



## Absence management

### 2 How do you develop an absence strategy?

#### Questions this tool is designed to help you answer

- How do you construct an absence strategy?
- How do you establish clear absence procedures?
- What should be included in an absence policy?
- What are the 'building blocks' of good absence practice?

#### We would welcome your feedback

If you have any queries about these tools or would like to contact us, you can get in touch with the CIPD at:

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# Benefits of this tool

## For you:

- Develop a systematic approach to absence strategies, policies and procedures.
- Focus your attention and resources on the areas of greatest need.
- Understand the most appropriate absence practices for your organisational circumstances.
- Identify the most useful sources of further guidance and information.

## For your organisation:

- Ensure your organisation's absence strategy, policies and practices genuinely reflect the realities of its circumstances and needs.
- Ensure your organisational resources are targeted on the areas of greatest potential impact.
- Develop solutions that are sustained, mutually reinforcing and based on external best practice.

## Who is this tool for?

- HR practitioners in organisations without established absence strategies or policies (or where such strategies or policies are in need of significant revision or updating).
- Operational managers in organisations or parts of organisations without professional HR support.

## What's in the tool?

- Developing an absence policy
- 'Building blocks' of absence practice
  - clear absence procedures
  - rigorous monitoring
  - use of 'trigger points' for action
  - effective management processes
  - Defined roles and accountabilities
  - options for incentives and sick pay
  - Preventative initiatives – flexible working and occupational health

# Introduction

Organisations are increasingly recognising the significant costs associated with high levels of employee absence. At the same time, managers are often unsure about the level and nature of the problems they may be facing, or about how these problems are most effectively addressed. Most managers would accept, for example, that some level of absence is inevitable (and that it's generally desirable for employees to be absent from work if they're genuinely ill). Equally, most managers recognise that handling individual absence issues is often complex and potentially sensitive.

The absence management tool is designed to provide a summary of how to manage absence. It includes four tools: Do you have an absence problem?; How do you develop an absence strategy?; How do you deal with short-term absence?; How do you deal with long-term absence?

This tool is intended to help organisations develop an absence policy to underpin their absence strategy and to identify a range of potential absence procedures and practices to suit their needs.

It acts as a starting point for organisations and managers in addressing absence issues and will lead users towards further sources of relevant information, as well as to further diagnostic and development tools in areas such as handling individual short- and long-term absence cases.

The tool is the result of a collaboration between the CIPD, the Health and Safety Executive and ACAS. It is designed to give a good overview of some of the key issues that need to be considered in order to manage absence effectively, with links to a range of further resources.

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## What should be included in an absence policy?

Effective absence practice needs to be underpinned by a clear absence policy that sets out the organisation's expectations in terms of attendance and highlights the procedures that will be applied in dealing with absence.

- An effective absence policy should encompass the following key elements:
  - a clear statement of the standards of attendance expected by the organisation
  - explicit management commitment to the organisation's absence policies, standards and procedures
  - systematic procedures for managing absence
  - systematic procedures for investigating and managing 'problem' absence.

### [Example of an absence policy](#)

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## Example of an absence policy

Employees in XYZ Company are paid on the basis of satisfactory attendance and performance. While it's recognised that most employees will occasionally have genuine and acceptable reasons to be absent from work, any absence will cause operational difficulties, undermine quality and efficiency, and increase costs. Overall, absenteeism can have a substantial impact on company profitability and productivity. The aim of this absence policy is therefore to minimise absence levels across the company, while also providing reasonable support to those absent for legitimate reasons, with the aim of assisting their return to work at the earliest opportunity. The policy also aims to ensure that all employees are treated fairly and consistently.

