



Endeavour Multi Academy Trust

MANAGING ATTENDANCE AT WORK POLICY

Who the Policy Covers

This policy applies to the recruitment and selection of all employees and potential employees.

Any reference to “the trust” refers to The Endeavour Multi Academy Trust.

Policy Scope

This policy strives to ensure the wellbeing of employees at work, through support, advice and help where underlying health issue are contributing to their absence in order to encourage consistent high levels of attendance. It recognises that whilst a certain level of sickness may be inevitable, a reasonable balance must be maintained between the needs of the business and those of employees to take time off from work due to sickness. This policy outlines what is expected from managers and employees when such situations occur (both short and long term sickness absence) in order to ensure that support and treatment is consistent, lawful, fair and equitable. The Code of Practice details the responsibilities of both parties and the mechanisms put in place to underpin our policy.

The trust expects its employees to take responsibility for managing their own health wherever possible to ensure regular attendance at work, and to engage fully in the attendance management process when sickness absence occurs.

The trust will use the Bradford factor scoring system to monitor all sickness absence, and employees not meeting the expected standards of attendance will be managed under the terms of this policy.

Sickness absences arising from and related to maternity, pregnancy, disability (Equality Act 2010), critical illness, or where the employer accepts that there has been an accident on duty in considering whether formal action is appropriate will normally be discounted

from the Bradford score. An exception to this may be where reasonable adjustments have been agreed and put in place, but sickness absences continue to occur.

The trust will manage attendance through the use of Return to Work Discussions which will be conducted each time an employee returns to work following any period of sickness absence.

Policy Principles

The three stages of managing attendance are progressive and intended to remind and enforce the attendance standards that are expected from all employees, with support mechanisms to encourage this. The manager must consider formal action at the appropriate stage where the Bradford score is 150 or above, after taking account of absences that are normally discountable.

The policy applies from the first day of employment, although an employee must never unknowingly find him or herself under consideration of the formal attendance procedure.

Sometimes conflict with others at work can lead to employees taking sickness absence. In these circumstances mediation can be particularly helpful, providing a process for the parties involved to explore their issues in a safe and confidential environment, paving the way to a successful return to work.

This policy and its supporting procedural documents provide a framework to manage attendance issues in ways that are founded on the principles of:

- effective support in the handling of sensitive and complex matters
- recognising disability related conditions and issues in the workplace and taking appropriate action to mitigate the effect of these
- equity and fairness of treatment
- consistency of application of the process and procedures agreed for handling sickness absence and attendance issues
- timeliness (in accordance with reasonable timelines).

Tool Kit & further information

1. For more information on how to apply this policy visit the following documents:

- When an Employee Goes off Sick
- Return to Work Discussions

- Formal Absence Process
- Managing Long Term Absence (including dismissal)

2. Employees are expected to engage appropriately with this policy insofar as they are affected by it. Abuse or misuse of this policy is unacceptable and may give rise to action under the trust's formal procedures.

3. Information recorded during this process may on request be disclosed to any party involved in the process (subject to exemptions). When a request for information is received, it would need to be established if the requested information is the requestor's personal data. The request would then be assessed to identify if there are any exemptions from release, for example, would release put another person at harm. Written requests for information will be subject to the Data Protection Act 1998 and the Freedom of Information Act 2000.

4. For more information on associated trust policies select from the following:
Accidents at Work, Staff Counselling Help with Being a Parent/Maternity Leave

5. For additional training

6. For information on Occupational sick pay and governing legislation

7. Further background information on this topic is available on the following websites:

www.bis.gov.uk/

www.acas.org.uk

www.lg-employers.gov.uk

See also national conditions of service and local agreements before determining or issuing advice.

Amended: **May 2018**

Review date: **May 2021**

Managing Attendance at Work – Code of Practice

Reporting Sickness is specific to each school:

Cherry Trees School:

Employees are required to personally contact either the Headteacher or Office Manager after 6.00am on the first day of absence. When the school lines open at 8.30am, employees are expected to ring and speak to a member of staff in the office, to inform them of the nature of the illness and to give an indication of the possible length of absence.

On Day 4 - Employee is required to contact the Headteacher or Office Manager to update on their absence.

On Day 7 - Employee is required to contact the Headteacher or Office Manager again, and produce a Doctor's fit note within 5 working days.

