

# SICK LEAVE MANAGEMENT PROCEDURE<sup>®</sup>

## DOCUMENT SUMMARY/KEY POINTS

The purpose of this procedure is to:

- Provide managers and employees with information about sick leave entitlements.
- Provide managers and employees with the process for managing unsatisfactory sick leave.
- Provide managers with sick leave management procedures to be applied consistently, fairly and in a supportive way to all employees.
- Provide templates to support managers when managing unsatisfactory sick leave.
- This document should be read in conjunction with the NSW Health Policy Directive PD2018\_036 *Leave Matters for the NSW Health Service* and relevant industrial instruments and legislation.

## CHANGE SUMMARY

- N/A – new procedure

## READ ACKNOWLEDGEMENT

- All managers must read, observe and implement the procedures in their department to manage unsatisfactory sick leave absences.
- All other staff must read, observe and understand their obligations under these procedures.

This document reflects what is currently regarded as safe practice. However, as in any clinical situation, there may be factors which cannot be covered by a single set of guidelines. This document does not replace the need for the application of clinical judgement to each individual presentation.

|                        |  |                               |
|------------------------|--|-------------------------------|
| <b>Approved by:</b>    | SCHN Policy, Procedure and Guideline Committee |                               |
| <b>Date Effective:</b> | 1 <sup>st</sup> February 2019                  | <b>Review Period:</b> 3 years |
| <b>Team Leader:</b>    | Workforce Manager                              | <b>Area/Dept:</b> Workforce   |

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## 1 Policy Statement

The impact of sick leave absences is significant to both employees and the services within the Sydney Children's Hospitals Network (SCHN). Frequent or prolonged sick leave absences may indicate an issue with an employee's health or wellbeing while also having a detrimental effect on the Network service provision.

SCHN promotes an active approach to the management of sick leave that is based on the following key principles:

- A commitment to the health, safety and wellbeing of employees;
- Fair application across the organization;
- Active monitoring of sick leave to manage individual cases, and identify and manage organizational contributors to sick leave absences;
- The need to consider the specific circumstances of each case;
- The need to support employees in reconciling their work obligations and private commitments;
- Employee and management responsibility and accountability in accordance with the Code of Conduct.

## 2 Background

The purpose of this procedure is to provide all SCHN employees with clear direction in relation to the taking of sick leave and the management of unsatisfactory sick leave, and provides all the relevant information in one document.

This procedure has been developed in accordance with Section 3 of the [NSW Health Policy Directive PD2018\\_046 Leave Matters for the NSW Health Service](#).

NSW Health also provided two *Information Sheets* ([Leave Matters for the NSW Health Service – Better Practice Guidelines for Sick Leave Management](#) and Better Practice Checklist for Sick Leave Management). The Guidelines and Checklist are intended to assist with the development of local procedures and were used to develop this procedure, they do not provide the specific details that are outlined below.

## 3 Eligibility

**Sick leave is granted to employees only in circumstances of genuine illness or incapacity**

An employee is eligible for paid sick leave when they:

- are incapacitated for the performance of duties by a physical or psychological illness; an injury; or an illness or injury associated with pregnancy or childbirth (but not pregnancy/childbirth itself);

- risk further impairment to their health by reporting for duty;
- undergo treatment by a registered health service provider (as specified in section 6.2 of this procedure) during rostered work hours when
  - the treatment is urgently needed or
  - it is not possible to obtain an appointment outside the employee's rostered working hours, such as for a medical specialist or
- would, as determined by the relevant manager and under the advice of a registered medical practitioner, jeopardise the health, well-being or safety of others by his/her presence in the workplace, for example by exposing other employees to a communicable disease;
- are required to provide care for another family member who is ill or injured. In this case, sick leave is to be accessed as Personal/Carer's Leave in accordance with the NSW Health Policy PD2018\_046 Leave Matters Manual for NSW Health Service and relevant award conditions.

## 4 Entitlement

Employees are entitled to sick leave in accordance with the relevant industrial awards and the NSW Health Policy Directive PD2018\_046 Leave Matters for the NSW Health Service. Award entitlements can be found on the [NSW Health Intranet](#).

**Casual employees** have no entitlement to paid sick leave.

**Temporary employees** employed for periods not exceeding 13 weeks have no entitlement to paid sick leave.

**Part time employees** have a pro-rata entitlement.

**Temporary Exempt Employees** engaged for a continuous period in excess of 13 weeks are entitled to sick leave in the same manner as permanent full-time and part-time employees.