To this end, we aim to ensure that:

- All policies, rules and procedures concerning absence are communicated clearly to all employees.
- Managers and team leaders apply the procedures fairly and consistently.
- The HR function maintains computer records, based on information received from line managers, indicating the duration and stated reasons for all periods of absence. This information is used to monitor absence levels, and to indicate where further action may be needed.
- Managers and team leaders interview all employees on their return from absence, regardless of its duration. The purpose of the interview is to explore the causes of the absence, to facilitate the individual's return to work, and to identify any reasonable and practical steps to reduce the likelihood of future absence.
- The HR function provides support to managers and team leaders in ensuring consistency in dealing with absence and any related issues, and, where appropriate, in advising on how individual absence issues should be handled.
- In cases where absence levels exceed specified 'trigger' levels, managers or team leaders are required to take formal action. This includes conducting formal absence interviews and issuing formal warnings, as set out in the company's absence management procedures. In extreme cases, excessive absence may result in termination of employment on grounds of capability. However, the company's first priority is always to achieve satisfactory levels of attendance.
- In cases where an employee is absent on extended sick leave, managers or HR contact the individual on a regular basis, including conducting periodic home visits, with the aim of facilitating the individual's return to work at the earliest reasonable point.
- Where appropriate, the company may seek advice or guidance from its occupational health advisers in medical issues relating to individual absence.
- The company is committed to supporting the health of its workforce, and provides a range of positive healthcare and fitness initiatives available to all employees.
- In dealing with individual absence issues, the company aims to act reasonably at all times, taking account of all the circumstances.

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## What standards and procedures should be included in an absence policy?

- The standards of attendance expected by the organisation:
  - The organisation pays employees to attend work – attendance is therefore accepted as the norm.
  - Any absence is costly, in terms of reduced efficiency, coverage for non-attenders, impact on quality and customer service, and so on.
  - The organisation recognises that some limited absence is inevitable – you will provide appropriate support and assistance to those who are legitimately absent, with the aim of facilitating their return to work at the earliest opportunity.
- A clear statement of absence procedures includes the following:
  - How should employees notify their manager on the first day of absence?
  - How should employees keep managers informed on the expected length of absence and likely return date?
  - What types and levels of certification are required?
  - What will happen following the individual's return to work?
  - Responsibility for these actions should sit clearly with the employee, with an indication that failure to follow these procedures without good reason is likely to result in disciplinary action.
  - What actions should be taken before and after the individual's return to work?

### [Procedures for managing general absence](#)

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## Procedures for managing general absence

The absence management policy should include definitions of the standards and procedures that should apply in the reporting and management of individual absence. Once these have been developed and agreed by the steering group, you need to ensure that you have the administrative and management systems in place so that they can be implemented effectively.

Key elements are likely to include:

- systems for reporting absence by the individual to the line manager ⓘ
- systems for reporting absence to HR or equivalent for central monitoring and support purposes ⓘ
- systems for ensuring the appropriate application of absence management standards and procedures ⓘ
- clear procedures for communicating with staff who are absent ⓘ
- clear procedures for managing employees' return to work. ⓘ

- Clear 'trigger points' for managers to act when staff are on extended absence:
  - When are medical certificates required?
  - When will the organisation contact the individual by telephone to check on progress?
  - When will the organisation institute a home visit?
  - When will the organisation normally seek advice from occupational health and/or the person's GP?
  - When is the organisation likely to reduce or discontinue occupational sick pay?
- Trigger points for recurrent short-term absence:
  - What are the normal trigger points for action?
- Number of days, number of instances or some combination of the two (for example, the Bradford formula, [Managing attendance and employee turnover](#) (ACAS guidance) [Trigger points](#))
  - What action will be taken at this stage?
- Management interview or investigation:
  - Action may be taken at earlier point if there are grounds for believing that the absence isn't justified or if there appears to be some specific medical or other problem that can be addressed to improve attendance.

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## Trigger points

Absence policies may incorporate two types of trigger point indicating the stages at which action should be taken either by the organisation or by the individual.

**Trigger points for extended absence.** These are trigger points that apply to particular types or lengths of absence and the actions that will be applied at certain stages. In practice, two parallel forms of trigger points may be applied.

