Misconduct matter Continued unsatisfactory sick leave - if after receiving 2 formal written warnings, each followed by an appropriate review period, no improvement in attendance occurs, misconduct management may be initiated.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide evidence of actions to date and ongoing employee behaviours (<i>this checklist, timeline of continued absences</i>) to Workforce Support and Senior Manager <input type="checkbox"/> Formal letter to employee advising that the medical certificate requirement is continuing, and the matter is now being managed as a misconduct issue. <input type="checkbox"/> Follow processes outlined in <i>NSW Health PD2014_042 Managing Misconduct</i> 	<p>Manager and Senior Manager</p>	

Attachment C – Welfare check – Potential Unsatisfactory Sick leave – Invite to Meeting
(To print ISLHD OPS F 372, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]

I am writing to you about your attendance records as you have had [insert number] occasions of sick leave within the last 12 months, unsupported by medical certificates.

I would like to address this now, as this amount of unsupported sick leave has the potential to turn into an unsatisfactory sick leave record, which requires formal management under *ISLHD OPS PROC 103 Sick Leave Management*.

I would like to see you attend work in a safe manner, and at levels of attendance that are expected of you. I have arranged a meeting to discuss your sick leave, and enquire about your general wellbeing.

The meeting details are:

Date:
Time:
Location:

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service

Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required]

Attachment D – Welfare Check – Follow-up after Meeting

(To print ISLHD OPS F 373, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Health
Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]

I refer to our meeting on [insert date] to discuss my concerns about your levels of sick leave.

I appreciate the information you have shared with me and write this letter to acknowledge that we have met and to outline the options discussed. Options identified for consideration included [list as appropriate - eg: access to other leave entitlements / EAP or personal counsellor / medical assessment / FWP application / roster changes or roster shift requests where possible etc.].

[Include the applicable paragraph]
You have indicated that you would like to implement [list the desired option].
[OR]
You have indicated that you feel able to manage your attendance without utilising any of these options but have assured me you will contact me should this change in the future.

I expect your attendance levels to improve, and will continue to monitor your sick leave. Your unsupported sick leave has the potential to turn into an unsatisfactory sick leave record. I would like to remind you that if these levels of sick leave continue, or you fail to notify absences appropriately, then you will be managed in line with *ISLHD OPS PROC 103 Sick Leave Management*.

I appreciate that this may be a difficult time and so I encourage you to seek the free and confidential counselling service of our Employee Assistance Program, provided by Mentor Services, available on 1300 727 308.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service

Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required]


Illawarra Shoalhaven Local Health District
ABN 13 567 011 035
PO Box 239 Port Kembla NSW 2505
Suite 2 Level 2 67-71 King Street Warrarong
Tel (02) 4221 6899 Fax (02) 4221 6868
ISLHD-TRIM@health.nsw.gov.au

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Attachment E – Notice of Meeting Letter (SL1 – Unsatisfactory Sick Leave)

(To print ISLHD OPS F 374, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Health
Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title FName Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]
I am writing to you about your attendance records as [insert appropriate sentence]
you have had [insert number] occasions of sick leave during the period [insert date] to [insert date],
unsupported by medical certificates.
OR
a pattern has been identified where you [insert pattern / trend e.g. are absent adjacent to rostered
days off / absent on a particular day of the week / close to where you have worked overtime],
unsupported by medical certificates.

This is considered to be an unsatisfactory sick leave record, which requires formal management
under *ISLHD OPS PROC 103 Sick Leave Management*. I encourage you to read this Procedure,
available on the intranet.

I would like to see you attend work in a safe manner, and at levels of attendance that are expected of
you. I have arranged a meeting to discuss your sick leave, and enquire about your general wellbeing.

The meeting details are below. You are invited to bring a support person with you:

Date:
Time:
Location:

I appreciate that this may be a difficult time and so I encourage you to seek the free and confidential
counselling service of our Employee Assistance Program, provided by Mentor Services, available on
1300 727 308.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service


Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required]

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ABN 13 567 011 035
PO Box 239 Port Kembla NSW 2505
Suite 2 Level 2 67-71 King Street Warrarong
Tel (02) 4221 6859 Fax (02) 4221 6868
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Attachment F – Sick Leave Warning Letter (SL1)

(To print ISLHD OPS F 375, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



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Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]

I am writing to issue you a formal warning in relation to your unsatisfactory sick leave record.

As discussed in our meeting on [insert meeting date], a review of your sick leave record has shown that [insert appropriate sentence] you have had [insert number] occasions of sick leave during the period [insert date] to [insert date], unsupported by medical certificates. [OR] a pattern has been identified where you [insert pattern / trend e.g. are absent adjacent to rostered days off / absent on Mondays / close to where you have worked overtime], unsupported by medical certificates.

This is considered to be an unsatisfactory sick leave record, which requires formal management under *ISLHD OPS PROC 103 Sick Leave Management*.