Paid sick leave is accumulative and there is no limit to the total accumulation. It should be noted however that the monetary value of accumulated sick leave is not payable on termination.

### 4.1 First three months of service

Any absence for reasons of sickness or incapacity in the first three months of service will be regarded as sick leave without pay. This will not apply where an employee is able to transfer entitlements under the provisions outlined in Chapter 18 Mobility of leave of the PD2018\_046 Leave Matters Manual for NSW Health Services.

An employee is not entitled to be back paid for any *sick leave without pay* taken during the first three months of employment.

## 4.2 After the first three months of service

Employees become eligible for a full year's entitlement of paid sick leave on the first day of the fourth month of employment (part time employees on a pro-rata basis). In subsequent years further paid sick leave is available on the anniversary of employment.

# 5 Responsibilities

## 5.1 Employees will:

- Take reasonable care of their own health and safety and that of others at work.
- Attend work in accordance with the industrial award and employment contract applicable to them.
- Follow the procedures for
  - Notifying their manager of an absence due to sickness;
  - Maintaining contact with their manager during an absence;
- Providing a medical certificate for absences of more than two consecutive working days unless directed otherwise;
- Submitting a completed leave form as soon as practicable on return to work.
- Schedule all routine or non-emergency healthcare appointments outside rostered work hours.
- Schedule medical specialist appointments outside rostered work hours wherever possible.
- Provide suitable evidence if claiming sick leave for attending any medical appointments during rostered work hours if requested by their manager.
- Complete an 'Application for Leave' form when claiming sick leave.
- Participate in any discussions with their manager related to attendance.
- Provide the necessary notice and evidence as required by these procedures and PD2018\_046 Leave Matters for NSW Health Service to use sick leave as Personal/Carer's Leave.
- Only utilise sick leave for absences connected with ill health.

## 5.2 Managers will:

- Ensure the health, safety and welfare of employees, patients and other appropriate persons in accordance with the Work Health and Safety Act (2011).
- Provide information to new employees regarding
  - NSW Health sick leave policy and local procedures;
  - expectations regarding attendance;

- expectations regarding notification of sick leave;
- details of who to contact when taking sick leave and relevant phone numbers.
- Encourage and promote attendance at work.
- Be responsible for the day to day management of sick leave for their staff.
- Access and run sick leave reports from Manager Self Service (MSS) StaffLink.
- Ensure that employee absence records are accurate and complete. i.e. Ensuring the correct entry is made into HealthRoster regarding the type of sick leave taken, whether or not a medical certificate was provided or if they have requested to have another leave type paid as sick leave.
- Regularly monitor and review attendance levels of their staff.
- Manage unsatisfactory sick leave absences in accordance with this procedure and apply them consistently, fairly and in a supportive way to all employees.
- Ensure flexibility in dealing with the individual circumstances of each case.
- Remind employees of the availability of counselling from the Employee Assistance Program during all meetings.
- Recognise and act on underlying workplace causes that may have contributed to unsatisfactory sick leave absences.
- Proactively identify and address patterns of absences that may require management intervention.
- Take action where there is concern that an employee's illness or injury poses a risk to themselves or others.
- Distinguish between incidents of chronic illness and patterns of unsatisfactory sick leave absences.
- Liaise with Workforce Services for complex and long term sick leave absence matters.

### **5.3 Directors and Senior Management will:**

- Ensure the health, safety and welfare of employees, patients and other appropriate persons in accordance with the NSW Work Health and Safety Act (2011).
- Manage the systemic issues affecting sick leave levels through regular monitoring of sick leave and identifying and analysing trends.

### **5.4 Workforce Services will:**

- Assist managers to apply the NSW Health sick leave policy and local procedures fairly, consistently and in a supportive manner.
- Provide guidance on the range of management options available for managing unsatisfactory sick leave and when to apply them.
- Provide guidance in conducting counselling interviews.

- Support managers when dealing with more complex attendance-related matters.
- Provide support in cases that need to be managed in accordance with the NSW Department of Premier and Cabinet Procedures for Managing Non-Work Related Injuries or Health Conditions.
- Provide support in cases that may require disciplinary action.

## 6 Procedures

### 6.1 Notification of Absence

Employees are required to take all reasonable and practicable steps to personally inform their line manager, or other designated member of staff, of their absence from work. Notifications should be made by telephone. Where possible notification should be given prior to or at the beginning of each shift for which the employee will be absent.

