



Solomon Islands Government

Solomon Islands Public Service

Attendance Management Policy and Procedure Manual

June, 2014



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Foreword

I am delighted to present to the Public Service the attendance management policy and procedure (AMP). The underlying goal of this policy is to enhance the standard of public service delivery by minimising the rate of unnecessary absence in the work place through the application of contextually relevant and culturally appropriate policy and procedure. I am confident that this AMP is designed to meet this bold intention.

The size, cost and organizational culture of the SIPS workforce 30 years ago was significantly different from what we are now experiencing. Present day public sector management deals with an increasingly complex issues stemming not only from deeply embedded cultural factors that permeates into modern public sector governance but also with competing public service-wide stakeholder needs that we are challenged to addressed.

One of the key challenges facing the public service is the desire to raise the standard of service delivery through good human resource governance and procedures because the pressure to effectively deliver public service for improving people's live is constantly under spotlight from our stakeholders. The pressure is clearly indicated in the 2013 RAMSI people's survey reporting that 64 percent (from a total of 3405) respondents said that they could not obtain medical related public service simply because of staff problem.

We believe that, among others, such a challenge is directly related to widespread workplace absenteeism in the service. Unregulated absence essentially puts pressure not only on individual officers who bear the weight of delivering the expected output, but also on financial loss paid to zero productivity stemmed from unchecked absenteeism. Absence is, however, inevitable in any organization including the public service and therefore it must be effectively managed ensuring that genuine absence are granted without causing financial injury to public officers.

The AMP is therefore committed to enhance the effectiveness and efficiency of public service delivery and simultaneously uphold the requirements of work-life balance and the occupational health and safety of our officers through a well regulated attendance management policy. In that regard, I entrust this Attendance Management Policy to all public officers' and call for collective commitment to enforcing it across the public service.

Hon. Stanley Festus Sofu (MP)
Minister for Public Service

Part 1. INTRODUCTION TO THE ATTENDANCE MANAGEMENT POLICY

1.1 Mandate

The Solomon Islands Public Service (SIPS) increasingly recognizes the significant costs associated with high levels of work place absenteeism across the service. In order to reduce operating costs, the Public Service need to reduce the level of absence through an effective attendance management policy and procedure. This is mandatory under the General Orders chapter C section 2 subsection 202 (1) in which ‘*no officer may absent himself from duty without leave*’ approval.

Responsible officers, however would accept that some level of absence is inevitable and that it is generally desirable for officers to be absent from work if they are absence on public duties, trade union duties, training, maternity and genuine illness. Therefore some of these absences can be anticipated and organized in advance in response to the needs of both the Public Service and the officer.

1.2 Concern

When a public officer goes on an unscheduled absent from his or her workplace, it places extra pressure upon available staff. And it is very difficult to provide efficient and effective service to customers when there is a reduced workforce. Customer service is not the only problem associated with a reduced workforce, there is also the problem of reduced productivity. If productivity is decreasing due to absenteeism, more officers are needed to be employed to do the work not being done, and this creates extra cost for the Solomon Islands Government. Also, where officers are regularly absent, remaining staff may become stressed due to excess workload and may themselves start to be absent more, making the problem even bigger.

This policy and procedure manual provides a general guideline to all responsible officers on how to manage attendance and absenteeism. It is realized that the management of attendance and absenteeism is often complex and potentially sensitive matter. We therefore urge all heads of division to closely collaborate with human resource managers and the rest of the staff to manage absence in a more holistic approach encompassing other factors such as physical working condition, transportation, health and safety standard, team work, job designing and incentives.

1.3 Structure of the manual

This manual is organized in four broad parts as follows:

