



Staff Sickness using the Bradford Factor points

Absence management Introduction

We operate a system to monitor all absence. This is referred to as the 'Bradford Factor'. This works on a points system and any employee with a score of above 100 points in any twelve month period may be subject to disciplinary action.

Establishing The Criteria For Disciplinary Action

As an organisation we need to determine at what point absence levels become unacceptable and disciplinary action is required. One suggestion for establishing criteria is to use the "Bradford Factor" which is calculated as follows:

Target

Staff whose absence score is above 100 in any twelve month period may be required to attend a disciplinary hearing.

The absence score system gives higher scores for frequent short absences than for longer continuous periods of absence.

Formula

Number of times absent squared multiplied by the total number of days absent.

Example 1

One Continuous absence of three months. 1st absence -

91 days
 $1 \times 1 \times 91 = 91$ points.

91 days continuous absence in twelve months = **91 points**

Example 2

Frequent short absences varying in duration.

1st absence
- 3 days
 $1 \times 1 \times 3 = 3$ points

2nd absence
- 4 days
 $2 \times 2 \times 7 = 28$ points

3rd absence
- 2 days
 $3 \times 3 \times 9 = 81$ points

4th absence
- 1 day
 $4 \times 4 \times 10 = 160$ points

10 days absence in twelve months = **160 points**

Example 3

1st absence



- 1 day
1 x 1 x 1 = 1 point

2nd absence
- 1 day
2 x 2 x 2 = 8 points

3rd absence
- 1 day
3 x 3 x 3 = 27 points

4th absence
- 1 day
4 x 4 x 4 = 64 points

5th absence
- 1 day
5 x 5 x 5 = 125 points
5 days absence in twelve months = **125 points**

In **all** instances of absenteeism, a Return to Work Interview will take place. The aim of this meeting will be to allow an informal discussion to take place to discuss the absences, which have occurred. It is the Company's policy that this meeting should be handled in an understanding and compassionate manner. It is **not** intended in any way to be a disciplinary interview.

On following consideration of the reasons behind the absenteeism period, it may be that the employee will be informed that the Absenteeism Warning Procedure will be applied to them and that they will be allocated "points". This is not a punishment; it is simply a case of the Company wishing to formally monitor absence with a view to keeping it under control and improving levels of attendance.

Should the situation arise where the employee's attendance at work is deemed to be at an unacceptable level, the Company may, after considering all factors including any medical evidence and the employee's own views or opinions, decide to implement the Company's Absenteeism Warning Procedure.

Whilst each situation will be treated on its merits and with sensitivity, it should be recognised that frequent and persistent short-term absence may lead to disciplinary action which could eventually result in termination of employment.

The Absenteeism Warning Procedure is intended to promote consistency and fairness in the way the company controls, reviews and deals with absence/non-attendance. This system is not intended to be punitive. Its aim is to help employees to be aware of the levels of their absenteeism, and the effect that their non-attendance is having on their colleagues and upon the Company.

Once an employee's scoring is **APPROACHING** 100 his/her Line Manager at the employee's return to work interview, will advise the employee that they are reaching the unaccepted level of absence.

The Warning Procedure

Stage 1

When the target of 51 points has accumulated, an investigation into the cause of the absenteeism will take place, an informal verbal warning will take place with notes to improve the employee's absence.

Stage 2 – First Formal Hearing –Written Warning

In the event a further absence occurs, so when the target of 201 points has been reached in the rolling twelve-month period a formal written warning may be issued. This warning remains in force for a period of six months. The employee will be informed at all stages that their overall attendance record is unacceptable, and in the event that no improvement is made, this could eventually lead to termination of employment.



Stage 3—Second Formal Hearing- Final Written Warning

In the event that a further absence occurs in the rolling twelve months period following stage 2, when the target of 401 points has been reached, then a formal final written warning may be issued

Stage 4– Third Formal Hearing – Final Written Warning

In the event that a further absence occurs in the rolling twelve months period following stage 3, when the target of 601 points has been reached then this could result in the company terminating employment by reason of unacceptable attendance record.

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