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Managers should make a file note of what was discussed at the meeting and any actions that were agreed upon. A file note template can be found on the QHEPS managers toolbox [here](#).

## 5.3 Step 3: Formal action

### 5.3.1 Consultation with HR for support and advice

The focus of this step is on providing a formal, structured approach to managing unsatisfactory attendance. It is appropriate to commence formal action when employees continue to have unsatisfactory attendance levels following informal actions (steps 1 to 2).

It is recommended that managers consult their local HR unit prior to commencing formal action. Following consultation with HR, managers should arrange a formal meeting with the employee to discuss the concerns about their attendance and advise them a performance improvement plan may be implemented, which will aim to assist them to improve the employee's attendance to a satisfactory level.

An employee should be provided with:

- sufficient information about the purpose of the meeting
- at least 48 hours' notice of the meeting
- an opportunity to bring a support person if they wish to.

### 5.3.2 Development of Performance Improvement Plan

A Performance Improvement Plan (PIP) - hereafter referred to as a PIP - should be developed in accordance with the Department of Health [HR Policy G11: Performance Improvement](#).

If a manager has concerns about poor or under performance of an employee, following a period of performance monitoring, they may refer the process to an authorised delegate to consider commencing a performance improvement process.

The delegate is as listed in the relevant [Department of Health Human Resource \(HR\) Delegations Manual](#), or Hospital and Health Service Human Resource (HR) Delegations Manual, as amended from time to time.

Managers may wish to draft a PIP prior to the meeting as a starting point for discussion; however, the final PIP should be jointly developed between the manager and employee.

At a minimum, the PIP should state:

- the duration of the PIP, including start and end dates
- the attendance issues being addressed

- expected outcomes (these should be specific and measurable)
- the parties responsible for undertaking required actions
- frequency of review meetings and the final review date.

Managers should make a file note of what was discussed at the meeting and any actions that were agreed upon.

Following the meeting, the manager should finalise the PIP and provide a copy to the employee. The PIP should be signed by both parties to demonstrate their agreement and avoid any dispute as to the actions and expectations required. If an employee refuses to sign the PIP, it is still to be implemented and the manager is to note the employee's reasons for refusal to sign the PIP.

At the outset, employees must be advised that failure to meet the requirements and expectations of the PIP may result in disciplinary action which can include penalties up to and including dismissal.

Once a PIP is implemented, the manager is to advise their local HR unit for reporting purposes.

### 5.3.3 Review meetings

Managers are responsible for scheduling review meetings with the employee (the frequency of these meetings will be determined on a case by case basis, but are generally undertaken at least fortnightly).

The purpose of review meetings is to provide the manager and employee an opportunity to discuss progress on agreed outcomes, any issues that have arisen affecting agreed actions, and any additional support that may be required.

Each review meeting is to be documented and records kept of the nature of the discussion, any supporting evidence relied upon during the meeting and any actions agreed upon. It is recommended the file notes are signed by the manager and the employee to demonstrate it is an accurate representation of the meeting.

### 5.3.4 Final review meetings

Prior to the final review meeting, the manager should consult with their local HR unit regarding whether the attendance objectives have been achieved by the employee. Your local HR unit will be able to review the documentation available in relation to the PIP and provide advice on what further action is required. As a guide:

- if the employee has met the requirements of the PIP, the manager should revert to normal monitoring practices (as per step 1), however it should be made clear that the levels of attendance demonstrated during the PIP are expected to be maintained. The employee should be notified of this PIP outcome in writing.
- if the employee has not met the requirements of the PIP, options include:

- The delegate may consider extending the PIP for a further specified period (up to 3 months).
- The matter may be referred to the appropriate delegate for commencement of disciplinary action (i.e. progress to step 4).

To identify the appropriate delegate, please review the relevant [Department of Health Human Resource \(HR\) Delegations Manual](#), or Hospital and Health Service Human Resource (HR) Delegations Manual.

The manager and employee are to meet on the agreed PIP final review date to discuss the outcome of the PIP. This meeting is to be file noted and a report on the outcome of the PIP is to be prepared. The manager is to clearly communicate to the employee which aspects of the PIP have and have not been met and the reasons why (supported by evidence).

Following the meeting, the manager is to provide the employee with a letter formalising the PIP outcome and further actions to occur, based on the outcome achieved by the employee.

If the employee has not met the requirements of the PIP and it has been determined the PIP will not be extended for a further timeframe, the manager should progress to [step 4](#).

