

Managing Sickness Absence and Returning to Work

Managing Staff Sickness Absence

Michael Armstrong



Managing Staff Sickness Absence:

The management of staff sickness absence in the Department for Transport and its agencies Great Britain: National Audit Office, 2007-06-08 Ministers have challenged all Departments to reduce their 2004 sickness rates by 30% by 2010 This report looks at the sickness levels in the Department of Transport and its seven executive agencies which average 10.4 days sickness for each full time employee compared to a Civil Service average of 9.8 days However the performance is varied The central Department and four agencies have sickness levels at or below comparable organisations but three agencies have higher levels and the Driving Standards Agency and the Driver and Vehicle Licensing Agency have absence rates of 13.1 and 14 days respectively If there is going to be a significant change there needs to be action at the corporate and individual business level Corporately there needs to be targets for each part of the Department tailored to circumstances quality standards for recording sickness with the provision of management information a consistent framework for evaluating initiatives and sharing good practice At a business level more could be done to ensure that line managers were aware of their responsibilities and improve intervention in long term cases

The Management of Staff Sickness Absence in the National Probation Service Great Britain: National Audit Office, Sir John Bourn, 2006-04-26 This NAO report examines sick leave in the National Probation Service which was running at 12.3 days per person in the 2004/05 period at a cost of 31.6 million A number of recommendations have been set out as follows That the National Probation Directorate should agree with the Chief Probation Officer a consistent minimum standard for collecting and reporting sickness absence data in their areas This in turn could be used to produce comparative analyses and offer a basis to diagnose the causes of sickness absence An upgrade in some areas of their information technology systems should occur so that better management information can be compiled All probation areas should implement the mandatory elements of the national policy on sickness absence All Chief Officers should review their action plans for reducing sickness absence Sickness absence should be managed effectively but sympathetically by including return to work interviews along with a means of distinguishing between avoidable and unavoidable sickness absences and addressing the culture of absenteeism Long term sickness absence should be reviewed as a matter of urgency Policies relating to work life balance should be implemented nationally

The management of staff sickness absence in the Department for Transport and its agencies Great Britain: Parliament: House of Commons: Committee of Public Accounts, 2007-11-20 The Department of Transport and its seven executive agencies average 10.4 days of sickness for each full time employee compared to a Civil Service average of 9.8 days However the performance is varied The central Department and four agencies have sickness levels at or below comparable organisations but the Driving Standards Agency and the Driver and Vehicle Licensing Agency have absence rates of 13.1 and 14 days respectively On the basis of a Comptroller and Auditor General's report the Committee have examined current sickness levels in the Department and actions being taken to meet their 2010 targets They conclude that the Agencies need a better

understanding of why some staff take so much sick leave Although there appears to be a correlation with low paid repetitive administrative jobs there are also concerns about leadership within the Department Measures have therefore been taken to strengthen management in areas involving repetitive work

A Busy Manager's Guide to Managing Staff Lynda Macdonald, 2008-04 Practical guide for managers who face a range of problems associated with employees behaviour attendance performance and general conduct at work Managers and supervisors at all levels within all sizes and types of organisation will benefit from this comprehensive guide which is designed to provide a straightforward and intelligible explanation of relevant employment law and practical hands on guidance on how to deal with problems at work **EBOOK:**

Managing People Alison Hall, 2003-10-16 The most important asset of any university or college is its staff yet the majority of line managers in higher education institutions are not appointed on the basis of their experience or expertise in managing people This book is a practical guide to people management for these managers With contributions from Professor Robin Middlehurst Tom Kennie and Catherine Simm Alison Hall guides readers through the employment cycle from recruitment to parting company addressing en route those issues that cause line managers to lose most sleep Illustrated throughout with case studies and examples of best practice the book provides a guide to effective and legal recruitment and selection managing the crucial early days of an appointment leadership team building measuring performance and appraisal managing tricky situations such as sickness absence discipline stress harassment and grievances handling the end of an employment relationship fairly Managing People will be essential reading for HE managers staff in Human Resource departments consultants and students and staff involved in HR courses

Managing People Hall, Alison, 2003-10-01 This work is a practical guide to people management for line managers in Higher Education It guides readers through the employment cycle from recruitment to parting company addressing en route those issues that cause line managers to lose most sleep

A Nurse's Survival Guide to Leadership and Management on the Ward Jenny Thomas, 2012-11-06 Are you managing other people If so you will find this an indispensable guide to situations and problems faced by ward managers sisters and charge nurses today This new edition retains the book's practical approach providing hints and tips on cutting through bureaucracy to ensure patient care remains uppermost on your agenda This book will help you to Manage your time Create a positive work environment Ensure care is patient centred Manage your budget Be politically aware Manage difficult staff and situations This book will help you to Organise yourself and your workload Manage staff people and difficult situations Make sure care is patient centred Manage your budget Deal with complaints Handle staff recruitment Be a good role model This new edition retains the book's practical approach providing hints and tips on cutting through bureaucracy to ensure patient care remains uppermost on your agenda Reflects the most recent developments affecting ward management including the current national focus on quality indicators and working within tighter budgets A new chapter on Improving Quality and Safety explains the national quality initiatives and their impact as well as taking you through the practical processes of

