Sick Leave Policy and Procedures

Document Number   SOP2010-025

File No.          10/278 (D10/6841)

Date issued       4 August 2010

Author Branch     Workforce Unit

Branch contact    Manager, Human Resources Services

Division          Corporate Services

Summary
Major changes from the previous version are:
- New format in line with NSW Health changes
- Requirements for sick leave certificate and sick leave review
- Short term leave of absence now provides pro rata equivalent for part time

Applies to (bold indicates selection)
All Ambulance Service of NSW staff
All Operational Staff
All Administration staff
All Headquarters staff
Division staff (Aero medical, Northern, Southern, Sydney, Western)
Operations Centres (Aero medical, Northern, Southern, Sydney, Western)

Review date       July 2012

Previous reference SOP2007-063

Status            Active

Approved by       Chief Executive

Compliance with this policy directive is mandatory.
Executive Summary

This policy and procedures provides a reference for supervisors, managers and employees about access to and use of sick leave, and the processes for monitoring sick leave absenteeism in a fair and equitable manner in the Ambulance Service of NSW (Ambulance). The major change from the previous policy is a change in the definition of frequent short-term sick leave absences, the definition now includes a pro-rata equivalent for part-time staff.

Objectives of the Policy

Staff and management compliance with this policy will assist with the timely and efficient management of Ambulance sick leave. It is based on Health Policy PD 2009-050 Sick Leave Management.

General Principles

All employees are eligible for paid sick leave, except casual employees, who have no entitlement to paid sick leave. Certain conditions for paid sick leave apply to transferred, new, temporary, or part-time employees.

Under award conditions, or in the absence of provisions in a specific award or agreement, an employee absent from duty for three or more consecutive working days because of illness must provide a medical certificate for their absence.

Procedures

A flow chart (on page 4) has been created for Supervisors and Managers to follow when managing unreasonable sick leave absences.

Employee responsibilities:

- when not able to attend duty, notify absences in accordance with the required procedures (section 6.1);
- provide a medical certificate for each absence of greater than two consecutive days (section 6.3);
- to acquaint themselves with the procedures that Managers and Supervisors are required to follow in managing unreasonable sick leave absences (flow chart on page 4);
- take reasonable care for the health and safety of people at work who may be affected by their actions (as required under the Occupational Health and Safety Act 2000); and
- to familiarise themselves with the detailed policy and procedural information contained in this SOP.

Supervisors and Managers responsibilities:

- the day to day management of sick leave in accordance with this SOP;
- promote a fair and just workplace culture and respect the need for employees to apply for sick leave when ill or injured;
- monitor sick leave levels of staff reporting to them, distinguishing between incidents of chronic illness and patterns of unacceptable sick leave absences, and managing each appropriately (section 7.6 and 7.7); and
- familiarise themselves with the procedures and policy information detailed in the remainder of the SOP and to follow the procedures illustrated in the flow chart Manage Unreasonable Sick Leave Absences on page 4.

Further Information

If further information is required after reading this document, please contact the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters, or your manager or supervisor.
Flow Chart for Supervisors and Managers to Manage Unreasonable Sick Leave Absences

Pre-retirement absences

Frequent short-term absences

More than 3 separate absences in 3 months (Probation/New Employee)

STEP 1

- Supervisor or Manager to interview employee
- Complete Record of Employee Interview (Appendix 3) *
- Copy of Record provided to employee

STEP 2

Unreasonable sick leave

- Supervisor or Manager to issue Letter (Appendix 4) within one week of interview - "Medical Certificate" requirement *

STEP 3

- Employee on probation

STEP 4

- Supervisor or Manager to review sick leave

STEP 4 (a)

- Supervisor or Manager to issue Letter (Appendix 5) - "Notice of Formal Counselling" *

STEP 4 (a)

- Supervisor or Manager to proceed to Step 4 (a)

STEP 5

- Supervisor or Manager to proceed to Step 4 (a)

NoImprovement

NoImprovement

NoFurtherAction

NoFurtherAction

NoFurtherAction
1 SUMMARY

This policy and procedures provides a reference for supervisors, managers and employees about access to and use of sick leave, and the processes for monitoring sick leave absenteeism in a fair and equitable manner in the Ambulance Service of NSW (Ambulance).

2 POLICY STATEMENT

This policy and procedures aims to apply a number of interventions to identify and address the incidence of unreasonable sick leave absences, and to adopt best practice and principles in managing absenteeism, such as:

- a commitment to the health and well-being of all employees;
- procedural fairness for employees;
- active monitoring of sick leave to identify and manage the systemic causes of sick leave across Ambulance;
- consideration of the specific circumstances of each case;
- support for employees in reconciling or balancing their work obligations, and family, community service and carer’s commitments; and
- manager and employee accountability.

High levels of sick leave absence result in increased costs to the organisation, and decreased quality and efficiency of ambulance services to the community. In light of this, Ambulance has a responsibility to minimise the impact of such sick leave on individual employees and the organisation as a whole.

3 KEY DEFINITIONS

Delegations refers to the level of authority officers of the Ambulance Service of NSW have been delegated to act on behalf of the Minister for Health and Department of Health.

Frequent short-term sick leave absences occur when an employee’s sick leave absences total eight separate occasions (or pro rata equivalent for staff working on any type of part-time arrangement) in any 12-month period.

Note: Where frequent absences are supported by medical certificates and there are concerns about workplace safety and employee wellbeing, supervisors or managers may help assist recovery by limiting overtime, on-call rostering or hours of secondary employment for a given period. A referral to the Divisional Human Resources Manager or Sydney Human Resources Advisor for advice or to request an employee health assessment may also be made if there are concerns about an employee’s fitness for duty or ability to work safely.

Long-term sick leave absence is when an employee’s absence will continue or is likely to continue for six months or more, usually due to long term illness or recovery from injury. An employee is required to provide medical certificates to verify the length of absence.

Supported sick leave absences are absences for which an employee has submitted a medical certificate.

Unreasonable sick leave absences are those that have an undesirable trend. They can include: frequent short-term sick leave absences, frequent or large amounts of sick leave prior to retirement, or more than three separate absences in three months for employees on probation. There may be no demonstration of genuine illness or the absences may suggest or be accompanied by misconduct or a breach of the Code of Conduct. Employees who have such absences would be subject to interview, and may be subject to formal action if there is no subsequent improvement in attendance.

Unsupported sick leave absences are absences for which an employee has not submitted a medical certificate.
4 EMPLOYEE ELIGIBILITY FOR SICK LEAVE

4.1 Eligibility and How to Determine Sickness
All employees are eligible for paid sick leave, except casual employees, who have no entitlement to paid sick leave. Certain conditions for paid sick leave apply to transferred, new, temporary, or part-time employees (contact the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters for more information).