It's necessary to specify the actions that will be taken at defined points during an extended single period of absence. These include, for example:

- the stage at which medical certificates are required
- the stages at which the organisation will:
  - contact the individual by telephone
  - institute a home visit
  - seek a formal prognosis from its occupational health adviser and/or the individual's GP
- the stages at which occupational sick pay will be reduced or discontinued.

**Trigger points for recurrent short-term absence.** It's also necessary to specify the stages at which action will be taken in response to recurrent short-term absence, most notably:

- the stage at which managers should undertake a review of absence over a given period and consider, with the employee, what action needs to be taken to improve their attendance.

If your organisation uses the Bradford Factor or some similar trigger, you'll need to specify the 'score' that triggers a formal intervention. The triggers can be defined in terms of, for example, X periods of absence in total, X days of sick absence in any rolling 12-month period, or any discernible pattern of absence that gives cause for concern. [Examples of trigger points](#). It should be stressed that, although these trigger points are intended to provide clear guidelines on handling recurrent absence, in practice the organisation will treat each individual case on its merits. For example, if there is good reason to believe that a specific instance of absence is not legitimate, the organisation may institute investigatory or even disciplinary action immediately, regardless of the individual's previous absence record. Of course, if the reasons for recurrent absence are legitimate and are known to be temporary (for example, an individual with a problematic but short-term medical condition), it may be appropriate to defer any action until the specific issue is resolved.



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### Examples of trigger points

Trigger points typically fall into four groups. These need not be mutually exclusive, however, as different sorts of absence may have different triggers for different policy prescriptions. Although the triggers are collectively applied in that they are typically company-, department- or group-wide, it is individuals who usually trip the trigger and to whom the absence policy is applied. However, this isn't always the case. In some cases, breach of the absence trigger giving access to the company sick pay schemes affects the sick pay entitlement of all the relevant employees.

**Length of sick leave.** The most obvious trigger is one based on the duration of sick leave, where an absence of over, say, ten working days might lead to a general review of the individual's record by the line manager and/or personnel department and to a referral to an occupational health service. A slight variation on this theme is the use of a percentage absence target to determine access to the company sick pay scheme.

**Number of absences.** Perhaps more common are triggers based on the number of spells of absence. A review might automatically be triggered when an employee is absent X number of times in Y months. For example, in some organisations, a computer report is generated after X instances of absence in a 12-month period. These approaches fit more closely with measures of absence based on the [Bradford Factor](#), where reviews are undertaken once an individual's Bradford points score exceeds certain thresholds. For example:

**Combination.** Some organisations use a combination of duration and frequency as their triggers, say, seven days OR three absences in a 12-month period. For example:

Stage	Trigger
1	Four absences or 14 days' sick leave in a 12-month period
2	Two absences or ten days' sick leave in the next six months
3	Two absences or ten days lost in any six-month period in the 12 months after a Stage 2 warning.

**Patterns of absence.** Some organisations look for a pattern, that is regularly taking off certain days of the week or year (such patterns can, of course, point to genuine health problems such as alcohol abuse).

## How do you ensure management commitment to absence policies and standards?

- Has the senior management team explicitly committed to the absence policy? ⓘ
- Is there good understanding of the real costs of absence to the organisation?

### Costing absence

A good way to convince senior management that absence needs to be tackled and to justify to them the need for investment in, for example, computerisation to help monitor absence levels, is to show them the figures. Costing absence is comparatively simple, especially if you stick to the *direct* wage costs, that is, the cost of paying employees off sick. You could also include some other costs if known, for example, the cost of temporary replacements or additional overtime working – but these more indirect costs can require some subjective judgements. How, for instance, can you measure in financial terms a reduced quality of service or poorer customer care, at least in the shorter term?