handling complaints and incidents Updated guidance on pertinent issues such as whistle blowing and safeguarding **A Clinician's Survival Guide to Leadership and Management on the Ward - E-Book** Brian Dolan,Amy Lochtie,Krishna Gohil,2024-04-06 When you become a ward or unit manager or allied health professionals team leader your responsibilities change and you need a very different set of skills compared with your previous roles You are now required to manage a team of staff with a set budget and are responsible for maintaining an environment in which people can work together efficiently and effectively This new fourth edition of the Survival Guide to Leadership and Management on the Ward welcomes AHP Krishna Gohil to the author team of nurses Brian Dolan and Amy Lochtie and thereby extends its guidance on these crucial skills to both nurses and allied health professionals This book will help you to Identify your responsibilities and best approaches as a manager to provide patients with a high standard of care through your staff Become an even better leader through highly practical examples suggestions and tips Manage your staff time and budget Create a positive work environment Familiarize yourself with the new Nursing and Midwifery Council and Health and Care Professions Council standards Focuses on both nursing and allied health professionals who are in the role of ward managers unit managers or team leaders or aspire to be so Significantly builds on how to understand your role work with different generations in the workplace and manage difficult situations Includes greater emphasis on self care and self compassion for leaders and managers Covers leading teams in the context of enduring financial and staffing constraints **Poorly Performing Staff in Schools and How to Manage Them** Tessa Atton,2005-08-10 This book is intended as a guide to headteachers and others responsible for education about how to deal with teachers and other staff who are not doing their jobs well enough

Fitness for Work John Hobson,Julia Smedley,2019-02-21 The bible of occupational health Fitness for Work is the most in depth and comprehensive resource available on the relationship between ill health and employment The specialist advice given covers health hazards in the work place fitness for work and rehabilitation after illness or injury A truly current source it discusses the social aspects of work and problems associated with our ageing workforce and changing population Communicating occupational health advice to patients employees and doctors Fitness for Work improves relationships in the workplace It details the impact of a patient s health on work and how they can be supported to gain or remain in employment This invaluable source argues that in a suitable role an employee can derive immense benefits to their health and well being from work Importantly this comprehensive title also presents tactics on how to reduce inappropriate barriers to work for those who have overcome an injury or disease and those who live with chronic conditions Fully revised and updated the sixth edition of Fitness for Work is based on the latest research evidence and clinical advances The first half of the book focuses on the general principles of fitness to work and occupational health practice such as legal aspects ethical principles health promotion health surveillance and general principles of rehabilitation In addition it advises on sickness absence ill health retirement medication transport vibration and travel In the second half of the book chapters are arranged by clinical

speciality or topic and are co authored by a topic specialist and a specialist occupational physician providing a comprehensive view of the subject For effortless reference each specialty chapter outlines the conditions covered their prevalence and impact and discusses the clinical aspects and treatment that affects work capacity All recommendations are evidence based and make use of the NICE guidelines The definitive text on the relationship between health and work Fitness for Work delivers a wealth of valuable consensus guidance codes of practice and locally evolved standards This highly regarded resource is essential for all occupational health practitioners Armstrong's Handbook of Human Resource Management Practice Michael Armstrong,2012-05-03 Armstrong s Handbook of Human Resource Management is the classic text for all students and practitioners of HRM Providing a complete resource for understanding and implementing HR in relation to the needs of the business as a whole it includes in depth coverage of all the key areas essential to the HR function The 12th edition has been radically updated to create a cutting edge textbook which encourages and facilitates effective learning Comprehensive online support material is provided for the instructor student and now also the practitioner providing a complete resource for teaching and self learning The text has been updated to include all the latest developments in HRM and now includes two new sections covering HR skills and toolkits Human Resource Management Sarah Gilmore,Steve Williams,2012-12-06 This book provides a concise engaging and accessible introduction to human resource management which is academically rigorous and appropriate for both undergraduate and postgraduate students taking courses in business studies and related areas Adopting lecturers receive a copy of a DVD featuring video interviews with practitioners **Managing Finance and Resources in Education** Marianne Coleman,Lesley Anderson,2000-04-14 The book provides an excellent wide and stimulating set of readings and would be useful to anyone taking forward Unit 3 or the Accelerated Route of SQH SQH Newsletter This is a useful addition to the literature on finance and resource management in education Those whose work involves managing resources and finance in schools and colleges will find this a useful or even indispensable addition to their bookshelves whether they are heads principals or middle managers Mentoring and Tutoring This book will provide readers with knowledge and understanding of the theory and practice of managing finance resources and stakeholders in schools and colleges Written specifically for those studying for an academic qualification at Masters level in educational management it provides self study material and links to other key texts in the field The authors deal with the links between finance resources and stakeholders in the context of school and college self management Examples are drawn from international settings as well as from the United Kingdom Building on an examination of theoretical perspectives practical considerations and applications are examined in a format which encourages the reader to explore the context of their own educational institution This book is a core text for the University of Leicester MBA in Educational Management *Employee Risk Management* Helen Rideout,2014-09-03 Employee Risk Management presents a straightforward legally grounded process that will enable employers to identify manage and reduce the potential threats that come with every

employee as well as with anyone else who works for the organization including contractors volunteers interns and temps It covers everything from recruitment through to the end of the employment relationship Readers will learn how to protect against threats as diverse as managing employee social media use an ageing workforce remote working risks data security and data protection Online supporting resources for this book include downloadable whitepapers and a social media checklist template