Supervisors, managers and employees should refer to the relevant award for specific details on the provisions for and accrual of sick leave for each employee classification.

An employee is eligible for sick leave when they are incapacitated for the performance of duties by:

- a physical or psychiatric or psychological illness;
- an injury;
- or an illness or injury associated with pregnancy or childbirth (but not pregnancy/childbirth itself);
- are unable to carry out their duties without causing unnecessary distress, or they risk further impairment to their health by reporting for duty;
- undergo treatment by a registered health service where an appointment could not be obtained outside rostered working hours, or the treatment was urgently needed, and evidence of need and of attendance is provided consistent with Medical Certificates (Section 4.6);
- attend legitimate therapy, training, counselling or rehabilitation, for example for a disability, injury or accident, alcohol/drug or gambling dependency, post-traumatic shock, or comparable condition, and evidence of need and of attendance is provided consistent with Medical Certificates (Section 4.6);
- would jeopardise the health, well-being or safety of others in the workplace, if determined under Direction to Cease Duty if Workplace or Public Health Risk (Section 7.3); or
- need to provide care for another family member who is ill or injured. In this case, sick leave can be accessed as Personal Carer’s Leave, and this is governed separately by our Family and Community Service Leave, Personal Carer’s Leave and Flexible Use of Other Leave Entitlements (SOP 2007-082) or any subsequent replacement.

4.2 Bone Marrow Donation
Employees who are required to donate bone marrow for a family member or who are listed on the Australian Bone Marrow Donor Registry may be granted special sick leave for ordinary working time lost in attending bone marrow donation procedures. Special sick leave is limited to five days on each occasion and is subject to the provision of a medical certificate. Additional leave, if required, may be accessed from normal sick leave credits, annual leave or long service leave, or taken as leave without pay. (Reference: NSW Policy Directive PD/2005_186: Employment Health Assessment Policy and Guidelines.)

4.3 War Caused Disabilities (Repatriation Leave)
Employees who are former armed services personnel and have an accepted war-caused disability are eligible for an additional annual sick leave entitlement of up to 6½ days in any period of 12 months.

This leave applies only for absences directly related to the disability, where documentary evidence for treatment is provided, and is separate from all other sick leave entitlements. To be eligible, an employee must provide a statement from the Department of Veterans’ Affairs to confirm that the disability resulted from service in a recognised war zone.

4.4 Drug and Alcohol Dependency
As indicated under Eligibility and How to Determine Sickness (Section 4.1), employees with a drug or alcohol dependency are able to use sick leave. If sick leave is taken and substantiated by a medical certificate, then the provisions of this policy and procedures in relation to unreasonable sick leave will not apply. For more information, refer to our Policy and Procedures for Dealing with Drug and Alcohol Use by Staff (Instructional Circular No IC03/31).
4.5 Workers’ Compensation and Third Party Claims
Where an employee suffers a work-related injury or illness, and they are entitled to workers’ compensation, sick leave should not be used as a substitute. Annual or sick leave entitlements, however, may be used from when the absence starts and until workers’ compensation payments commence. Once payments have commenced, any sick leave used will be reinstated.

Where a workers’ compensation claim is not accepted, an employee’s sick leave will not be reinstated and they will need to continue to use their sick leave if they remain absent from work.

Where a supervisor or manager believes that absences are possibly related to a workers compensation claim, they should refer the case to the local Injury Management Coordinator (IMC).

If a workers compensation third party claim or other third party recovery, e.g. through CTP (motor vehicle) insurance, is undertaken by an employee, the employee is required to sign an agreement to repay the workers compensation leave or sick leave to Ambulance on the settlement of the third party claim. In such cases, supervisors and managers should refer the situation to the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters or their IMC for action.

4.6 Medical Certificates
Under award conditions, or in the absence of provisions in a specific award or agreement, an employee must provide a medical certificate for each absence of greater than two consecutive days.

If a medical certificate covers the latter part of the absence only, sick leave may be granted for the entire period if the supervisor or manager is satisfied that the reason for absence is genuine. The medical certificate should be submitted with an Application for Leave of Absence form (Form 106 on the Intranet).

Medical certificates include certificates issued by registered health service providers, i.e. a medical practitioner, dentist, optometrist, chiropractor, osteopath, physiotherapist, and oral or maxillofacial surgeon. The certificate should indicate the date on which the examination took place, the degree of incapacity and when the employee is likely to be able to return to work. Certificates should also indicate whether an injured or partially incapacitated employee could return to work on reduced or altered duties, and which duties should not be attempted on return (Note: Ambulance will support return to work on reduced hours or altered duties, if available).

When the absence exceeds one week, a medical certificate from a registered medical practitioner must support applications for any further sick leave.

4.7 Exhaustion of Paid Sick Leave
When all paid sick leave entitlements have been exhausted, an employee may elect to use part or all of any annual or long service leave entitlements or both, or to take sick leave without pay. However, access to paid annual leave entitlements may not be approved for unsupported short term sick leave absences.

An employee who is on sick leave without pay may be entitled to apply for a Commonwealth Government sickness benefit and should seek advice from Centrelink about their eligibility.

5 CONFIDENTIALITY

5.1 Confidentiality of Sick Leave Records
Employee sick leave records are confidential in accordance with the Privacy and Personal Information Protection Act (1998). Access to these records is limited to the employee, the employee’s supervisor and senior managers on a need to know basis, the Payroll Office, Record Services’ and Human Resources Services’ officers. Since records for sick leave and workplace absences are considered part of an employee’s service history, they may be reviewed and taken into account by selection panels as part of a conduct and service check during the final stages of any selection process or as part of the performance appraisal system review process.
5.2 Confidentiality of Illness

An employee wishing the nature of their illness to remain confidential does not need to record the nature of illness on their sick leave application. For short absences, i.e. when a medical certificate is not required, the employee may give a personal explanation to their supervisor, manager or another person at a similar level, who will certify that granting of sick leave is appropriate. The leave form should be noted accordingly. Managers and supervisors should subsequently maintain confidentiality about the details of the employee’s sick leave. However, the nature of illness or injury may need to be disclosed to certain parties on a need to know basis, eg, the IMC, the employee’s supervisor or the nominated medical provider, and the employee will be advised if this is the case.

Employees may place their medical certificate in a sealed envelope if it discloses the nature of the illness, with a written request for the nature of illness to remain confidential, for referral to the nominated medical provider for determination of appropriateness for sick leave. Alternatively, health service providers who issue medical certificates do not have to specify the nature of illness or injury and may instead state the employee has a “medical condition” or is “unfit for work”.