We've based our sample form for calculating absence costs on the one devised by Hugo Fair in 1992:

### Sample form for cost calculation

Cost of absenteeism			
Number of employees			(a)
Average weekly wage	£		(b)
(a) x (b)	£		(c)
(c) x 52	£		= total annual payroll
Total absence in days per year			(d)
Total number of working days per year			(e)
[(d) x 100]/(e)			(f) = absence rate (%)
[(b)/5 x (d)]	£		(g) = absence cost per year

### Potential cost saving

Target reduction in total days absent per year \_\_\_\_\_ (h)

Source: *Personnel and Profit*. London: IPM.

Using the above form for an organisation with 500 employees, average earnings of £250 per week, an average working year of 228 days per employee, and an absence level of ten days per employee per year, you can calculate that the annual direct cost of absence is £250,000. A reduction in the absence level to eight days would save £50,000 a year. This data could be produced on a disaggregated basis by establishments, departments or work groups if necessary.

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## How do you handle 'problem' absence?

- What is the nature of the 'problem' – long-term absence or short-term recurrent absence?

## What organisational steps can you take to reduce absence levels?

- Have absence policies and procedures been communicated clearly to employees?
- Are managers and employees aware of overall and relative levels of absence across the organisation?

### Communication

Once the overall absence management policy has been defined and agreed, it needs to be thoroughly and consistently communicated to the workforce as a whole. Commonly, absence management is seen as a stand-alone issue that's published in a discrete policy but isn't reflected in broader HR materials or publications. In reality, attendance at work is a key issue that should lie at the heart of HR and people management practice.

On this basis, therefore, your absence management policies and procedures should be regularly publicised among the workforce and reiterated in any relevant documentation. This might include copies of terms and conditions, employee handbooks, induction materials, noticeboards, and so on. If the message is repeated, clearly and simply, employees and managers will recognise that this isn't simply a 'bolt on', but is a genuine priority for the organisation.

It may also be helpful to produce regular organisational statistics about absence levels and targets across the organisation. An increasing number of organisations recognising the real cost of absence are beginning to see this as a key performance indicator, to be measured and publicised alongside more conventional measures of organisational performance. This includes the presentation of absence figures as part of the overall management data at senior management and board levels.

In addition, it can be helpful to publish 'league tables' of absence levels across different areas of the business (or to compare absence levels with those in similar external organisations). As always, such league tables need to be treated with a degree of caution, as they can inspire unhealthy competitiveness which may lead to inappropriate action. Nevertheless, they can provide a powerful incentive to employees and management to improve performance and standards. Often employees simply don't recognise that their absence levels are significantly higher than those of their colleagues or counterparts elsewhere. So, highlighting these differences can be a valuable first step to breaking down entrenched cultures or practices.

- What steps can you take to address potential absence in your recruitment and selection processes?

## Recruitment, selection and induction

Effective procedures at the recruitment and induction stages can help to minimise the risk of importing individual absence problems into the organisation. Increasingly, organisations are introducing pre-employment health checks for new recruits, although clearly there is an associated cost if they're provided for all prospective joiners. One option is to introduce a pre-employment questionnaire, perhaps supplemented by an interview with the organisation's occupational health adviser, which would identify the need for a more formal examination.

It's also important that questions of individual health and attendance are explored in job application forms, interviews and references, alongside issues such as travel-to-work requirements and any other factors likely to cause attendance problems.

However, these are sensitive issues, which, if handled inappropriately by the employer, may potentially lead to a risk of discrimination, particularly on grounds of gender or disability. It's reasonable for the employer to state the standards of attendance that are expected in the organisation and to seek appropriate reassurance that these can be achieved. But it's not reasonable for the employer to make any assumptions about, for example, potential attendance problems based on particular applicant characteristics or circumstances.

In exploring these areas, the employer should be prepared to take any reasonable steps that might facilitate attendance by a given applicant, particularly with regard to applicants with disabilities. If these issues can be explored openly at this stage, it may be possible both to set clear standards and to identify, before problems arise, any appropriate support that might be needed.