From Day 8 onwards the employee is required to:

- Produce ongoing Doctor's fit notes until they return to work or employment ceases.
- Update their manager at least every two weeks with their progress.
- Engage with Occupational Health and Human Resources regarding referral appointments and absence visits.

Wightwick Hall School:

Employees are required to telephone into school by 07.30 on the morning of their absence. When the school lines open at 8.00am, employees are expected to ring and speak to a member of staff in the office, to inform them of the nature of the illness and to give an indication of the possible length of absence.

On Day 4 - Employee is required to contact the Headteacher or Office Manager to update on their absence.

On Day 7 - Employee is required to contact the Headteacher or Office Manager again, and produce a Doctor's fit note within 5 working days.

From Day 8 onwards the employee is required to:

- Produce ongoing Doctor's fit notes until they return to work or employment ceases.
- Update their manager at least every two weeks with their progress.

- Engage with Occupational Health and Human Resources regarding referral appointments and absence visits.

Failure to Produce a Fit Note

- Failure to produce a fit note within 5 working days of it being due may result (except in exceptional circumstances) in the withdrawal of occupational sick pay from day 13.

Maintaining Contact during the Absence

Short term absence

- The manager has a duty of care and should take steps to find out why their employee is not well; the nature of their illness and what steps they are taking to deal with it.

Long term - absences of more than 20 days

- At the point it becomes known that the absence will be of more than 20 days the manager should meet with the employee and arrange a referral to Occupational Health if one has not already been made.

Did you know?

Starting everyday activities again, like going to work, will help you feel better.

Any remaining pain or discomfort you feel can often be managed with the right adjustments at work.

Work, when well-managed, is good for your health, but staying off work can make you feel worse.

Talk to your manager; keep in touch with your manager about your sickness. Tell them about any advice your doctor has given you, like how long you may be off work and what your manager can do to help you return to work. Ask for news from work to help you feel part of what is going on.

Remember if you do not contact your manager or provide relevant information, they will have to make decisions about you without knowing your needs.

You should meet with the Occupational Health Unit about what help you might need to return to work. They will not discuss your health without your consent. They do have a duty to inform your manager about any reasonable adjustments you need if you are disabled or if your health and safety is at risk.

Talk to your doctor about your work:

Tell your doctor about your job and ask about:

- going back to work;
- any work tasks that need adjusting on a temporary or permanent basis to allow you to return;
- any side effects of treatments or medications that could affect your work.

Your manager can help you while you are off work:

Staying in touch with your manager will help you both to plan your return to work. Talk to them about what they might be able to do to help you.

Actions they can take include:

- taking advice from you, your supervisor and your trade union
- using this advice to put together a return to work plan setting out any adjustments to your job or changes control measures before you return;
- making sure everyone involved agrees the plan.

Here are some examples of adjustments your manager may be able to make:

- starting you back on shorter hours, then increasing them within an agreed timescale up to 4 weeks;
- adapting or changing the equipment you use at work to make it safe and comfortable;
- starting you with a reduced workload or work at a slower pace and then building it up to normal within 4 weeks
- adapting your job by replacing or reallocating tasks on a temporary or reviewable basis.

Make sure you understand the effect of such adjustments on your pay.

Your manager needs to put in place reasonable adjustments to prevent work arrangements from harming your health after you return to work.

Sometimes you or your manager may need professional or specialist advice from other organisations or schemes such as Access to Work (AtW) where you have a disability. Your medical information and needs will only be discussed with your consent.

Returning to work:

- It can help to visit work informally during lunchtime or coffee breaks to help you catch up on what has been going on whilst you have been away.

- Your manager will want to welcome you back and check how you are feeling. Use this opportunity to discuss your return to work plan and any support you need.
- Help your manager to look at your progress and to make any changes needed to your return to work plan.

Regular contact between a manager and their employee who is off sick makes that employee feel valued and helps them to feel better. It is also an important way of enabling managers to consider what adjustments an employee may need and to plan for their return to work. However contact can be a sensitive issue for both sides. See if you can help by:

- taking part in discussions on how you will be contacted
- engaging in home visits or return to work discussions
- communicating with managers regularly and updating them on your absence and your illness.

Return to Work Discussions on Return from Sickness Absence:

The RTW discussion enables a manager to identify the cause of the absence and should be carried out as soon as possible, ideally on the day of return and normally within 10 days.