Where a supervisor or manager has concerns about the ability of an employee to undertake their duties or to do so safely, they should:

- seek the employee’s written consent to discuss the diagnosis and prognosis with the provider of the medical certificate or, if the employee does not consent to this,
- seek the advice of the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters, who may consider referral of the employee to the nominated medical provider for a second medical opinion if the employee remains away from work.

Only in exceptional circumstances will the nominated medical provider disclose the nature of illness in providing advice to Ambulance. This could be when screening or counselling of other employees, patients or the public is required as a result of contact with the employee. If disclosure occurs there will be full consultation between the employee, the employee’s treating doctor(s) and the nominated medical provider.

6 EMPLOYEE RESPONSIBILITIES

6.1 Notification of Absence

An employee who is unable to attend work through illness or injury must take all reasonably practical steps to inform their manager, supervisor or an appropriate senior officer of their absence and the estimated duration. Sydney Division Paramedics should notify the designated contact person for their area. Paramedics in other Divisions should notify the local Control Centre or other designated contact person, as applicable.

Under award conditions, or in the absence of provisions in a specific award or agreement, all employees (except Flight Nurses) shall provide notification, where practicable, of their inability to attend work at least four hours but in any case no less than one hour before commencement time of duty. All employees should also indicate, as far as possible, their estimated duration of absence. Due to award variation, Flight Nurses should provide notification as soon as practicable and in any case within 24 hours of commencement of absence.

Employees who do not provide adequate notice of absence and a satisfactory explanation for their absence will be regarded as absent without authorisation. They may receive a formal warning and, if they continue to provide inadequate notice in future, may be required to take leave without pay for the period of absence before notification is received. (See Appendix Two: First Letter - Unauthorised Absence / Inadequate Notice of Sick Leave Absence).

6.2 Application for Sick Leave Absence

The employee must submit a formal application for sick leave to their manager or supervisor as soon as possible, which includes details of the nature of the leave and reasons for absence. (See Application for Leave of Absence, Form 106 on the Intranet)

If an employee is likely to be absent from work for a long period of time, the manager or supervisor may forward an application for sick leave to the employee for completion.
6.3 Other Responsibilities

Consistent with provisions detailed in this document, employees should:

- provide a medical certificate for each absence of three days or longer (absences of one or two consecutive days do not require a certificate);
- comply with a direction from Ambulance to cease duty and leave the workplace if they pose a significant workplace or public health risk (see *Direction to Cease Duty if Workplace or Public Health Risk*, Section 7.3);
- repay workers compensation leave or sick leave, if they are successful in a workers’ compensation third party claim or other third party recovery action as detailed in *Workers Compensation and Third Party Claims*, Section 4.5);
- participate in routine return to work follow-up or interview or formal counselling regarding their sick leave absences, if initiated by their manager or supervisor; and
- take reasonable care for the health and safety of people at work who may be affected by their actions (as required under the Occupational Health and Safety Act 2000).

7 SUPERVISORS’ AND MANAGERS’ RESPONSIBILITIES

7.1 General Principles

Supervisors and managers should:

- manage sick leave in a fair and equitable way which takes account of an employee’s circumstances and the impact of individual absences on other employees, service provision and operations;
- promote a fair and just workplace culture in response to sickness absence, and respect the need for employees to apply for sick leave when ill or injured;
- encourage employees to fully recover from their illness before returning to work and conduct follow up interviews;
- maintain confidentiality about the details of each employee’s sick leave, and only discuss with others on a need to know basis, e.g. the IMC, the employee’s supervisor or the nominated medical provider, unless it is determined that *Confidentiality of Illness* (Section 5.2) applies. The employee will be informed if other parties are to be advised; and
- reinforce the value of accumulative sick leave, which provides employees with a safety net if they become very ill, badly injured or acquire a chronic illness.

7.2 Employee Induction and Awareness

Managers and supervisors should ensure that new and current employees are made aware of Ambulance’s positive attitude to support sick or injured employees, attendance requirements and various responsibilities in relation to sick leave, and that employees have access to a copy of this policy and procedures. Staff should also be informed about related leave entitlements under *Family and Community Service Leave, Personal Carer’s Leave and Flexible Use of Other Leave Entitlements* (SOP 2007-082) or any subsequent replacement.

7.3 Direction to Cease Duty if Workplace or Public Health Risk

Supervisors and managers should seek the advice of the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters as soon as possible, which may include referral to the nominated medical provider, when an employee:

- is known to have had contact with someone suffering from a contagious disease;
- enters on or resumes duty after suffering a dangerous infectious disease;
- behaves in a way that may indicate a serious altered behaviour or mental health problem; or
- is considered to pose a significant health risk in any other way to themselves, other employees, patients or the public.
The employee may be asked by a Station Manager or a manager at a higher level to cease duty and leave the workplace or not to resume duty at work if:

- the nominated medical provider or their own medical practitioner advises that the employee should not be at work pending further investigation or examination; or
- the manager considers there may be a health risk to the employee, other employees, patients or the public by the employee remaining on duty for the time it takes to obtain advice from the nominated medical provider.

Advice to an employee to cease duty would initially be provided verbally by their own medical practitioner, the nominated medical provider or the manager. (Managers may seek advice from Human Resources Services on process issues if required). Written notification would follow, if the initial advice originated from the nominated medical provider or Ambulance.

Pending review by the nominated medical provider, the employee will be granted sick leave with or without pay, depending on their existing entitlements, or other arrangements may be made under exceptional circumstances at the Chief Executive’s (CE) discretion. Paid sick leave for two or more consecutive working days will require confirmation of illness, consistent with the Medical Certificates (4.6). On receipt of the report, the CE or other delegated manager makes a decision as to the continued status of the employee.

7.4 Unauthorised Absence / Inadequate Notice of Sick Leave Absence

Managers and supervisors can issue a formal warning to employees who do not provide adequate notice of absence and a satisfactory explanation for their absence (see Appendix Two: First Letter - Unauthorised Absence / Inadequate Notice of Sick Leave Absence). This warning can be reissued if an employee continues to provide inadequate notice in future, requiring the employee to take leave without pay for the period of absence before notification is received. A Deputy Director, Operations, Director Operations or other manager with the appropriate delegation should sign the letter. A copy of this letter is to be placed on the employee's personal file.

7.5 Routine Return to Work Follow-up

When employees return to work, or during an extended absence, supervisors and managers should talk to them, however briefly and informally, about their absence in order to:

- demonstrate support and concern for the health of the employee;
- provide a level of intervention that encourages employees to maintain good workplace attendance; and
- in cases of long-term absence, re-acquaint the employee with the workplace and any changes.