Oxford Handbook of Occupational Health Steven Sadhra, Alan Bray, Steve Boorman, 2022-05-09 Fully revised for this third edition the Oxford Handbook of Occupational Health is a concise practice based guide to the area Bringing together the latest legislation and guidance with current practice in the field this is an authoritative reference to assessing and managing health risks in the workplace Consisting of twelve sections covering the full breadth of practice this Handbook covers workplace hazards and diseases occupational health emergencies and practical procedures This third edition also contains new information on ethics work health and disability infection control respiratory disorders and fitness for work with updated diagrams figures and chemical structures to aid reader understanding Providing a thorough easy to use guide to the whole of occupational health this Handbook is the essential resource for all occupational physicians occupational health nurses and all those dealing with workplace health and fitness giving you the information you need at your fingertips

Mastering Risk Management Tony Blunden, John Thirlwell, 2022-01-13 A practical guide from the basic techniques through to advanced applications showing you what risk management is and how you can develop a successful strategy for your company

Human Resource Management at Work Mick Marchington, Adrian Wilkinson, 2005 This new 3rd edition of the best selling text People Management Development Human Resource Management at Work is the complete text for anyone studying Human Resource Management Combining the latest academic research with practical approaches to managing HR in the workplace the text is thoroughly revised with increased signposting to enhance accessibility a revised structure designed to be more flexible for use on CIPD and non CIPD courses as well as the addition of more international cases Ideal for students studying for the CIPD professional qualification as well as general human resource management modules at undergraduate and postgraduate level A route map at the front of the book will indicate how the text can be used on both CIPD and non CIPD courses to assist lecture preparation TARGETED AT Students studying CIPD Professional Qualifications and undergraduate and post graduate students taking HRM modules on business and HRM courses

Managing NHS Hospital Consultants Great Britain: National Audit Office, 2013-02-06 A new contract for hospital consultants introduced in October 2003 delivered many of the expected benefits This was in exchange for a significant increase in consultants pay By 2011 12 there were around 40 000 hospital consultants employed at a cost to the NHS of 5 6 billion 97 per cent of whom were on the 2003 contract Of the expected benefits that could be measured all have been either fully or partly achieved More could be done however to achieve better value for money by fully realising the benefits set out in the Department s business case Despite for example the contract providing a clear structure for paying for additional work

at contractual rates most trusts still use locally agreed rates of pay for additional work outside job plans which ranges from 48 to 200 per hour Pay progression is also the norm and not linked to consultant performance According to an NAO survey only 41 per cent of consultants thought that their trust motivated them to achieve the trust s objectives While most trusts monitor consultant performance only 43 per cent of trusts 27 per cent of consultants thought that information was good enough to assess individual consultant performance Trusts also reported that nearly a fifth of consultants have not had an appraisal in the last 12 months Many trusts are not implementing the good practice job planning guidance published jointly by NHS Employers and the British Medical Association in 2011

A Nurse's Survival Guide to Leadership and Management on the Ward Brian Dolan,Amy Lochtie,2018-12-05 When you become a ward or unit manager sister or charge nurse your responsibilities change and you need a very different set of skills compared to your previous roles You are now required to manage a team of staff with a set budget and are responsible for maintaining an environment in which people can work well This book will help you to Identify your responsibilities and best approaches as a manager to provide patients with a high standard of care through your staff Read through examples suggestions and tips following a highly practical approach Manage your staff time and budget Create a positive work environment Features Completely updated and revised content written by well known authors with extensive experience in the field New sections on responsible use of social media working with different generations in the workplace how to make an impact taking care of yourself etc Leading teams in the context of enduring financial and staffing constraints Part of the A Nurse s Survival Guide series Key features Completely updated and revised content written by well known authors with extensive experience in the field New sections on responsible use of social media working with different generations in the workplace how to make an impact taking care of yourself etc Leading teams in the context of enduring financial and staffing constraints

Key Topics in Healthcare Management Robert Jones,Fiona Jenkins,2018-04-19 Information is a key resource to primary health care and is increasingly required in individual practices This book will demystify the subject which is often presented in complex terms It sets out in a simple and interesting way what information those working in primary care will need the systems required to deliver them and how to set them up Information and IT for Primary Care uses exercises stories key points case studies model answers and think boxes Worldwide web links refers the reader to resources and shows how to get the most out of your computer The book is user friendly jargon free and based on primary research evidence It is essential reading for everyone working in primary care organisations including GPs practice managers and nurses and staff working in community trusts and the NHS

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