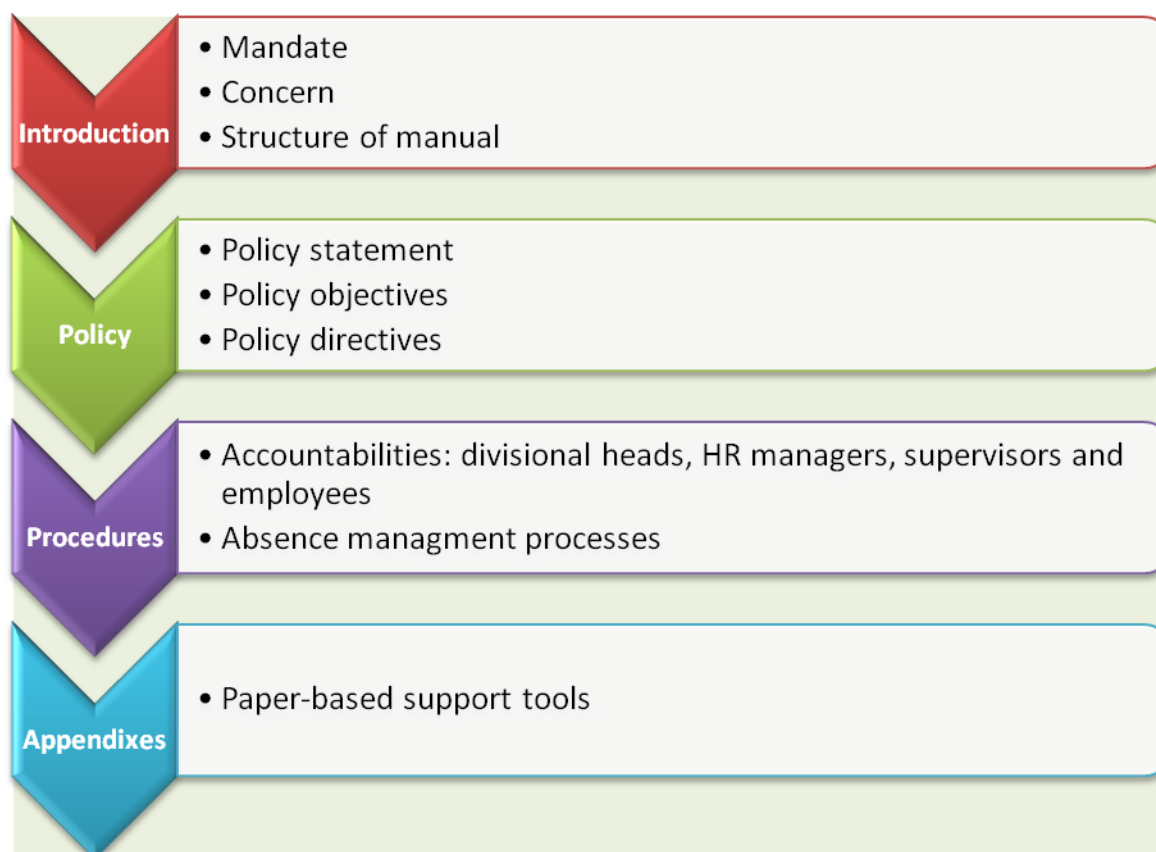
Part 1- Introduction to the attendance management (AMP) policy: This part indicates where the Policy obtains its mandatory power; put the issue on absenteeism on the spotlight and calls for public service wide commitment to address it.

Part 2 - The Policy: This section presents the overarching policy statement and directives that serves as a guideline to both supervisors and officers in the implementation of this Policy.

Part 3 - The Procedures: This section particularly outlines who are responsible for what in the day to day administration of the Policy. This part of the Policy manual clearly identify what different post holders in the organization hierarchy are accountable to do in implementing this Policy.

Part 4 - Appendixes: This section outlines the PS Forms that will act as the support tools for supervisors and officers in practicing the requirements of the Policy.

The diagram below presents the snapshot of the structure of this AMP manual.



Part 2. THE POLICY

It is the Policy of the Public Service to maintaining a high level of work attendance and punctuality pursuant to principle no.4 of the Solomon Islands Public Service Code of Conduct and the General Orders C202 (1).

High level of absenteeism leads to poorer quality of public service, lost productivity and reduced morale of co-workers. Consistent attendance can have highly positive effects on public service delivery. In recognition to that, the Ministry of Public Service develops this attendance management policy (AMP) to ensure a consistent and fair approach in administrating attendance.

Managing attendance and absenteeism is part of the Solomon Islands Public Service commitment to the broader goal of achieving and sustaining productive, healthy, efficient and high performing public service.

2.1 Policy Objectives

The objectives of the Attendance Management Policy are to:

- (a) Promote regular and consistent attendance at work for all public officers;
- (b) Provide guidelines for a consistent and fair process of managing attendance while providing to individual flexibility as needed;
- (c) Providing guidelines for responding to recurring absenteeism and minimize likely future absence;
- (d) Minimize disruptions to public service delivery stemming from unauthorized and unscheduled absence.

2.2 Application

This Policy shall be applied in a fair and consistent manner to all public officers who are employed by the Solomon Islands Government (SIG) through the Public Service, Judicial and Legal Service and the Police and Prison Service Commissions respectively and whose terms and conditions are stipulated in the General Orders.

2.3 Definitions

The following terms are defined to give common understanding on key terms used in this manual.

Absence – means failure to report to any schedule hours of work, including accumulated late arrivals and early departures without permission.

Absence incident – means the number of times an officer is absent from work without permission. One day of absence will be considered as 1 incident. A second day of absent will be considered as 2 incidents and so on.