7.6 Determining Unreasonable Sick Leave Absences

Sick Leave reports will be made available from the Operational Information Unit, Rozelle on a fortnightly basis to assist Supervisors and Managers to identify and manage unreasonable absences.

Supervisors and managers should note that where medical certificates support an employee’s absence, these absences may not be considered unreasonable and counselling or formal warnings may not be appropriate. However, where there is evidence that an illness is not genuine (eg, an employee is seen undertaking activities inconsistent with illness while on sick leave); supervisors or managers should without delay seek the advice of the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters. Also, where absences are frequent and occur over a prolonged period or there are patterns identified, supervisors or managers may:

- help ensure workplace safety and employee wellbeing by undertaking the employee interview processes, as subsequently outlined in Section 7.8, and limiting the employee’s overtime, on-call rostering or hours of secondary employment for a given period to help assist recovery; and/or
- refer to the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters for advice or to request an employee health assessment if concerned about the employee’s fitness for duty or ability to work safely.
If an unreasonable pattern of sick leave absences is determined after following any of the review points (under “Determinants in What May Constitute Unreasonable Trends/Patterns in Absence” below), managers and supervisors should initiate an employee interview (see Employee Interview for Unreasonable Sick Leave Absences, Section 7.8). Identification of Personal Carer’s Leave records is also important, as these entitlements are covered separately under our Family and Community Service Leave, Personal Carer’s Leave and Flexible Use of Other Leave Entitlements (SOP 2007-082) the amount of Personal Carer’s Leave taken should therefore be excluded for the purposes of sick leave assessment under this policy and procedures. The Operational Information Unit at Rozelle, as mentioned above, can assist with providing regular reports, on individual employees or across a Division, to Divisional and other managers.

Operational managers should take into account circumstances for employees in remote locations who, if unwell, may have difficulty obtaining a medical certificate due to long travel distances or limited access at short notice to a local medical practitioner. In such cases, within three days of return to work, the employee may provide a statutory declaration to confirm their illness and inability to obtain a medical certificate. This declaration can be made on Form 156, Statutory Declaration, located on the Intranet.

7.6.1 a) New Employees

In the first three months or less of continuous employment, three separate absences without a medical certificate are considered to be unreasonable. Employees (except for those under the Administrative and Clerical Employees Award) are also not eligible for paid sick leave during this time, nor are they eligible to receive back pay for their absences after having worked for three months unless they make a specific written request.

Where an employee’s probation period is longer than three months (eg for Trainee Paramedics, who have a 12-month probation period), three unsupported absences in any three-month period would be considered unreasonable.

Supervisors and managers should seek early advice from the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters if they are concerned about an employee’s attendance during their probationary period.

7.6.2 b) Frequent Short-term Sick Leave Absences

When sick leave absences total eight separate occasions (or pro rata equivalent for staff working on any type of part-time arrangement) in any 12-month period with or without an unreasonable pattern, an employee would be considered as having an unreasonable sick leave record.

7.7 Determinants in What May Constitute Unreasonable Trends/Patterns in Absence

As well as reviewing the total number of absences, supervisors and managers should identify absences that occur (but not limited to):

- immediately before or after a public holiday, or a period of approved leave (eg, annual leave, long service leave, or an Allocated or Rostered Day Off);
- when an employee is due on night shift, the first or last day of being rostered on, or low-penalty rate shifts;
- during low-penalty rate shifts, combined with an employee’s subsequent availability to work high-penalty rate shifts, overtime or on call;
- adjacent to Saturdays or Sundays or public holidays respectively, or on a particular day of the week;
- associated with workplace incidents or accidents, including those involving traumatic circumstances;
- close to retirement;
- in direct relation to the employee’s approved secondary employment;
- during high workload periods where sick leave is taken resulting in the payment of overtime; and
- trends or patterns that result in the payment of overtime or absences that appears to correspond with an employees personal obligations outside of work.

A flow chart to help supervisors and managers to determine and manage unreasonable absences has been provided at Appendix One.
7.8 Employee Interview for Unreasonable Sick Leave Absences

Where attendance records indicate unreasonable sick leave absences, the supervisor or manager should interview the employee. If requested, the employee may choose to have a union representative or support person present. Verbal advice should be provided to the employee regarding the level and patterns of absence, and reasons (e.g., factors affecting an employee’s physical or mental well being).

Supervisors and managers should also canvass strategies with the employee, including practical solutions or referral for professional counselling via the Employee Assistance Program. Given that sensitive health or personal issues could arise during interview, supervisors and managers may need to arrange for the employee to be interviewed by someone of the same sex, if appropriate.

During the interview, the supervisor or manager should use and fill out a Record of Employee Interview, as provided at Appendix Three. A copy of this record is to be given to the employee, with the original filed on the employee’s personal file.

7.9 Action Following Employee Interview

Consistent with the Record of Employee Interview outcomes, the supervisor or manager will:

- take no further action, e.g. if demonstration of genuine illness, or the employee’s career record is considered satisfactory and recent sick leave is abnormal with an acceptable reason, or the employee has a drug or alcohol dependency and agreed to seek professional assistance;
- advise the employee in writing if a medical certificate is required for each sickness absence for six months from the date of interview (see Second Letter at Appendix Four). If the employee is still on probation, it is recommended that the supervisor or manager set a short review period and go straight to formal counselling if necessary (see Formal Counselling When Unreasonable Sick Leave Absences Continue Section 7.10) within the probationary period and at least one month prior to the end of the probationary period;
- advise the employee in writing that a referral will be made to a senior manager (with the appropriate delegation) or the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters for advice or to request the employee attend a health assessment for fitness for duty or ability to work safely by a qualified nominated provider (see Second Letter at Appendix Four); and/or
- advise the employee in writing that referral has been made to the Professional Standards and Conduct Unit for possible disciplinary action, where sick leave suggests or is accompanied by a previous referral for misconduct or a breach of the Code of Conduct (see Second Letter at Appendix Four).

The issue of written advice (i.e. Second Letter) in accordance with the above steps should occur within one week of the interview, and a copy of the letter placed on the employee’s personal file. The manager with the appropriate delegation should sign the letter.

7.10 Formal Counselling when Unreasonable Sick Leave Absences Continue

If any further sick leave absences, or single day annual leave absences not approved in advance, occur in the six months following the employee interview, a formal counselling session with the employee should be initiated. This should occur as soon as possible following the absence/s, particularly when unsupported, and be undertaken by a manager with the appropriate delegation of authority.