Managers must complete the relevant paperwork and update on-line system for schools (or arrange for it to be updated where no direct access) to show that a RTW discussion has taken place, and keep a local record of the discussion taking place. Return to Work discussions must take place following every absence to ensure that an employee will never unknowingly find him or herself under consideration of the formal Attendance Procedure.

Investigate:

Thoroughly review their absence record before the meeting.

E.g. if you are conducting a return to work discussion, you should be able to tell the employee what their Bradford score is.

Outcomes:

Decide what the ideal outcome of the conversation is.

E.g. explore solutions that will improve their pattern of absence.

Materials:

Prepare any materials needed for the meeting, such as extra copies of documents for the employee e.g. a copy of their sickness absence record.

Location and Environment:

A difficult conversation should always be conducted in private to ensure confidentiality; so that neither party is embarrassed; and so that both are able to speak freely. For Return to Work discussions it's more effective to have a face-to-face conversation; however it is acknowledged that for some groups of staff having the conversation over the telephone might be considered appropriate.

Time:

Allow sufficient time to enable a full and proper discussion. If the conversation cannot be finished in the allocated time, agree another time to meet back up.

Communicate:

Communicate the issue clearly so that there are no misunderstandings.

Demonstrate why the issue is important e.g. the impact their absence is having on the service and colleagues. Explain that you want a successful outcome to the meeting

Listen:

Take time to listen and gather useful information about the issue.

Key Conversation Pointers

Ask for the employees' view to help find an appropriate solution to the issue. Exploring the issue could also help you to find out more about the individual and the team.

Use open questions such as "what is your view on that?"

Listen to and acknowledge the employee's point of view.

Discuss the pros and cons of the different options with the employee.

Ask if you have not understood what has been said.

Summarise the main points of what the employee has said.

Check that the employee has understood what you have said.

Agree what action needs to be taken, by whom and when.

Disability

The implementation of the Equality Act 2010 places certain obligations on employers.

- It is unlawful to discriminate against a disabled person for reasons related to their disability.

A further obligation is that of reasonable adjustments.

Disability and Reasonable Adjustment:

The trust is expected to take reasonable steps to find out if a person is disabled and requires reasonable adjustments, but as many disabilities are not obvious, it also relies on employees to bring their disability and its impact, to the attention of their manager.

Managers should be proactive when they become aware that an employee is disabled, has a disability which worsens, or suffers a temporary or permanent disability as a result of a critical illness (for example, cancer or multiple sclerosis). In these cases it is essential to liaise with individuals and rely on advice provided by their GP/Consultant or OHU.

The Equality Act 2010 means that an employer, or person acting for the employer such as a Line Manager:

- **Must not** directly or indirectly discriminate against a disabled person;
- **Must not** treat a disabled person less favourably for a reason related to his or her disability, unless that treatment can be justified;
- **Must** make reasonable adjustments in the recruitment and employment of disabled people. This can include, for example, adjustments to recruitment and selection procedures, to working arrangements and physical changes to the premises or equipment.

What might be a reasonable adjustment?

- An adjustment to the premises
- Allocating some of the disabled person's duties to another person
- Altering the person's working hours
- Working from home if possible
- Allowing the person to be absent for reasonable periods during working hours for assessment or treatment
- Allowing the person a higher than average level of sickness absence for absences related to their condition which may be appropriate for their condition
- Acquiring or modifying equipment
- Providing a reader or interpreter

When is an adjustment reasonable?

Would the adjustment be of significant benefit to the disabled employee? How much will a reasonable adjustment reduce the disadvantage? The more effective an adjustment is in reducing disadvantage, the more reasonable it is likely to be.

Practicality of the change:

What are the options for adjustments? What is the relative ease or difficulty of the options?

If disadvantage can easily be removed by changing the way things are done, or the equipment that is used, then the adjustment is likely to be considered reasonable.

Financial costs and extent of any disruption caused:

What are the costs involved? These must be provided for within the local or Service budget. How much disruption will result from this adjustment? Will the adjustment impact on others in the team?

Financial help from government schemes such as Access to Work, following initial contact by the employee, may be able to help in providing and funding reasonable adjustments for employees.