## 5.4 Step 4: Referral to HR/Delegate (for possible disciplinary action)

### 5.4.1 Refer to HR/Delegate

This step is implemented when all attempts to resolve the issue at the local level have been exhausted.

Once steps 1 to 3 are completed and the employee's level of attendance continues to be unsatisfactory, the matter is referred to the authorised delegate for appropriate action, which may include the commencement of a disciplinary process (or another process). The appropriate action to take will depend on the circumstances of the case.

Advice from HR will be dependent on the individual circumstances of the case and available documentary evidence, and could include –

- extending the timeframe on the current PIP
- commencing a fresh PIP with altered goals and timeframes
- disciplinary action to commence (refer to the Department of Health [HR Policy E10: Discipline](#) for further information).

Further information about this step can be obtained from your local HR unit.

## 6. References

### 6.1 References and acknowledgements

- Sunshine Coast Hospital and Health Service: Manager Toolkit: Attendance Management v1.0; December 2012  
[http://qheps.health.qld.gov.au/schsd/html/supt/pc\\_er\\_man.htm](http://qheps.health.qld.gov.au/schsd/html/supt/pc_er_man.htm)
- Cairns and Hinterland Hospital and Health Service: Redesigning from the Inside Out Project: Leave Standardisation Project; 2012.
- Australian Public Service Commission: Fostering an Attendance Culture: A Guide for APS Agencies: June 2006 <http://apsc-web01.squiz.net/APSC/publications-and-media/current-publications/fostering-attendance>
- Australian Public Service Commission: Turned Up and Tuned In: A Line Manager's Guide to Maximising Staff Attendance: June 2006 <http://apsc-web01.squiz.net/APSC/publications-and-media/current-publications/turnedup>
- Bennett, H., 2002, 'Employee commitment: The key to absence management in local government?', Leadership and Organizational Development Journal, Vol 23, Iss 8, pp. 430-441, <http://proquest.umi.com>, p. 430 (Bennett, 2002)
- Health and Safety Executive and Chartered Institute of Personnel and Development (CIPD) UK: Absence Management Toolkit for Line Managers; 2006 <http://www.hse.gov.uk/sicknessabsence/toolkit.htm>
- Human Resources Absence Management Policy G4: QH-POL-094:2014: Department of Health
- Human Resources Sick Leave Policy C64: QH-POL-230:2010: Department of Health
- Health Human Resources Carer's Leave Policy C9: QH-POL-109:2008: Department of Health
- Health Human Resources Performance Improvement Policy G11: QH-POL-190:2014: Department of Health
- Health Human Resources Discipline Policy E10: QH-POL-124:2009: Department of Health

### 6.2 Suggested further reading and resources

- Queensland Health Employee Assistance Program: Manager Assist Program; Specialist Advisory Service for Managers  
<http://qheps.health.qld.gov.au/eap/html/MgrAssist.htm>

- Australian Public Service Commission: Fostering an Attendance Culture: A Guide for APS Agencies: June 2006 <http://apsc-web01.squiz.net/APSC/publications-and-media/current-publications/fostering-attendance>
- Australian Public Service Commission: Turned Up and Tuned In: A Line Manager's Guide to Maximising Staff Attendance: June 2006 <http://apsc-web01.squiz.net/APSC/publications-and-media/current-publications/turnedup>

## 7. Appendices

**Appendix 1:** Checklist for absenteeism conversations

**Appendix 2:** DSS absence reports for line managers

- DSS HR Managers Guides (HR/Payroll data)
- Running reports for leave balances (individual and team)
- Running reports for leave taken (leave and overtime report)
- Workbrain absence reports for line managers
- Leave Takings report (individual and team)
- Year at a Glance report (individual and team)

# Appendix 1: Checklist for Absenteeism Conversations

A guide for line managers to engage in a discussion with employees during initial absence notification and on resumption of work following an unplanned absence.