A support person, such as a union representative or colleague, can accompany the employee in the counselling session. Written advice regarding the counselling session should be provided to the employee or arrive at their home address with adequate notice and not less than 24 hours beforehand (see Third Letter at Appendix Five), and a copy of this letter is to be placed on the employee’s personal file.

The formal counselling discussion should focus on the reasons for non-compliance, and possible solutions such as referral for professional counselling via the Employee Assistance Program. The employee should be informed that if they have any more unreasonable sick leave absences during the six-month review period then sanctions might be applied. They should also be advised that when they apply for vacant positions in future, conduct and service checks could be used to help determine their capacity and ability to undertake the vacant job. Continued unreasonable absences may also be recorded on the employee’s annual performance appraisal.
Depending on the reasons for continued absence, other formal warnings may also be appropriate. This could include counselling by the Director, Operations, Director or General Manager.

If required, the manager may seek a signed employee release of medical information to discuss any medical issues with the employee’s treating doctor.

If the sick leave absences suggest or is accompanied by misconduct or a breach of the Code of Conduct, a referral may need to be made to the Professional Standards and Conduct Unit for advice.

### 7.11 Action Following Formal Counselling

Within one week of counselling, the supervisor or manager should issue a letter to the employee about the outcomes of the counselling. The letter should reinforce the continued need for a medical certificate for each sickness absence for the remainder of the six-month period and include advice on any warnings that have been issued. (See Fourth Letter at Appendix Six. A copy of this letter should also be placed on the employee’s personal file.)

If more unreasonable absences occur and additional formal counselling by a more senior manager such as the Director, Operations, Director or General Manager is needed, the formal counselling process should be implemented again. This includes written advice with adequate notice and not less than 24 hours notice to attend a formal counselling meeting and the right to have a support person or union representative present. This additional formal counselling may result in the implementation of any sanctions of which the employee was previously warned about and reissue of Fourth Letter at Appendix Six. A copy of this letter and the employee’s signed receipt of the letter are to be placed on the employee’s personal file. If the employee chooses not to sign for receipt of the letter, a copy is to be placed on the file with a notation to this effect.

After additional formal counselling, the Director, Operations, General Manager or other senior manager as authorised under delegation, may issue written notice (i.e., Fourth Letter at Appendix Six) to the employee to:

- direct the employee to take sick leave without pay for any further unsupported short term sick leave absences, if paid sick leave has been exhausted and approval is no longer given to take paid annual leave;
- withdraw access to overtime and/or be taken off the on-call roster (service requirements in remote locations will need to be considered before implementing this sanction, and whether being taken off the on-call roster would be a suitable disincentive for individual employees);
- withdraw approval, or provide direction to work less hours in private employment, to reduce illnesses and improve attendance;
- withdraw approval for study leave, to reduce illnesses and improve attendance;
- warn of possible termination of employment, particularly if the employee is still on probation and has been given every opportunity to improve their attendance;
- notify that a previous referral has been made to the Professional Standards and Conduct Unit (PCSU) for possible disciplinary action, where this sick leave suggests or is accompanied by misconduct or a breach of the Code of Conduct;
- notify that referral has been made for a health assessment, where there are concerns about the employee’s fitness for duty or ability to work safely; and/or
- warn that if unsupported sick leave absences continue after the above sanctions and while still under review, the matter could be referred to the Director Workforce for review and/or determination of the person’s employment status. This may occur with the employee being asked to show cause why a recommendation should not proceed to the CE for termination of employment.

### 7.12 When Work Attendance Improves After Interview or Formal Counselling

Should an employee show improvement in their attendance in the six months following the date of the employee interview, monitoring of attendance should revert to normal. A letter that acknowledges the employee’s improvement in attendance should be issued (see Appendix Seven), with a copy also placed on the employee’s personal file. A Deputy Director, Operations, Director Operations, Director, Corporate Services or other equivalent level manager can sign and issue this letter.
7.13 **Recognition of Good, Long Term Attendance Patterns**

It is recommended that supervisors and managers write every two years to employees with good, long-term attendance records, i.e. no unreasonable or long term sick leave absences in this time, to compliment their attendance. An example letter is provided at Appendix Eight. A Deputy Director, Operations, Director Operations, Divisional or Corporate Services manager or other equivalent level manager can sign and issue this letter. A copy of the letter will be placed on the employee’s personal file.

7.14 **Managing Long Term Sick Leave Absence**

Long-term sick leave absence is when an employee’s absence will continue or is likely to continue for six months or more, usually due to long term illness or recovery from injury. An employee is required to provide medical certificates to verify the length of absence.

Such absences may have a negative effect on the employee concerned, and on managers and work colleagues who must ensure that day-to-day work continues despite reduced staffing.

Supervisors and managers should maintain regular contact with the employee during the absence to:

- confirm management’s commitment to the employee’s health and welfare;
- keep the employee up to date with workplace changes; and
- set times for reviewing the employee’s capability of return to work and to discuss what action will be taken next, taking into account medical advice from the employee’s treating doctor and expected recovery periods.

Supervisors and managers should ask the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters to refer an employee to the nominated medical provider for a health assessment if:

- there are concerns about an employee’s fitness for duty or their ability to work safely on return to work; and/or
- the employee will continue or is likely to continue to be absent for a period substantially in excess of six months.

This action should be initiated before the employee’s available paid sick leave is exhausted. Employees who have exhausted their paid sick leave entitlement should be referred to Centrelink if no other paid leave entitlement is available.

Based on the outcomes of the health assessment, and in consultation with the employee’s treating doctor, Ambulance may consider the following options for individual employees:

- return to work in the current position on full duties at completion of sick leave;
- return to work on reduced hours or modified duties;
- job redesign and adjustments made in the workplace to facilitate their return to work;
- return to work in alternative duties, if available, for a specified period to assist with their recovery and return to work;
- return to work in an alternative vacant position, if available, on a permanent basis;
- continued absence for a specified period of time;
- fitness for duties assessment by the nominated provider and possible medical retirement; or
- termination of employment.