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- How can you use your performance management and reward procedures to help address absence issues?

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## Performance management, reward and incentives

It's critical that absence management policies are defined consistently throughout all aspects of HR practice in the organisation. Perhaps unsurprisingly, relatively few organisations address absence levels explicitly in their performance management and appraisal systems or incorporate consideration of absence into their performance-related pay structures. In practice, absence tends to be considered as a performance issue only when it becomes a relatively serious problem.

However, in implementing an overall absence management policy, it may be appropriate to include explicit consideration of absence records as part of the appraisal review. This, as a minimum, provides a formal opportunity and requirement for managers to review the absence records of all their staff, allowing the issue to be discussed within the wider context of overall performance. This in turn enables managers to discuss emerging absence issues (for example, instances where absence was increasing but not yet at a 'problem' level) in a relatively non-threatening context. It also provides an explicit demonstration to employees that the organisation is treating absence as a priority alongside other aspects of performance.

In the same way, it may be appropriate to consider explicitly, as part of the appraisal process, managers' handling of absence in their own area. Absence levels, for example, might be included as one of the basket of measures against which individual management performance is evaluated.

A number of organisations are adopting variations on the balanced business scorecard approach, including consideration of people management measures alongside more conventional measures of business performance. In this context, absence levels are likely to be a key consideration, alongside factors such as staff turnover and employee satisfaction.

Again, it's important that these factors aren't treated oversimplistically, and it may be necessary to review performance on both a quantitative and a qualitative basis. A manager may reduce absence levels in the short term by adopting a heavily punitive approach, but this is unlikely to produce lasting benefits for the organisation.

The linkage of pay to attendance is a more controversial issue, and there is certainly a risk that the traditional 'attendance bonus' (in which some form of incentive is paid for achieving defined levels of attendance) is construed as, in effect, paying for attendance twice. Nevertheless, from a pragmatic perspective, there is no doubt that attendance bonuses can be effective, although the increasing trend is to link them to the achievement of team or organisational absence improvement targets, rather than simply paying for individual attendance.

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More generally, where there is some existing link between pay and performance, it's entirely reasonable to encourage managers and staff to perceive attendance as one of the key contributors to individual and collective performance. After all, if an employee is not at work, for whatever reason, they are, by definition, not performing! It may work to make any performance-related payment contingent on the achievement of acceptable attendance levels, as well as other performance measures. Similarly, it may be appropriate to include absence management targets alongside factors such as productivity or profitability in any organisation-wide performance improvement schemes.

Of course, it's also essential to consider the impact of any occupational sick pay scheme on absence levels in the organisation, particularly in extreme cases where occupational sick pay has been seen as an entitlement that, in practice, actively encouraged higher levels of absence. Some employers have tried to reduce provisions, both to cut costs and encourage improved attendance. But in some cases more generous provisions have been offered in exchange for achieving reduced absence levels.

In reality, this is always a difficult balance. Most good employers want to offer reasonable provision to staff who are genuinely sick. At the same time, such provision clearly risks encouraging less scrupulous employees to take advantage of the organisation, and there appears to be no simple formula for reducing this risk. Experience indicates, that, as so often, this is primarily an issue of effective management. Therefore any scheme should allow for payment to be withheld or reduced at management discretion.

On this basis, the application of the occupational sick scheme can be incorporated as one of the tools available to managers in their handling of individual cases. In instances of recurrent short-term absence, for example, it may be possible for occupational sick pay to be withheld or made subject to the provision of medical certificates. It may also be possible for the provision of occupational sick pay to be made subject to the individual undertaking some form of appropriate support, such as addiction counselling.

- How might you improve work organisation and job design to help reduce absence levels?

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## Work organisation and job design

There is strong evidence that high absence levels are commonly linked to issues of employee commitment and motivation. This in turn may be linked to factors such as low levels of job satisfaction, lack of job variety, or absence of employee involvement or empowerment. So if there is an endemic absence problem in your organisation or in a part of your organisation that, on the basis of the available evidence, seems to be linked to these factors, you should consider issues of work design as part of the overall absence management policy.