Attendance – means the act of being at work place on any schedule hours of work.

Authorised absence – means approved leave granted by the responsible officer inclusive to the following leaves: annual, sick, compassionate, maternity, study and leave without pay.

Compassionate leave – means a leave granted specifically to enable an officer attend to bereavement events occurred in their family. It is not an entitlement and is granted only for urgent personal reasons

Pattern absences – means unscheduled absences the day before or after a scheduled holiday or specific day of the week such as pay days or Fridays.

Tardiness – means officer is not present and not ready to begin working at his or her station at their scheduled time.

Unauthorised absence – means any absence from any schedule work, including late arrivals and early departure without authorisation which may result in the use of disciplinary procedure.

Unscheduled absence – means any absence where authorised leave has not been applied for in advance which may cause an officer to be absent for work.

2.4 Policy Directives

In order for the public service to be well positioned to serving its stakeholders, all public officers must take note and adhere to the following policy directives;

1). High attendance culture

As part of their contractual obligation to the government and the people of Solomon Islands, it is obligatory for all public officers to maintain a high attendance work culture by attending to their duties and responsibilities during any schedule working hours.

2). Monitoring and recording absence

All forms of absence from official duties by any officer shall be monitored and recorded by the immediate supervisor using tools prescribed under this Policy and reported to the head of division to ascertain individual officer's absence pattern and invoke appropriate action.

3). Attendance monitoring device

It is a requirement in this policy that all public service owned or rented premises shall install appropriate attendance monitoring device(s) that is effective in registering attendance of all its officers.

4). Hours of work

All public officers are contractually obligated to work for a minimum of 37.5 hours per week from Monday to Friday starting at 8:00am and finishes at 4:30pm allowing one hour lunch break from 12:00 – 1:00pm.

5). Punctuality for work

All government office must be open to serve the public during all normal business hours; therefore all public officers are required to report for work on time and be ready to serve the public at the beginning of each and every working day. Punctuality to work is therefore a condition of employment.

6). Pay for hours at work

All public officers' salaries will be paid only for the hours they are at work and for the approved leave granted by the Accounting Officer.

7). Docking of salary

Officers who are reportedly absence from work without leave approval from the Accounting Officer will have their salaries deducted for the period they were on unauthorised leave.

8). Paid time-off benefits

Full-time officers are paid with time-off from work. This benefit is provided so that public officers may attend to work-life balance requirements as in the following leave without incurring a loss of salary:

- i. Public holidays - the government grants full-time public officers to go on holiday so that they can enjoy time-off with full pay with their family and relatives. Public holidays are specified from time to time by the Ministry of Public Service in collaboration with Ministry of Home Affairs.
- ii. Sick leave – the government provides full-time public officers sick leave so that they can be off from work with pay for their own illness or injury or to attend to members of their immediate family who are ill or injured. The number of leave days is specified in respective officer's terms and conditions of employment.
- iii. Maternity leave – all female employees may go on maternity leave with full pay to attend to prenatal and postnatal medical requirements. The number of leave days may be in accordance to the certification by the medical doctor. But generally officers may go on leave 6 weeks prior to and 6 weeks after labour.
- iv. Compassionate leave – public officers may go off work on compassionate or bereavement leave with pay. The number of compassionate leave days granted will be deducted from the officer's accrued annual leave
- v. Study leave time – public officers who undertake an approved training program either on full-time or part-time may go off work with pay. The period for study leave is specified in respective officer's terms and condition of scholarship.
- vi. Bills and banking time – public officers may take limited personal time off from work during pay days to do personal banking and paying of utility bills.

9). Tardiness of one hour

An officer who arrives one or more hours late to work or depart earlier than official finishing time without permission will be required to make-up the lost hours. All officers are responsible to always notify their respective supervisor when they know they will be late for work.

10). Accumulated hours of lateness

Officers who demonstrated patterns of chronic lateness will have their hours of absence recorded by their supervisor. Chronic lateness that accumulated up to 7.5 hours will be regarded as 1 absent incident.

11). Excessive number of Unauthorized absence incidents

Officers who have reached 10 or more unauthorized absence incidents are regarded as reaching an excessive point in which case the immediate supervisor will formally notify the Accounting Officer who will deal with the case under prescribed discipline procedure.

12). Absence trigger points

Based on a number of absence incidents within a 12 month period, supervisors will notify officers when their absence incidents reached certain trigger points. To ensure consistency, supervisor will invoke counseling session(s) with an officer who has a record of three or more absence incidents within any 6 month period.

13). Genuine sickness

The supervisor will deal with genuine sickness with sympathy and that the sick officer will be given sick leave as a condition of employment to enable him or her to recover from illness and be fit before returning to work.

