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**Supporting attendance toolkit**  
**Manager's attendance review meeting checklist**

### Introduction

This checklist sets out what you'll need to do both before and during the attendance review meeting. This meeting is required with the employee where their absence record breaches the Council's trigger points. You can find more information on this in [supporting attendance: manager's guide.](#)

### Before the meeting:

(✓)

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|---|--|
| <ul style="list-style-type: none"><li>Confirm the arrangements for the attendance review meeting. This includes advising the employee of their right to be accompanied by a colleague or trade union representative (it's the employee's responsibility to arrange this).</li><li>Arrange for the interview to take place in a private setting.</li><li>Allow for enough time for all the issues to be discussed.</li></ul> | <input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |
|---|--|

### At the meeting:

(✓)

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>Confirm the trigger point breached.</li><li>Explore the reasons for their absence and their overall level of attendance.</li><li>Explain the impact of their absence on service delivery, other colleagues and workload levels.</li><li>Listen to and consider the employee's responses.</li><li>Identify any areas of support and concern.</li><li>If appropriate, consider a referral to the Occupational Health Service (OHS) or Employee Assistance Programme (EAP)</li></ul> | <input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |
| <ul style="list-style-type: none"><li>Consider whether disciplinary action is appropriate (this will normally be in cases of misconduct where the employee has failed to follow absence reporting procedures with unauthorised absences).</li><li>Advise the employee that further absences may result in management action where their attendance is giving cause for concern and is reaching an unsustainable level.</li></ul>  | <input type="checkbox"/>   |
| <ul style="list-style-type: none"><li>Complete the <a href="#"><u>formal/follow up interview checklist</u></a>, recording any further action that you intend to take. This should be followed up in writing</li><li>For cases of misconduct, arrange a disciplinary interview in line with the Council's disciplinary procedures.</li></ul>   | <input type="checkbox"/><br><input type="checkbox"/>   |

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