In practice, some care may be needed in this area. While there may be very good general reasons for restructuring roles or work activities, this may not necessarily be an initial priority in terms of absence management. If the key priority is to reduce absence levels, practical results are more likely to be achieved through investment in the quality of policies, procedures and individual management, rather than in large-scale re-engineering of activities. The potential benefits of such re-engineering may well be substantial, but they're likely to be longer-term and more wide-ranging, and may well require relatively high levels of investment.

Nevertheless, in the longer term, if problems of work design aren't addressed, they're likely to prove a continuing barrier to achieving the highest levels of performance – in attendance, as in other aspects of operational effectiveness. In parallel with the more targeted investment in improving absence management, therefore, it's likely to be appropriate to consider factors such as:

- What might be done to reduce or eliminate your requirement for highly routine jobs, or to provide more job variety through job rotation or broadening the range of tasks in a given job?
- What scope is there for enhancing employee involvement in job-related decision-making and providing more empowerment?
- Could you restructure or decentralise the organisation so as to create more employee identity with a sub-unit of activity?
- What scope is there for introducing teamworking allied to multi-skilling and greater mutual interdependence of roles to enhance attendance motivation through commitment to the team?
- What scope is there for increasing commitment and motivation through training and development, providing more opportunities to learn new skills or offering career development opportunities through internal promotion?

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In short, it's likely that good HR and management practice will have a positive impact on attendance, just as they will on other aspects of employee performance. From a management perspective, therefore, it's critical that any focus on absence management doesn't become overly mechanistic or one-dimensional.

While there's no doubt that the immediate key to effective absence management lies primarily in the handling of individual and team issues, it's also true that longer-term benefits are likely to be achieved only within the context of positive overall employment and people management practices.

Confusion over job role or poor work design can be a major cause of [work-related stress](#) (see [Tool 1](#)).



- What flexible working policies can you introduce to help reduce absence levels?

## Flexible working policies

In practice, a significant portion of absence in organisations results from personal or domestic issues, rather than from genuine medical causes (although, of course, the distinction isn't always clear). In reality, we all face tensions between our work and our domestic responsibilities, and for some employees this results in conflicts that can be resolved only through the use of supposed 'sickness absence'. Ironically, in many organisations, this is the only 'acceptable' way of taking time off work at short notice – the organisation may treat lateness as a disciplinary matter, and it may be possible to take annual leave only by giving more extended notice. As a result, the employee who needs to take an hour off to deal with some domestic crisis often has, in effect, no choice but to phone in sick for the whole day!

While it's ultimately the employee's responsibility to make sure they're in a position to attend work as required, many employers are now recognising that a greater degree of flexibility, supported by appropriate control mechanisms, is likely to produce benefits for all parties. Such provisions are also increasingly being considered within the context of helping employees improve their work–life balance or of promoting a more family-friendly approach to employment.

The appropriate mix of provisions will depend both on the general needs and characteristics of the organisation, and the available evidence about the causes of absence. Options include:

- developing flexitime arrangements, particularly in areas where predictability of resourcing levels isn't essential
- responding flexibly to requests for full-timers to transfer to part-time work or to job-share in order to accommodate other non-work responsibilities
- allowing individual shifts or patterns of work that differ from standard hours, or indeed constructing general working patterns that might fit with non-work responsibilities (such as shifts that operate within school hours)
- developing formal homeworking or teleworking initiatives or simply providing more flexibility to allow employees to work from home occasionally.

In addition, your organisation could take steps to legitimise absence for domestic or personal reasons. This might include broadening the categories of special leave that might be available at management discretion – for example, making provision for carer leave to allow staff to take a defined amount of time off, at their manager's discretion, to deal with such responsibilities. Another option might be emergency leave provisions that allow employees to take a defined number of hours off without notice (for example, to allow a late start for domestic reasons), so long as a portion of the time is made up at a later date.

