

# SCOTTISH POLICE SERVICES AUTHORITY

## ABSENCE MANAGEMENT POLICY

The Scottish Police Service Authority (SPSA) recognises the commitment and support of all staff in achieving our success and is committed to promoting a healthy working environment and supporting staff to maximise attendance and minimise ill health.

Sickness absence not only has a direct cost in terms of the salaries paid to those off work, but there are other real costs associated with overtime costs to cover absences and the administration support in place to manage sickness. There are other critical factors associated with absences, including the impact on service delivery to our customers, increases in workload on others, the additional pressure on colleagues, increased stress levels, the impact on officer safety and morale in general.

Responsibility to manage absence rests primarily with first line managers who must accept personal responsibility to monitor and control the attendance of their staff. They will be supported in this task by their second and subsequent line managers as well as the Human Resources Department and Occupational Health.

While staff may on occasion need to absent themselves from work through sickness, taking this decision will often be influenced by factors such as the quality of supervision, working relationships, team spirit and general working conditions.

This policy is intended to:

- Maximise attendance at work by staff, ensuring the necessary support to those who are absent through illness or injury.
- Minimise the disruption to service delivery caused by frequent short-term sickness absence.

It is imperative that the terms of this policy are applied in a fair and consistent manner.