This is in order to minimise disruption to service provision and to allow alternative arrangements to be made. The notification must include the estimated duration of the absence where known.

The Network acknowledges that there may be exceptional circumstances which prevent an employee from meeting the notification requirements, for example, in the case of a severe injury / hospitalisation.

If the employee is absent for more than two consecutive days and has not informed their manager of a return to work date, the manager may contact the employee at home to enquire when they are likely to return and/or make contact with the employee's listed emergency contact if the employee has not made contact.

If the employee is absent for more than a week the manager may contact the employee at home to enquire after their wellbeing and offer support as well as requesting the employee forward a medical certificate provided there are not extenuating circumstances preventing the employee from being able to do so.

### 6.2 Evidence of sickness or incapacity

Employees must obtain medically supported evidence of their illness or incapacity for absences of longer than two consecutive working days, unless there are particular circumstances involved, including where excessive sick leave is being actively managed under the provisions of Section 7 of this procedure.

Employees must complete an 'Application for Leave' form for all sick leave absences. The leave form is to be approved and maintained by their manager.

Medical certificates supporting sick leave absences will be accepted from the following Registered Health Service Providers:

Registered Medical Practitioners; or

for a period of **up to one week** of sick leave, [Registered Health Service Providers](#) including:

- Dentists

- Optometrists
- Physiotherapists
- Nurse Practitioners
- Chiropractors
- Osteopaths
- Oral and Maxillo-Facial Surgeons

Medical certificates should indicate:

the date on which the examination took place;

- the degree of incapacity of the employee; and
- the date the Registered Health Service Provider or Registered Medical Practitioner considers the employee is likely to be able to return to work.

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

Employees claiming sick leave for attendance at medical specialist appointments during work hours may be required to provide proof of attendance for example a Certificate of Attendance, appointment letter or appointment card.

### **6.3 Unpaid Sick Leave**

Absences greater than two consecutive working days not supported by a medical certificate will result in unpaid sick leave from the third day onwards.

If the employee is subject to provisions of section 7 of this procedure and required to produce medical certificates for all absences, any absences without a medical certificate will result in unpaid sick leave.

Unpaid sick leave is entered as SICKUNP in Health Roster.

### **6.4 Managing health and safety risks where an employee may have an illness or injury**

Where managers are concerned that an employee currently at work may have an illness or injury that may pose a risk to their own health or safety, or the health and safety of others at the workplace, they should direct the employee to seek medical advice.

If it is considered that there may be a risk to the employee, other employees or the public by that employee remaining at the workplace for the time it takes to obtain medical advice, the employee may be directed to leave the workplace while the advice is being sought. In such cases, the most appropriate form of leave to be utilised should be discussed with Workforce Services, and will be decided on a case by case basis.

On receipt of the medical advice if the employee is certified fit for duty and the direction to leave the workplace was unnecessary, the employee will have their leave re-credited and/or be reimbursed for any unpaid leave.

If the employee has remained in the workplace while the medical advice was sought and the medical advice is that the employee is not fit for work, the manager should then direct the employee to proceed on sick leave immediately.

Should the medical advice received indicate that the employee is only able to work with restrictions, the manager is required to assess whether the recommended restrictions can be reasonably accommodated and consult with the Recovery at Work Coordinator to develop a suitable Recovery at Work Plan.

## **6.5 Non work related long-term illness/injury or serious incapacity**

Long term absences are defined as equal to or exceeding four consecutive weeks. If an employee is absent from work for this period of time it is usually related to a significant illness, injury or incapacity. Absences of this length have a negative impact on both the employee and the employee's place of work and need to be proactively managed.

It is important that the manager maintains regular contact with the employee in order to clarify information and provide support as required. A common sense approach should be taken in regard to the frequency and type of contact on a case by case basis. The SCHN Recovery at Work Coordinator is available to provide advice to managers if required.

If the employee is likely to be absent from work for two months or more, a formal meeting can be arranged to discuss the absence and the likely date of their return to work. If the employee is not capable of attending a meeting the discussions can occur by telephone or in writing. Depending on the outcome of the discussions and the circumstances of the employee, a further review date may be set or other strategies put in place. Documentation must be kept of any discussions or agreed actions.

If an employee does not appear to be capable of returning to work due to illness or injury, or if the manager has concerns about the employee's fitness to carry out the duties of the position safely, the employee is to be referred for a medical assessment. This could be either with their treating doctor or an independent medical practitioner.