Bradford Score:

Absences related to disability should normally be discounted from the Bradford calculation when deciding whether to issue a formal warning, however where absences continue to be excessive despite having put all reasonable adjustments in place, the manager may decide to notify the employee that they will be included from that point. This action should only be considered with advice from HR.

Manager's Disability Checklist.

| Action | Date Completed | Comments/Review |
|--|----------------|-----------------|
| 1. Where disability is known or suspected, arrange to discuss this with the employee as soon as possible. | | |
| 2. Investigate how to appropriately support the employee and ensure that adjustments are put into action quickly. | | |
| 3. Ensure the employee completes the DSE checklist and arrange for a DSE workstation risk assessment to be undertaken (where appropriate). | | |

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|---|--|--|
| 4. Ensure that they can continue to work safely in their current role. | | |
| 5. Contact OHU for advice. | | |
| 6. Make sure that appropriate records are captured on their HR record. | | |
| 7. Hold regular reviews with the employee to ensure that the adjustments continue to be of benefit. | | |

Phased Returns (following long term sickness absence):

- May follow a prolonged period of absence where the employee is not fully fit to resume normal duties.

Termination of Contract:

- May be appropriate where an employee is unable to fulfil the terms of contract on the grounds of continuing sickness absence.

The Bradford Score:

The Bradford Factor is used to calculate the Bradford Score in a rolling 12 month period, which in turn is used to measure levels of employee sickness absence.

Bradford Score Explained:

Sickness absence monitoring at the trust is based on the Bradford Score. The Bradford Score is a number of points accrued during a rolling twelve month period, based on the following formula:

$$\text{No. of absences} \times \text{No. of absences} \times \text{total days} = \text{Bradford Score}$$

The Bradford Score provides a mechanism for addressing unacceptable attendance levels or attendance patterns, at work. A Bradford Score of 150 points is considered to be unacceptable, and will be the trigger, initiating the process of formal management, as part of the Managing Attendance at Work procedure.

The examples below illustrate the accumulation of absence that can typically trigger the formal process with a Bradford Score of at least 150.

Employee A - Has 4 absences. 1 of 4 days and 3 of 2 days, providing a Bradford Score of $(4 \times 4 \times 10)$ 160 points

Employee B - Has 4 absences. 3 days each providing a Bradford Score of $(4 \times 4 \times 12)$ 192 points

Employee C - Has 6 absences. 1 day each providing a Bradford Score of (6x6x6) 216 points

Employee D - Has 5 absences. 1 of 4 days, 1 of 3 days and 3 of 1 day, providing a Bradford Score of (5x5x10) 250 points

Employee E - Has 1 absence. 1 of 150 days (about 5 months), providing a Bradford Score of (1x1x150) 150 points

Patterns of Sickness Absence

Managers should be proactive in discussing patterns of absence that raise concern with the employee.

Such patterns may be identified as:

- frequent absenteeism on Fridays/Mondays
- absences regularly falling within recognised school holidays or following Bank Holidays
- when annual leave entitlement has been exhausted or a request for leave have been refused for operational reasons

where a manager believes absence may be a conduct issue this should be dealt with under the trust's Disciplinary Policy.

Triggers for Formal Action:

Stage 1:

Stage 1 - Where the Bradford score is at least 150 points

When an employees' attendance first becomes a concern at Stage 1 of the formal procedure, the manager will review their absence record in detail. After normally discounting any absences due to accidents on duty, pregnancy/maternity, critical illness or disability, and where following adjustment the score remains at least 150 points, a formal Stage 1 meeting will be arranged.

The warning will remain live for 6 months.

Stage 2:

Stage 2 will be considered for any employee within 6 months of a Stage 1 being issued, where:

- they have a Bradford score of at least 150 points, and
- have incurred 2 further absences, or
- one further absence of 10 days or more.

Alternatively, Stage 2 will also be considered for any employee who has previously received two Stage 1 warnings within the preceding 2 years.

In either of the above circumstances, their manager or a more senior manager (in line with the Scheme of Delegation) will invite them to a Stage 2 meeting.

The warning will remain live for 9 months.

Stage 3:

Stage 3 will be considered for any employee within 9 months of a Stage 2 being issued, where:

- they have a Bradford score of at least 150 points, and
- have incurred 2 further absences, or
- one further absence of 10 days or more.

Alternatively, Stage 3 will also be considered for any employee who has previously received two Stage 2 warnings within the preceding 2 years.