[CIPD guide to flexible working](#)

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- What occupational health initiatives can you introduce to help reduce absence levels?

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## Occupational health initiatives

Alongside the various management initiatives described above, it may also be appropriate to take more general steps to help improve employee health or to provide health screening or preventative services. Again, the value and relevance of such initiatives will largely depend on the identified causes of absence in your organisation. Options here include:

- the development of stress management policies and practices. This might mean introducing [stress audits](#) to help measure the levels and causes of stress in your organisation, as well as potential initiatives to address these.
- improvements to working conditions and environment, particularly if employees are expected to work in psychologically demanding situations. Although we haven't specifically considered health and safety issues in this tool, clearly improvements in health and safety standards and practices are likely to have a positive impact on absence levels.
- the introduction of employee assistance and counselling programmes. The availability of employee assistance schemes, through anonymous telephone helplines, may be a valuable means of encouraging employees to raise potential problems – particularly external or domestic factors that may be difficult to raise within the organisation – before they begin to affect their attendance.
- implementation and support of policies in areas such as smoking and substance abuse
- health screening programmes or services, such as 'well women' or 'well men' clinics
- provision of or support for sports or fitness facilities.

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# Sources of information

Health and Safety Executive Booklet. [Managing sickness absence and return to work](#), Health and Safety Executive.

ACAS advisory booklet: [Absence and labour turnover](#), ACAS.

[Absence-minded: absence and labour turnover](#) 2006, CBI.

## [CIPD factsheet](#)

### Books

BEVAN, S., DENCH, S. and HARPER, H. (2004) *How employers manage absence*. London: Department of Trade and Industry.

EVANS, A. and WALTERS, M. (2002) *From absence to attendance*. 2nd ed. London: Chartered Institute of Personnel and Development.

HM REVENUE AND CUSTOMS. (2006) [What to do if your employee is sick](#). Employer Helpbook E14. London: HMRC.

INCOMES DATA SERVICES. (2005) *Absence management*. IDS HR Studies 810. London: IDS.

### Journal articles

BEAUMONT, D. (2005) Absence-minded. *People Management*. Vol 11, No 14, 14 July. pp36–38.

EDWARDS, C. (2004) Great returns. *People Management*. Vol. 10 No 9, 6 May. pp35–36.

GRIFFITHS, J. (2005) The price is right. *People Management*. Vol 11, No 22, 10 November. pp34–35.

SILCOX, S. (2006) The ways forward for absence management. *IRS Employment Review*. No 840, 3 February. pp18–20.

SILCOX, S. (2006) Absence and attendance: the challenges for 2006/07. *IRS Employment Review*. No 848, 2 June. pp18–24.

### Case studies

Examples drawn from [Health and Safety Executive research](#)

### Useful links

[Advisory, Conciliation and Arbitration Service \(ACAS\)](#)

[Chartered Institute of Personnel and Development](#)

[Health and Safety Executive](#)

[CIPD Absence management factsheet](#)

[Office of the Information Commissioner](#)

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Tool map

Use this to see an overview of the tool layout. Click on the appropriate section if you wish to go directly to an activity or diagram, or you can follow the tool through in sequence.



Where you see this symbol, hover the cursor over it using your mouse for more information.

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Click on these buttons (in the corner of some pages) to return to your original position in the tool or move on to the next page in a series.

## Thumbnail



Accessed at the side of Acrobat's program window. Use this to view quickly the length and appearance of the tool.

## Bookmark



Use this to see at a glance the different sections within the tool. Click where you wish to go with your mouse to navigate quickly within the tool.

## Print



Use this facility to print the tool out (including any sections you have completed online). Please note that it is not currently possible to save your work in the tool.

## Hyperlinks

[Red links](#) will link you to the CIPD website or an external website.

[Blue links](#) will link you to other areas within the tool.

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