Following the medical assessment a number of options are possible, dependent on the nature of the condition and the health related restrictions. The manager, in consultation with Workforce Services, may consider the following options:

- return to work in current position;
- return to work on reduced hours/duties;
- job redesign to facilitate a return to work;
- return to work in an alternate position for a specific determined period of time;
- return to work on reduced hours on a permanent basis;
- return to work in an alternate position on a permanent basis;
- continued absence for a specified period of time;
- medical retirement;

**The management of long term non-work related injuries or health conditions is in line with the NSW Department of Premier and Cabinet Procedures for Managing Non-Work Related Injuries or Health Conditions and should be referred to Workforce Services.**

## 6.6 Sick whilst on Annual or Long Service Leave

Subject to the provision of medical certificates and sufficient sick leave being available, annual leave or long service leave shall be re-credited where an illness or injury of at least one week's duration occurs during the period of annual or long service leave provided that the period of leave does not occur prior to retirement, resignation or termination of services.

## 6.7 Monitoring Sick Leave using HealthRoster & Manager Self Service

Managers are able to use HealthRoster to generate sick leave reports for all instances of sick leave that have been entered since 2015.

The **Non-Productive Report** provides a breakdown of sick leave taken, however the medical certificate will only show if it is noted Non-Productive. Reports can be run by person, cost centre or grade-type.

Managers are able to use MSS StaffLink to regularly monitor and run the two available reports in relation to employee sick leave.

The **Excessive Sick Leave Report** provides details of sick leave taken, if a medical certificate has been provided and the number of instances the employee has had of sick leave within a defined date period.

The **Medical Certificate Report** reports the requirement for medical certificates and whether they were provided or not.

Refer to the MSS Participant Guide on the SCHN intranet for instructions.

# 7 Management of Unsatisfactory Levels of Sick Leave

Managers are required to regularly monitor and review the sick leave levels and patterns of their employees and actively manage unsatisfactory levels of sick leave.

No action should be taken without attempting discussion and consultation with the employee to ascertain the reasons for the absences or otherwise provide the employee with the opportunity to discuss the matter.

At any point in the process, advice and clarification of appropriate strategies can be sought from Workforce Services.

For a summary of the process see [Attachment 1 - Flowchart](#) and [Attachment 2 - Checklist](#).

## 7.1 Definition of unsatisfactory Sick Leave

Note: an absence is one unbroken period of sick leave.

### ***First Three Months of Employment***

An employee who has three separate absences without a medical certificate.

### ***Frequent Short Term Absences - unsupported***

An employee who has had eight separate absences unsupported by medical certificates in any period of 12 months. Discussions may be initiated where five separate absences have occurred prior to reaching an unsatisfactory level.

Note: Frequent or long term absences supported by medical certificates are to be managed in line with the NSW Department of Premier and Cabinet's Procedures for Managing Non-Work Related Injuries or Health Conditions in consultation with Workforce Services.

### ***Absences Displaying Trends***

An employee who has sick leave absences which display trends such as:

- Periods of absence not certified by medical certificate immediately before or after a public holiday or before or after a period of approved leave (annual leave, long service leave, Allocated Day Off) or on a particular day of the week in a specified period;
- Periods close to where the employee may work overtime;
- Periods of absence associated with workplace health and safety incidents;
- Periods which appear to relate to specific roster patterns.

### ***Prior to Retirement***

An employee who takes large amounts of sick leave prior to retirement.

## **7.2 Unsatisfactory Sick Leave during first three months of employment**

Where unsatisfactory sick leave levels or trends have become evident within the first three months of employment, the manager may arrange an informal counselling session to:

- Explain the negative impact on service delivery caused by frequent absences;
- Reinforce sick leave policies and procedures;
- Identify if there are any underlying causes for the absences;
- Advise the employee of a three month review period;
- Request medical certificates for all further absences;
- Remind the employee of the services of the Employee Assistance Program (EAP).

A written sick leave warning will be issued following the meeting ([Attachment 3](#)).

If further absences of sick leave without a medical certificate occur in the three months after the issue of the sick leave warning, the employee should be given a second sick leave warning and be advised that disciplinary action leading to termination of employment may follow any further absences ([Attachment 4](#)).

### 7.3 Step 1 - Potential unsatisfactory Sick Leave

In the first instance the manager should arrange to meet with the employee informally to discuss their sick leave levels when five separate unsupported absences have occurred or when a trend is emerging.