If required, supervisors and managers should refer employees on return to work after long sick leave to the local IMC, to participate in a voluntary return to work program. This will ensure an appropriate program is in place for return to full duties.
Further Information

For further information in relation to the policy and procedures, please contact the Divisional Human Resources Manager or Human Resources Advisor (Staffing) State Headquarters, or your manager or supervisor.
APPENDIX ONE: Flow Chart for Supervisors and Managers to Manage Unreasonable Sick Leave Absences

**STEP 1**

- Pre-retirement absences
- Frequent short-term absences
- More than 3 separate absences in 3 months (Probation/New Employee)

**Pre-retirement absences**
- Supervisor or Manager to interview employee
- Complete Record of Employee Interview (Appendix 3) *
- Copy of Record provided to employee

**Frequent short-term absences**
- Supervisor or Manager to interview employee
- Complete Record of Employee Interview (Appendix 3) *
- Copy of Record provided to employee

**More than 3 separate absences in 3 months (Probation/New Employee)**
- Supervisor or Manager to interview employee
- Complete Record of Employee Interview (Appendix 3) *
- Copy of Record provided to employee

**Unreasonable sick leave**
- Supervisor or Manager to issue Second Letter (Appendix 4) within one week of interview - "Medical Certificate" requirement *

**STEP 2**

- Employee on probation

**Improvement**
- Supervisor or Manager to issue Third Letter (Appendix 5) - "Notice of Formal Counselling" *

**No Improvement**
- Supervisor or Manager to proceed to Step 4 (a)

**STEP 3**

- Supervisor or Manager undertakes formal counselling and issues Fourth Letter (Appendix 6) - "Counselling Outcomes" *

**STEP 4**

- Improvement

**STEP 4 (a)**

- Supervisor or Manager to issue Formal Acknowledgment of Improvement Letter (Appendix 7) *

**No Improvement**

- Divisional Manager; General Manager or other senior manager to repeat Step 3 (once only)

**STEP 5**

- Divisional Manager; General Manager or other senior manager to repeat Step 4 (once only) and implement sanctions if appropriate.

- Divisional Manager or General Manager to make formal representation to Manager, Human Resources for review and/or "Show Cause Termination"
APPENDIX TWO: First Letter - Unauthorised Absence / Inadequate Notice of Sick Leave Absence

Notes: Write a personal letter addressed to the employee’s home address using letterhead for the formal issue of this advice. Send the letter to the employee within one week of the employee’s absence.

This letter should be signed by a Deputy Director, Operations, Director Operations or other manager with the appropriate delegation.

Some paragraphs in this letter are optional, depending on the facts, and are numbered for the purpose of providing these notes. Paragraph numbers do not need to be included in the final letter.

This letter can be used to issue an initial warning regarding inadequate notice of absence, by using paragraphs 1-4 and deleting paragraph 5. It can be reissued if an employee continues to provide inadequate notice, by deleting paragraph 4 and using paragraph 5.

Dear

UNAUTHORISED ABSENCE / INADEQUATE NOTICE OF SICK LEAVE ABSENCE

I refer to your absence on (insert date), when you gave inadequate notice of your absence from work.

Your notice of absence was received at (insert time) by (insert name of manager or contact person) on (insert date), which is not consistent with the Ambulance Service’s Sick Leave Policy and Procedures and/or your conditions of employment under the (insert title of relevant Award).

Under this Award and/or policy and procedures, notice of a sick leave absence is required within the following time frame (insert only one of the relevant dot points from below):

- within 24 hours of commencement of absence (i.e., Flight Nurses).
- where practicable, within less than four hours but in any case no less than one hour before the commencement time of duty.

An employee who does not provide adequate notice of absence and a satisfactory explanation for their absence is regarded as absent without authorisation. If you continue to provide inadequate notice in future, you will be required to take leave without pay for the period of absence before notification is received. A copy of this letter has been placed on your personal file.

In a letter dated ___/___/___ you were notified about your inadequate notice of absence on ___/___/___ and, that if you continued to provide inadequate notice in future, you would be required to take leave without pay for the period of absence before notification was received. Because you have again provided inadequate notice of absence, your absence of (insert number) hours on ___/___/___will be officially recorded against your timesheet and you will not be paid for this absence. A copy of this letter has been placed on your personal file.

Manager’s name
Manager’s title
Date

CC: Employee’s personal file
APPENDIX THREE: Record of Employee Interview

<table>
<thead>
<tr>
<th>Name of employee:</th>
<th>Name of supervisor/interviewer:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee / bundle number:</th>
<th>Interview date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work location:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Details of recent absences are attached (eg, days, dates, reasons or shifts). The employee has been provided with an opportunity to provide information at the interview on the reasons for these absences.

The **Sick Leave Policy and Procedures** will be referred to in this interview, including possible future sanctions relevant to the facts, and be available to the employee on request. A full copy can be obtained from the Intranet, SOPPS manual, the Divisional Human Resources Manager or the Human Resources Advisor at Head office.

Once completed, a copy of this record is to be given to all parties, with the original placed on the employee’s Personal file with the follow up letter, if relevant.

**A discussion took place with the above employee regarding (tick all relevant boxes):**

- new employee who is on probation and who has been absent on 3 separate occasions in 3 months or less.
- eight or more sick leave absences (or pro rata equivalent for staff working on part time arrangements) over the last 12 months which may also include the following trends:
  - before or after weekends, public holidays, days off or leave;
  - when due on night shift, the first or last day of being rostered on, or on low-penalty rate shifts;
  - when due on low-penalty rate shifts, combined with availability to work high-penalty rate shifts, overtime or on call;
  - adjacent to Saturdays or Sundays or public holidays respectively or on particular days of the week;
  - in association with a workplace incident or accident where a workers compensation claim has not been accepted (Please provide advice to the IMC); and/or
  - absence close to retirement.

**Interview Outcome (tick relevant box):**

After discussion, all parties have noted within the bounds of **Confidentiality of Illness** (page 7 of the Sick Leave Policy and Procedures) that:

- no further action is currently required for the following reason(s) given below, eg demonstration of genuine illness, or the employee’s career record is considered satisfactory and recent sick leave is abnormal but with an acceptable reason. (If the employee has voluntarily disclosed a drug or alcohol dependency and agreed to seek professional assistance, this does not need to be recorded for reasons of confidentiality.)

- sick leave taken suggests or is accompanied by a previously notified misconduct or a breach of the **Code of Conduct** for the following reasons given below, and a referral may be made to the Professional Standards and Conduct Unit for advice. A letter will be sent to the employee to confirm this referral.
APPENDIX THREE: Record of Employee Interview (continued)

Interview Outcome (tick relevant box)

- The case will be referred to the Divisional Human Resources Manager or the Human Resources Advisor at head office for advice or to request an employee attend a health assessment for the following reason(s), eg concerns about fitness for duty or ability to work safely. A letter will be sent to the employee to confirm this referral.

- Absence record not acceptable for the following reason(s), eg inadequate demonstration of genuine illness, patterns or trends.

The employee is now required to provide a medical certificate for each sickness absence for the next six months from the date of this interview, or for a shorter period at the manager’s discretion if the employee is on probation. If unsupported sick leave absences continue during this period, formal counselling may occur. A letter will be sent the employee to confirm these aspects.