**Employee:** \_\_\_\_\_ **Date of conversation:** \_\_\_\_\_

**Date/s and Type of Absence:** \_\_\_\_\_

**Conducted by:** \_\_\_\_\_

**Medical Certificate:** (received/sighted for sick leave over 3 days) **YES / NO**

## Initial absence notification by employee

Contact made by telephone

### Check the employee is aware:

- Payment of sick leave is subject to the provision of appropriate paperwork – i.e. leave forms and medical certificates
- Employees are required to keep in touch with their manager during periods of absence
- Sick leave is a condition of employment that enables an employee to recover from illness without loss of pay; leave provisions are also insurance against future illness
- Employees are responsible for attending work in accordance with their contracted working hours and fulfilling their contract of employment – if employees are fit for duty they must come to work
- Personal commitments should be attended to during off duty hours, with other appropriate leave, or where available through the use of flexible working arrangements

### Confirm:

- Are there any meetings, tasks or activities that will need to be rescheduled / reassigned?
- The illness/injury is not work related – if work-related, then an incident report is required; also a WorkCover medical certificate is required if a claim is being lodged by the employee
- The type of absence and likely length of the absence \_\_\_\_\_
- The agreed form and frequency of contact during this absence period: \_\_\_\_\_

## On employee's return to work

- Welcome the employee back to work, and check they are recovered
- Check if there is anything you can do, as their manager, to assist their resumption of work?
  - E.g. are there any short term adjustments in duties/shifts/hours required?
  - E.g. is there any initial requirement for support if the employee's workload has been unattended during their absence (e.g. workload support from colleagues)?
  - E.g. is there a requirement for a hand-over from other team members (e.g. if the employee's workload was reassigned to other team members during their absence)?

- Update the employee on any developments in the work area during the period of absence

### Confirm:

- Ensure appropriate leave documentation is provided by the employee, authorised and submitted for processing
- \* Where short term absence problems have been identified – Consider commencing a dialogue with the employee about underlying issues which might be causing the absence.  
*E.g. How are your other priorities, outside of work, impacting on your ability to attend?*

**\* Only required if an employee has an unsatisfactory attendance record**

DSS Panorama offers a range of reports in the HR Module which can assist managers to monitor attendance. The following links provide information on how to run these reports:

- Employee Details Report:  
[http://qheps.health.qld.gov.au/hrinformatics/documents/employee\\_details\\_rep.pdf](http://qheps.health.qld.gov.au/hrinformatics/documents/employee_details_rep.pdf)
- Leave Balance Report:  
[http://qheps.health.qld.gov.au/hrinformatics/documents/leave\\_balance.pdf](http://qheps.health.qld.gov.au/hrinformatics/documents/leave_balance.pdf)
- Leave and Overtime Report:  
[http://qheps.health.qld.gov.au/hrinformatics/documents/leave\\_overtime\\_rep.pdf](http://qheps.health.qld.gov.au/hrinformatics/documents/leave_overtime_rep.pdf)

Instructions on how to set default HR Managers Reports can be found at:  
[http://qheps.health.qld.gov.au/hrinformatics/documents/hr\\_man\\_default\\_rep.pdf](http://qheps.health.qld.gov.au/hrinformatics/documents/hr_man_default_rep.pdf).

Further information on how to gain access to DSS, helpful hints and other reports available in the HR Module is located at:  
[http://qheps.health.qld.gov.au/hrinformatics/html/pan\\_guides.htm](http://qheps.health.qld.gov.au/hrinformatics/html/pan_guides.htm).

### **SAP Payroll and Rostering Systems Reports**

Information about the reports available through the SAP Payroll and Rostering System can be found at: [http://qheps.health.qld.gov.au/paris/html/report\\_sap.htm](http://qheps.health.qld.gov.au/paris/html/report_sap.htm). These include:

- Daily Staffing Report – displays all employees that are rostered for a shift and their corresponding shift details
- Workbrain Roster Report – displays all employees rostered to work and the shifts they are working during the roster period
- Employee Data Report – references rostering details of current employees.

### **Workbrain Reports**

The following leave reports are available in WorkBrain:

- Leave Takings Report - displays all approved leave for an individual employee or a team, with options for leave types and date ranges able to be selected
- Year at a Glance Report - displays details of absence amounts and types for given individuals or organisational units over a specified year
- Employee Balance Report - outlines individual leave balance values for an employee as at a specified past, current, or future date.

Information on how to run and interpret these reports is located at:

<http://qheps.health.qld.gov.au/paris/pdfs/line-manager-access/Workbook/wb-leave.pdf>

Additional information on the Leave Takings Report can be found at:

<http://qheps.health.qld.gov.au/paris/pdfs/line-manager-access/Workbook/leave-takings-report.pdf>

Additional information on the Year at a Glance Report can be found at:

<http://qheps.health.qld.gov.au/paris/pdfs/line-manager-access/Workbook/year-at-a-glance-report.pdf>

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