At this informal meeting the manager should:

- Discuss the effect of absences on other employees, service delivery and the Network
- Identify if there are any underlying causes for the absences;
- Reinforce the sick leave policy and procedures;
- Attempt to resolve any identified problems;
- Agree upon a course of action;
- Make reasonable adjustments to work practices if appropriate;
- Remind the employee of the services of the Employee Assistance Program (EAP);
- Identify if there are any extenuating circumstances for the absences that need to be considered.

Managers should document the informal meeting and continue to monitor sick leave absences.

### 7.4 Step 2 - Sick Leave absences become unsatisfactory

Once the sick leave level has become unsatisfactory, the manager should advise the employee that a formal meeting will be held to discuss their sick leave absences and issue an invitation to the meeting, giving at least 24 hours' notice ([Attachment 5](#)).

At this meeting the manager should:

- Remind the employee of the SCHN sick leave procedures and the implications of unsatisfactory attendance;
- Explore underlying reasons for the unsatisfactory sick leave;
- Discuss possible solutions;
- Set targets for improving attendance and/or notification;
- Outline the consequences of continuing unsatisfactory sick leave;
- Require a sustained improvement - managers should determine and communicate how this would be demonstrated on a case by case basis;
- Explain that the follow up review date and possible requirement to provide medical certificates for all future absences will be determined following the meeting and the employee informed in writing;
- Remind the employee of the Employee Assistance Program (EAP).

Determination of the appropriate follow up review date is dependent on each individual case and can be determined in consultation with Workforce Services. The employee will receive a letter outlining the unsatisfactory sick leave levels, the matters discussed at the meeting, the

requirement for medical certificates (if appropriate), the requirement for improvement and the date for the follow up review. This letter serves as an *initial sick leave warning* ([Attachment 6](#)).

A sick leave warning need not be issued if the manager assesses that the circumstances don't warrant it. Matters that may justify the non-issue of a sick leave warning may 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 sick leave or special circumstances;
- Where the employee has a chronic illness, supported by medical certificates, which is being treated and could be resolved in the short to mid-term. These cases must be discussed with Workforce Services

Records of actions taken should be kept on the employee's personal record (e.g. counselling, an initial sick leave warning, or a decision to keep the matter under review). Copies of all letters are to be kept confidentially within the Department.

The employee's sick leave absences should be monitored over a 6 month period by the manager to determine if the attendance records show sustained improvement.

## 7.5 Step 3 – Review

Where an employee shows improvement in their attendance during the review period stated in the sick leave warning letter, the monitoring of attendance will revert to normal and no further action should be taken. The employee will be notified in writing by their Manager. ([Attachment 7](#)).

If insufficient improvement is noted in the review period, the employee will attend a follow up formal meeting to further discuss her/his/ reasons for the continued unacceptable absence levels ([Attachment 8](#)).

At this meeting the manager should:

- Discuss sick leave records over the review period;
- Explore any new reasons for the unsatisfactory sick leave;
- Review the success of any strategies that were implemented during the review period
- Set new targets for improving attendance and/or notification;
- Discuss the requirement for provision of medical certificates for all future absences if appropriate;
- Outline the consequences of continuing unsatisfactory sick leave;
- Require a sustained improvement - managers should determine and communicate how this would be demonstrated on a case by case basis;
- Remind the employee of the services of the Employee Assistance Program (EAP).

Following the meeting, and in the absence of any mitigating circumstances, the employee is to be issued, (approval in line with the [Delegations Manual](#)) with a second sick leave warning and the employee will now be required to produce medical certificates for all sick leave absences ([Attachment 9](#)).

The review period can be determined on a case by case basis.

## 7.6 Step 4 - Further action

Where the employee shows a sustained improvement in their attendance during the review period following the issuing of the second sick leave warning, the monitoring and requirement to produce medical certificates will cease ([Attachment 7](#)). The employee will be notified in writing by their Manager.

If, after two sick leave warnings have been issued and all relevant strategies to support the employee have been implemented, there is no sustained improvement, appropriate further action should be taken dependent on whether the absences have been supported by medical certificates or not.

### 7.6.1 Unsatisfactory Sick Leave supported by Medical Certificates

An employee who has been issued with two sick leave warnings and who continues to have unsatisfactory sick leave absences supported by medical certificates will need to provide evidence of their fitness to fulfil the inherent requirements and job demands of their position. The Manager will meet with the employee to request their written consent for the Network to obtain further advice from their Nominated Treating Medical Practitioner (NTD). The Manager will provide the employee with documentation to be provided to the NTD, this should also include a copy of their position description so that the employee's NTD can understand the requirements of the role they perform. ([Attachments 10 and 11](#)).