Other relevant comments (including specific patterns of absence identified):

SIGNED

Supervisor / Interviewer

Employee

Union representative / support person, if present

Copy to employee

Original to employee’s personal file
APPENDIX FOUR: Second Letter - Written Advice After Employee Interview

Notes: Write a personal letter addressed to the employee’s home address using letterhead for the formal issue of this advice. Send the letter to the employee’s home address within one week of the employee interview.

This letter should be signed by a manager with the appropriate delegation to implement the actions included on the letter.

Some paragraphs in this letter are optional, depending on the facts, and are numbered for the purpose of providing these notes. Paragraph numbers do not need to be included in the final letter.

Paragraph 2 in the letter is optional and can be used where there appears to be an unreasonable pattern in sick leave absences. Paragraph 7 in the letter should be used if there are concerns about the employee’s fitness for duty or ability to work safely, and therefore used instead of paragraphs 3, 4, 5 and 6. Paragraph 8 in the letter is used where sick leave suggests or is accompanied by misconduct or a breach of the Code of Conduct.

Dear

SICK LEAVE ABSENCE REVIEW

A review of your sick leave record indicates that you have had (insert number) sick leave absences over the last (insert number) months. At the interview on (insert date), you were provided with the opportunity to provide information relevant to these absences.

During this time your sick leave appears to have developed an unreasonable pattern as your absences have occurred (insert relevant trends from following list):

- during your period on probation
- before or after weekends, public holidays, days off or leave (delete those not applicable)
- when due on night shift, the first or last day of being rostered on, or low penalty rate shifts (delete those not applicable)
- when due on low penalty rate shifts, combined with availability to work high penalty rate shifts or overtime
- on particular days of the week
- in association with a workplace incident or accident
- close to your retirement
- in direct relation to your secondary employment
- during high workload periods resulting in payment of overtime
- due to external obligations in personal life

On __/__/__ you were advised in interview that these absences were not acceptable because (insert reasons from Record of Employee Interview).
On this day, you were also advised that you would need to provide a medical certificate for each sickness absence for the next six months (or lesser period if the employee is on probation), until (insert date). If you do not provide medical certificates during the review period, you may be formally counselled.

Future unreasonable absence levels may also affect your success in applying for vacant positions. Your unreasonable attendance would be identified under a conduct and service check during the selection process and may be used to help determine your competitiveness against other applicants. If continued, your unreasonable attendance may also be recorded under the annual performance appraisal system which is currently being developed and implemented in Ambulance.

On the basis of the facts and trends identified, failure to improve your attendance pattern may result in the following actions or sanction/s being applied to you for a specified period (insert relevant action or actions):

- termination of employment of an employee on probation
- direction to take sick leave without pay for any further unsupported sick leave absences and approval will not be made to pay annual leave for these absences
- withdrawal of access to overtime and/or be taken off the on-call roster
- withdrawal of approval for study leave, and/or
- withdrawal of approval or direction to work less hours in private employment

I have referred your case to the Divisional Human Resources Manager (or insert Human Resources Advisor (Staffing)) for advice or to request an employee health assessment because of concerns about:

- your fitness for duty (and/or)
- your ability to work safely.

Your sick leave suggests or is accompanied by misconduct or a breach of the Code of Conduct because (insert details from Record of Employee Interview). Accordingly, I have referred your case to the Professional Standards and Conduct Unit for advice.

You are invited to use our Employee Assistance Program, which provides professional and confidential counselling to employees for personal and work related problems, if needed. A brochure is attached. A copy of this letter has been placed on your personal file.

Manager's name
Manager's title
Date

Att: Employee Assistance Program brochure

CC: Employee’s personal file
APPENDIX FIVE: Third Letter – Notice of Formal Counselling

Notes: Write a personal letter addressed to the employee’s home address using letterhead for formal issue of this advice to an employee. The letter should be provided to the employee or arrive at their address not less than 24 hours before the counselling session.

This letter should be signed by a manager with the appropriate delegation to implement the actions included on the letter.

Dear

NOTICE OF FORMAL COUNSELLING ABOUT SICK LEAVE ABSENCES

On __/__/__ you were advised in an interview with (insert manager’s name) that your sick leave record was not acceptable, and you needed to provide a medical certificate for each sickness absence for six months (or lesser period for an employee on probation), until (insert date). This was confirmed in a letter to you, dated __/__/__.

Since the above notice you have had ___ more absence(s) without a medical certificate and/or single day annual leave absences that were not approved in advance. Details of these absences are attached.

I have now arranged a formal counselling meeting with you at (insert location, date and time, giving adequate notice and a minimum of at least 24 hours advance notice from the employee’s receipt of the notice).

You may choose to have a support person such as a colleague or a union representative with you at the meeting. Please advise me if you intend to have a person attend the meeting with you.

If required, you may wish to use our Employee Assistance Program, which provides professional and confidential counselling to employees for personal and work related problems. A brochure is attached.

A copy of this letter has been placed on your personal file.

Manager’s name
Manager’s title
Date

Att One: Details of further sick leave absence(s) without medical certificates and/or single day annual leave absences that were not approved in advance, if applicable.

Att Two: Employee Assistance Program brochure.

CC: Employee’s personal file
APPENDIX SIX: Fourth Letter – Outcome of Formal Counselling

Notes: Write a personal letter to the employee’s home address using letterhead for formal issue of this advice. Send the letter with a duplicate to the employee within one week of the formal counselling. The duplicate letter will be signed and returned by the employee, to acknowledge their receipt of the letter.

- This letter should be signed by a manager with the appropriate delegation to implement the warnings, sanctions or actions included in this letter, as delegation will vary within each functional area of Ambulance.

Some paragraphs in this letter are optional, depending on the facts, and are numbered for the purpose of providing these notes. Paragraph numbers do not need to be included in the final letter.

Paragraphs 4 and 8 in the letter should be used only when an employee has previously received formal counselling and this letter has been issued once before.

Paragraph 5 in the letter can be used where sick leave suggests or is accompanied by misconduct or a breach of the Code of Conduct.

Paragraph 7 in the letter, regarding absences during probation, should only be used for an employee during their probation period.

Dear

OUTCOME OF FORMAL COUNSELLING FOR SICK LEAVE ABSENCES

I refer to the formal counselling meeting held on (insert date) which was attended by yourself, and (insert names and titles of all others at the meeting) relating to your continued sick leave absences without a medical certificate, and/or sick leave trends and/or single day annual leave absences not approved in advance (delete where not applicable).