At this stage the meeting must be chaired by a senior manager with delegated powers to dismiss.

Discountable Absences:

Absences related to:

- Disability
- Critical illness
- Accident on duty
- Pregnancy and maternity

are normally discounted from the Bradford score when considering formal action, although the manager may still need to explore any steps or measures which might help improve the employee's attendance, including referral to Occupational Health. If there is a dispute as to whether an absence should/should not be discounted, the manager must seek advice before making a final decision.

Absence due to accidents on duty or related to disability - are normally discounted. However, the manager may need to explore whether there are any steps which might improve the employee's attendance record and consider whether Occupational Health advice should be sought. Where there is any dispute as to whether an absence is disability related or due to an accident on duty, further advice may need to be sought or carry out further investigations before progressing.

Critical Illness absences - are normally discounted.

Where an employee has a critical illness (e.g. cancer or MS) and this affects their return to work, their manager should work with them to make reasonable adjustments for them to continue to work. This may involve bringing in Access to Work, a scheme which is run by the Department for Work and Pensions. Depending on the illness the employee may wish to carry on working during treatment either full time or part time. Managers can assist this by:

- offering a more flexible approach to work (i.e. by changing hours)
- arranging for "light duties" for a period
- allowing short breaks every now and then to rest
- working from home if possible

There may be a need to take further time off for treatment and follow up procedures employees should discuss this need with the line manager. If this involves a further extended period of absence this will be treated as sickness.

Absences that are related to critical illness will normally be discounted from the Bradford Score when deciding whether to issue a formal warning, however where absences continue to be excessive, and where the employee has been advised accordingly, the manager may decide, in accordance with the Equalities Act 2010, that a formal warning is appropriate.

When it comes to critical conditions (for example, cancer or multiple sclerosis) it is essential to liaise with individuals and rely on advice provided by their GP/Consultant or OHU regarding adjustments such as phased return to work where this is needed. It is important that managers treat each case on its merits and try to balance what is appropriate for the individual with the requirements of the business.

Pregnancy related absences - are normally discounted, but the manager should ensure that a risk assessment has been carried out.

Non-sickness absence - would not count, however if an employee is unable to get to work for some non-sickness reason e.g. caring responsibilities, the manager must discuss this with them in order to address the issue and identify what assistance may be available (with reference to the trust's Time Off Policy).

Hospital appointments - these would not usually be classed as sickness absence but this depends on the nature and/or duration of the appointment.

Part Day, Split Shifts and Linked Absences:

Part-day absences - are normally discounted in respect of the Bradford Score, however if the level of part day absence (i.e. part of their usual working day) becomes unmanageable or if the employees absence record becomes unacceptable this privilege can be revoked with prior notification at any time. The return to work discussion must still take place after a part-day absence. Linked absences - an employee may resume work before they are fully fit to do so, resulting in another quickly following period of absence. In these instances

where close consecutive absences occur the manager should consider whether an absence is considered 'linked' and whether it should count towards the Bradford Score or not.

Split Shifts - where an employee has attended for part of their shift and then reported sick, this would be treated in line with the part-day absence process described above, except where the absence continues beyond one shift/day.

Formal Attendance Procedures

- Consists of three formal stages leading up to (and including) consideration of dismissal.

The Right to be Accompanied

- Employees have the right to be accompanied by a companion at any meeting that forms part of the formal attendance management procedure. A companion may be a trade union representative, a fellow worker, or an official employed by the trade union.

Non Attendance at Formal Meetings

- At any stage of the formal process if an employee declines to attend the meeting or is prevented from attending, the meeting may still proceed in their absence, at the discretion of the person or those conducting the meeting.
- The person conducting the meeting may request that the employee be offered a further opportunity no later than two weeks from the original date. If non-attendance is due to sickness the employee must produce a fit note, which clearly states that they cannot physically attend the meeting.

The Formal Stages

Note: During any stage of the formal process, where two same stage warnings (i.e. two Stage 1's) have been issued within the preceding two years the formal procedure may be escalated automatically to the next stage if the sickness absence standards are breached.

Stage 1

- Bradford Score is at least 150. The manager (usually their line manager) must review their attendance record and consider the actions appropriate at this stage. These considerations must be well documented by the manager and retained on file against the absence record.