If the Treating Medical Practitioner provides a reason for the high level of sick leave absences the employee should be managed in line with the NSW Department of Premier and Cabinet Procedures for Managing Non-Work Related Injuries or Health Conditions. Managers should seek advice and support from Workforce Services on this process.

If the Nominated Treating Medical Practitioner does not provide a reason for the high level of sick leave absences or the employee refuses to provide information, Workforce Services may direct the employee to attend an independent medical assessment in order to obtain further information in regard to the employee's health and circumstances.

### 7.6.2 Unsatisfactory Sick Leave unsupported by Medical Certificates

An employee who has been issued with two sick leave warnings, who continues to have unsatisfactory sick leave and fails to provide medical certificates for all absences, may be subject to further disciplinary procedures. ([Attachment 12](#)).

## 7.7 Disciplinary action

It should be noted that the sick leave warnings issued in relation to unsatisfactory sick leave are in line with the NSW Health PD2018\_036 Leave Matters for the NSW Health Service and must be done by the appropriate Tier 3 Manager in line with the Delegations Manual.

Any disciplinary procedures initiated for employees who continue to have unsatisfactory sick leave following the issue of two sick leave warnings will be managed in line with NSW Health [PD2018\\_031 Managing Misconduct](#) or [PD2016\\_040 Managing for Performance](#) and the provisions under the [Government Sector Employment Act 2013](#) as appropriate. A brief outlining the circumstances, efforts that have been made to address the unsatisfactory sick leave and any relevant information should be sent to the appropriate Tier 2 Director to make

a decision in relation to disciplinary action, up to and including termination of employment. A sample brief is attached ([Attachment 13](#)).

## 7.8 Procedural fairness

Managers must ensure that procedural fairness is observed in all actions that are taken in relation to sick leave absences. This includes:

- Advising the employee when their sick leave becomes unsatisfactory;
- Always providing the employee with the opportunity to comment on absences considered to be unacceptable or unsatisfactory;
- Managing absences in a structured, fair and consistent manner;
- Ensuring counselling precedes any sanctions (e.g. requirement for medical certificates) which includes clear indications of next steps.

## 7.9 Return-to-work meetings

Managers are encouraged to conduct return-to-work meetings, however brief or informal, when the employee returns to work after each absence. This provides the manager with the opportunity to:

- Demonstrate support and concern for the health of the employee;
- Investigate underlying reasons for the absence/s and any strategies to deal with the situation;
- Outline the impact on the organisation and fellow employees;
- Reinforce desirable attendance attitudes;
- Provide a level of scrutiny that discourages unnecessary sick leave;
- Discuss the implications of continued absence and availability of the Employee Assistance Program;
- Set individual targets for improvement;
- Discuss the option of a medical assessment to review the employee's ongoing fitness for duties.

Managers must record any actions agreed in return-to-work meetings and provide a copy to the employee.

## 7.10 Changes to work location/Ward/Department

The management of unsatisfactory sick leave is a process carried out over several months and this could coincide with the affected employee being moved to other locations within the Network. To ensure that the employee's leave is adequately managed, it is the responsibility of the current line manager to ensure that any written records regarding the employee's unsatisfactory sick leave are transferred to the new manager.

## 8 Documentation

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| Attachment 11 | <a href="#">Authority for Release of Medical Information</a>         |
| Attachment 12 | <a href="#">Commencement of Disciplinary Action Letter</a>           |
| Attachment 13 | <a href="#">Brief to commence disciplinary process</a>               |

## 9 Audit

This process is audited through a variety of means including:

- Sick Leave Reports
- StaffLink
- Manager's records
- Workforce Services

## 10 References

1. NSW Health Policy Directive Leave Matters for the NSW Health Service (PD2018\_036)
2. NSW Health Information Sheet 1: Leave Matters for the NSW Health Service – Better Practice Guidelines for Sick Leave Management
3. NSW Health Information Sheet 2: Leave Matters for the NSW Health Service – Better Practice Checklist for Sick Leave Management

4. NSW Department of Premier and Cabinet Procedures for Managing Non-Work Related Injuries or Health Conditions
5. NSW Health PD2018\_031 Managing Misconduct
6. SCHN Delegations Manual- Policy No: 1/A/12:9050-01:00 (section 11)  
(Acknowledgement) – SESLHD Management of Sick Leave Procedures

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## Attachment 1 – Flow Chart