As discussed at the meeting and advised in my letter of (insert date), you have been absent on (insert details) occasions without a medical certificate and/or an unreasonable trend is evident in relation to your absences (insert details).

As advised after your last interview in a follow up letter in relation to sick leave absences dated (insert date of First Letter), you were advised that certain sanctions may be applied.

Consistent with this prior warning and your continued unreasonable absences and trends, you will now be subject during the next six months or the remainder of the original six months period, up to (insert date), to: (insert items from following list as relevant)

- take sick leave without pay for any further unsupported short term sick leave absences and approval will not be granted to take paid annual leave for these absences
- have no access to overtime, and/or be taken off the on-call roster on health and safety grounds
- withdrawal of your engagement in private employment to assist you to reduce your illnesses and improve your attendance,
- a modified approval to engage in private employment for only (enter a specified number) hours per week on health and safety grounds, and/or
- withdrawal of your study leave approval to assist you to reduce your illnesses and improve your attendance.
Your sick leave suggests or is accompanied by a previous referral for misconduct or a breach of the Code of Conduct because (insert details). Accordingly, I have already referred your case to the Professional Standards and Conduct Unit and this is currently being reviewed by PSCU.

As you were previously advised in writing on (insert date of First Letter), your unreasonable absences could affect your success in applying for vacant positions. Your unreasonable attendance would be revealed under a conduct and service check during a selection process. Your unreasonable attendance could also be recorded on your annual performance appraisal review when this is implemented.

If your absences without a medical certificate continue during your period on probation, I may refer the matter to the Chief Executive to determine whether your period on probation should be extended or your employment terminated.

If your absences without a medical certificate continue during the review period specified earlier in this letter, I may refer the matter to the Director Workforce to determine your employment status. This may occur with you being asked to show cause why a recommendation should not proceed to the Chief Executive for termination of your employment.

If required, you may wish to use our Employee Assistance Program, which provides professional and confidential counselling to employees for personal and work related problems. A brochure is attached.

A copy of this letter has been placed on your Personal file.

A duplicate of this letter is enclosed that provides for your acknowledgment of receipt of the letter. I request that you acknowledge your receipt by signing below on the enclosed duplicate and returning the signed duplicate to me at the above address. If you choose not to sign for receipt of the letter, the copy will be placed on your file with a notation to this effect.

Manager’s name
Manager’s title
Date

Att:  Employee Assistance Program brochure

CC:  Employee’s personal file

I acknowledge receipt of the letter regarding the outcomes of formal counselling for my sick leave absences.

-----------------------------------------------------------  -----------------------------------------------------------
Employee’s signature  Date
APPENDIX SEVEN: Formal Acknowledgement of Improved Attendance

**Note:** Write a personal letter to the employee’s home address using letterhead for formal issue of this acknowledgment to an employee.

An Assistant Divisional Manager, Divisional Manager, Director, Corporate Services Manager or other equivalent level manager can sign and issue this letter.

Dear

**ACKNOWLEDGMENT OF IMPROVED ATTENDANCE**

On __/__/__ you were issued a letter regarding the need to improve your work attendance and sick leave record. A review period of six months was set for this improvement, during which medical certificates were required for each absence.

I am pleased to advise that six months has now passed, during which you were able to meet our review requirements. This provides me with the opportunity to compliment you on your improved attendance during this time.

In view of this, I have now decided that your attendance will revert to the normal conditions and reviews that generally apply to Ambulance Service employees and you are no longer required to produce a medical certificate for all absences. However, should your sick leave record again become unreasonable, there will be a need to place your attendance under further review.

A copy of this letter has been placed on your personal file, so that there is a formal record of your improved attendance.

Manager’s name  
**Manager’s title**  
Date

**CC:** Employee’s personal file
APPENDIX EIGHT: Formal Recognition of Good, Long-Term Attendance

Notes: Write a personal letter to the employee’s home address using letterhead for formal issue of this acknowledgment to an employee. Please ensure that there are no other outstanding disciplinary or performance issues being undertaken at the time of issuing this letter.

Assistant Divisional Manager, Divisional or Corporate Services Manager or other equivalent level manager can sign and issue this letter.

Dear

RECOGNITION OF YOUR WORKPLACE ATTENDANCE

I am pleased to issue you with this letter to compliment you on your low number of sick leave absences and your good, long term work attendance record.

A copy of this letter has been placed on your personal file, so that a formal record is available of this acknowledgment.

As you probably know, your good attendance record may assist you when applying for vacant positions as, if you are short-listed during the competitive selection process, your good attendance record would be identified under a conduct and service check.

Additionally, I wish to thank you for your contribution towards the provision of better teamwork, timely services, improved productivity and efficiency of the Ambulance Service through your work attendance.

Manager’s name
Manager’s title
Date

CC: Employee’s personal file
APPENDIX NINE: Related Ambulance Service Policies and Forms

Note: these are available on the Intranet

Ambulance Services Regulation 2005, New South Wales Government Gazette No 107

Promoting a Respectful Workplace, Raising Workplace Concerns Grievance Resolution Procedures, SOP 2009-011

Application for Leave of Absence, Form 106, Form Register

Delegations of Authority, June 2008

Code of Conduct, Professional Standards and Conduct Unit, SOP 2007-012

Family & Community Service Leave, Personal Carer’s Leave and Flexible Use of Other Leave Entitlements, Standard Operating Procedure & Policy: SOP 2007-082

Formal Disciplinary Guidelines, Professional Standards and Conduct Unit, May 2002, issued with Instructional Circular No IC02/19

Guidelines for Staff Selection Panels, Standard Operating Procedure & Policy: SOP

Promoting a Respectful Workplace, Preventing and Managing Workplace Bullying Harassment Free Workplace Policy, SOP 2009-063

Policy and Procedures for Dealing with Gender Based and Sexual Harassment Grievances, Standard Operating Procedure and Policy No ER 6.58

Leave Without Pay, Standard Operating Procedure & Policy SOP 2007-035

Occupational Health and Safety Procedures, SOP 2007-072

Policy and Procedures for Dealing with Drug and Alcohol Use by Staff, Professional Standards and Conduct Unit, July 2003, issued with Instructional Circular No IC03/31

Workers Compensation Policy and Procedures, SOP 2007-073

Occupational Rehabilitation Procedures, SOP 2007-078

Workers compensation and Injury management policy and procedures, SOP 2009-017


Orientation and Induction Policy and Procedure for Corporate Staff, Standard Operating Procedure and Policy No ER 6.63


Various employee performance appraisal schemes implemented across the Ambulance Service

Statutory Declaration, Form 156, Form Register