Where formal process is to take place the manager should:

Background:

The sickness absence record of the employee has now reached a Bradford score of 150 as such their pattern of attendance has fallen short of the required standard (and additionally at Stages 2 or 3, has incurred a further 2 absences or one absence of at least 10 days).

Documentation:

Template documents are available to help you carry out this process:

- an invitation to a formal meeting
- decision notes of a formal meeting
- an outcome letter where no warnings are given or decision not to dismiss
- an outcome letter where a warning is given or dismissal notice issued.

You should ensure that you have the relevant return to work paperwork to refer to in the meeting. Templates can be accessed via the HR providers website, under resources.

Purpose:

The formal meeting provides the employee with an opportunity to explain or expand on the circumstances regarding their absence, including reasons as to why a formal warning should not be issued e.g. if it is revealed that a previously counted absence was due to disability, and so should be discounted.

You should speak to Human Resources in advance of the meeting if you anticipate that any of the sickness absences are related to disability, maternity, critical illness or where the trust has accepted that an accident on duty occurred. Where you need to seek advice from Human Resources or OHU during the formal meeting, it can be adjourned or postponed.

Up-to-date medical evidence (not more than 3 months old) must be obtained and considered in reaching a decision at Stage 3.

Arranging the meeting:

14 calendar days

- Invite the employee to attend a meeting, giving at least 14 calendar days' notice.
- In addition at Stage 3 only - allow 7 calendar days from receipt of notification for the employee to put forward written considerations against dismissal.

Seeking Advice:

You should consult Occupational Health or the HR provider at any stage if you feel you are unable to judge the effect or impact of mitigating factors on their absence. This is particularly appropriate if there is the possibility that the employee's absence(s) may be attributed to a disability.

Meeting Notes:

Irrespective of the action you decide to take you must include notes of the meeting and reasons for making your decision, including any absences discounted under one of the four categories.

Written Confirmation:

You must confirm your decision in writing to the employee. A standard letter is available from the HR provider's website for this purpose which should accompany a copy of your notes.

Confidentiality:

It is important to remember that all the information you will have access to must be treated in the strictest confidence.

Delays in dealing with the case:

If you have to delay dealing with the case for a legitimate and substantial reason, please ensure that you discuss this with HR and that the employee is notified.

Some absences may be disability related and so managers may need to determine these with assistance from HR and/or OHU, and decide if reasonable adjustments are possible for the employee to be able to complete the task demanded by the job.

Stage 2

- Bradford score of at least 150 points and where two further absences or one absence of 10 days or more, has occurred during the 'life' of the previous Stage 1 warning. In such cases the manager will call the employee to a Stage 2 meeting with a more senior manager.
- A meeting is held to advise the employee that their attendance is unsatisfactory and Stage 2 issued. Should they incur a further two absences, or one absence of 10 days or more they will be facing Stage 3 of the Attendance Procedure at which point their dismissal will be considered.

Stage 3

- Bradford score is at least 150 points and where two further absences or one absence of 10 days or more, has occurred during the 'life' of the previous Stage 2 warning.
- Manager to invite the employee to a formal meeting allowing 14 calendar day's notice of the meeting.
- Where the decision is to dismiss the employee will be advised accordingly in writing and informed of the last day of service, setting out their appeal rights.
- The expiry or otherwise of an employee's payments under the sickness absence scheme will not affect the decision.

Where a decision is taken not to dismiss at Stage 3 the employee will return to Stage 2 of the procedure, the attendance standards appropriate to that stage will apply, and any other measures and/or reasonable adjustments will be considered.

Where an employee fails to co-operate with efforts by the manager to establish the true medical position (for example – fails to attend OHU) a decision concerning future employment will be made based on the information currently available.

Right of Appeal

- Where their senior manager chooses to issue a formal warning, the employee will have a right of appeal at all stages to a more senior manager (usually within 14 calendar days of the warning being issued, but this may be reasonably extended to provide opportunity for union representation).

Expired Attendance Warnings

- **Stage 1:** A copy of the first stage written warning should be kept on file, but will lapse after 6 months, subject to satisfactory attendance standards being maintained.
- **Stage 2:** A copy of this written warning should be kept on file but will lapse after 9 months, subject to satisfactory attendance standards being maintained.
- **Stage 3:** Where a decision not to dismiss is made, this decision should be documented and retained on file. The employee will then return to their original stage 2 warning and its applicable expiry date.