[Include if applicable] You provided me with information about the reasons for your absences and we discussed a number of options available to you to reduce your absences from the workplace. These options include: [list as appropriate - eg: access to other leave entitlements / EAP or personal counsellor / medical assessment / FWP application / roster shift requests etc.]. [Include the appropriate paragraph]: You have indicated that you would like to implement [list the desired option]. [OR] You have indicated that you feel able to manage your attendance without utilising any of these options but have assured me you will contact me should this change in the future.

Your sick leave will continue to be monitored over the next six months with regular monthly reviews. I have scheduled a follow up meeting. You are invited to bring a support person with you.

Date:
Time:
Location:

This letter is a formal warning. If there is not an immediate and sustained improvement in your sick leave record, I will be asking you to produce a medical certificate for all future sick leave absences. Continued unacceptable sick leave may also lead to disciplinary action.

You are reminded of the free and confidential counselling service of our Employee Assistance Program, provided by Mentor Services, available on 1300 727 308.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service
Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required]

Illawarra Shoalhaven Local Health District
ABN 13 567 011 035
PO Box 239 Port Kembla NSW 2505
Suite 2 Level 2 67-71 King Street Warrarong
Tel (02) 4221 6899 Fax (02) 4221 6868
ISLHD-TRIM@health.nsw.gov.au

Sick Leave Management

ISLHD OPS PROC 103

Attachment G – Notice of Meeting Letter (SL2 – Further Unsatisfactory Sick Leave)

(To print ISLHD OPS F 376, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



NSW
GOVERNMENT

Health
Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]

I refer to my letter of [insert date of formal warning letter], issuing you a formal warning about your unsatisfactory sick leave record.

You have been advised that an immediate and sustained improvement in your sick leave record needed to be achieved. Records indicate that no improvement has been made and that your sick leave record has deteriorated. You have had [insert number] occasions of sick leave during the period [insert date] to [insert date] (see attached record), unsupported by medical certificates. This continues to be unacceptable.

I have arranged a further meeting to discuss this. You are invited to bring a support person with you:

Date:
Time:
Location:

I encourage you to read *ISLHD OPS PROC 103 Sick Leave Management*, available on the intranet.

You are reminded of the free and confidential counselling service of our Employee Assistance Program, provided by Mentor Services, available on 1300 727 308.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service

Date:

Attachment: [DTXX/XXXXX - name of attachment - LIST if multiple attachments DELETE if not required]

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required]

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Attachment H – Sick Leave Warning Letter (SL2) and Medical Certificate Requirement
(To print ISLHD OPS F 377, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Health
Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]
I am writing to issue you a second formal warning in relation to your unsatisfactory sick leave record.

I refer to the meeting held on [insert date of SL2 meeting] about your unsatisfactory sick leave record. At this meeting we discussed efforts made to assist you to improve your attendance levels. As you know, an immediate and sustained improvement in your sick leave record needed to be achieved. Since then, you have had a further [insert number] occasions of sick leave, unsupported by medical certificates.

As your sick leave remains unsatisfactory, I now require you to produce medical certificates for all future sick leave absences in line with *ISLHD OPS PROC 103 Sick Leave Management*.
[Insert paragraph if required]

In addition, when seeking to utilise sick leave for the purposes of Carer's Leave you will be required to produce either a medical certificate or a statutory declaration. This requirement and your attendance will be reviewed periodically to monitor your progress.

This letter is a second formal warning. I would like to reiterate to you the seriousness of this matter. If there is not an immediate and sustained improvement in your sick leave, the matter may result in disciplinary action in line with *NSW Health Policy Directive PD2014_042 Managing Misconduct*, available on the intranet.

You are reminded of the free and confidential counselling service of our Employee Assistance Program, provided by Mentor Services, available on 1300 727 308.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service

Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required] /

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Sick Leave Management

ISLHD OPS PROC 103

Attachment I – Withdrawal of Medical Certificate Requirement

(To print ISLHD OPS F XXXX, go to [ISLHD Forms and Templates >> Non Clinical >> Human Resources](#))



Health
Illawarra Shoalhaven
Local Health District

Your ref: XXXXX - DELETE if no reference
Ref: DTXX/XXXXX

[Title Fname Lname]
[Position]
[Organisation]
[Email preferred, eg name@emailaddress.com – if sending via post, insert Postal address]

Dear [Title Lname]

I refer to the sick leave warning issued to you on [insert date of SL1 or SL2 letter], and the current requirement for you to produce medical certificates for sick leave absences.

Since this time, you have had a sustained improvement in your sick leave record. I appreciate the efforts made to improve your attendance levels.

Due to this improvement, I am removing the requirement for you to produce medical certificates for all sick leave absences. Please note that the standard requirement to produce medical certificates in line with *ISLHD OPS PROC 103 Sick Leave Management* will apply (ie for absences greater than 2 days). The monitoring of your sick leave records will now revert to normal.

Should you have any questions regarding this, please don't hesitate to come and speak with me.

Yours sincerely

Name
Position name
Department/service

Date:

Cc: [Fname, Lname, Position, email address - LIST if multiple copied addressees DELETE if not required] /

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