14). Medical certification

All officers who are reported on sick absence for 8 or more calendar days are required to submit an official medical certificate that provide reasons that substantiate their sick absence.

15). Illness in immediate family

Officers who have sick dependents will use their sick leave days of paid leave to care for their immediate family members. Alternatively, officer may opt to request for compassionate leave for this purpose. When reporting absence to their supervisor, officer must mention how long they will be away from work and provide their contact address including a telephone number to be reached while they are away.

16). Non-reporting of sickness absence

In the event an officer fails to immediately notify or report sickness absence to the supervisor the absence will be recorded as unauthorised and the officer will be absent without pay unless it

is substantiated to be an innocent absence by providing appropriate medical certificate as evidence.

17). Return-to-work interview

Supervisors shall conduct a return-to-work interview with any officer who returns to work after occasion of absence. The interview is not a disciplinary meeting and the style of interview should reflect supervisor's duty of care and the officer show responsibility of attendance.

18). Long term serious illness

Where an employee's absenteeism is believed to be as a result of a serious illness, the supervisor is to liaise with both the human resources manager and the executive management to identify if action to retire the ill officer on medical grounds may be required.

19). Reporting unplanned absence

All public officers who are unable to report to work due to unforeseen circumstances shall notify their supervisor directly as much as reasonably possible in advance prior to the commencement of their schedule day of work. The officer must also ensure the supervisor and receptionist have his or her current telephone number.

20). Reporting absence information

All absence data recorded in 'AL Form 2 – Individual absence record' shall be analysed and reported on a monthly basis to the agency's management team for appropriate action.

21). AL Form 1 – Absence notification

PS Form 20 is the 'absence notification' tool that all officers will use to record all detail information regarding their absence from work. It must be filled immediately on the day the officer is reported absent from work and submitted to the supervisor to be retained in the officer's personal file

22). AL Form 2 – Individual absence record

PS Form 21 is the individual absence record sheet that supervisors shall use to monitor the trend of both authorised and unauthorised absence of each officer.

23). AL Form 3 - Unauthorised absence Instruction for salary deduction

PS Form 22 is the unauthorised absence instruction tool that supervisors and human resource managers shall use to formally instruct the Salaries Section that an officer's salary shall be deducted as a result of unauthorised absence. This form must always accompany the Aurion's Salary Authority TY 131/9 and be submitted to the payroll.

24). AL Form 4 – Self Certification for sickness absence

All public officers who are sick for a period of 7 days or less are required to fill 'AL Form 4, a self certification form for reporting sick absence and submit to their immediate supervisor on the first day they return to work. Officers who are on sick absence for 8 or more calendar days are required to obtain official medical certificate that substantiate their sick absence.

25). AL Form 5 – Return-to-work interview

PS Form 24 is the return-to-work interview tool that supervisors shall use to record all information when conducting return to work interview. It is a policy that supervisors shall have a catch-up meeting with the officer after every recurring short term and long term absence on the first day the officer returns to work.

26). AL Form 6 – Attendance improvement plan

PS Form 25 is the attendance improvement plan tool that a supervisor will use as part of management intervention to support an officer who has a record of three (3) or more absence incidents. Its purpose is to record attendance improvement resolutions and monitor until the next absence trigger point review meeting.

27). Recognition of high attendance culture

Each Ministry performance recognition committee (PRC) shall identify individuals or teams with good attendance record and make appropriate decisions that will reinforce and further promote high attendance culture in their organization.

28). Fair application of policy

In the application of this policy, all officers must be treated in a fair, consistent and sympathetic manner and will be given the opportunity to improve their attendance through informal counseling and thereafter proceed to formal procedures.

29). Periodical evaluation of policy & procedures

The Solomon Islands public service Attendance Management Policy and Procedure is subjected to incremental review as necessary periodically to effectively meet the changing needs of Solomon Islands Public Service.

Part 3. PROCEDURES

3.1 Accountabilities: Roles and Responsibilities

The responsibility for and commitment to the public service Attendance Management Policy and procedure exists at all levels of the agency. Successful attendance management is dependent upon the commitment of all stakeholders. Below are the key responsibilities of coordinating agency and specific designated positions who have a role in making these operational procedures happen.

a). Ministry of Public Service

As the central human resource governance organization, the Ministry of Public Service is responsible for:

- i. Monitoring and evaluating of attendance management policy and procedure.
- ii. Demonstrate a high moral standard of behavior that exemplifies good attendance record that the rest of the officers will follow.

b). The Executive Management Team

Members of the agency's executive management team will:

- i. Demonstrate a high moral standard of behavior that exemplifies good attendance record that the rest of the officers will follow
- ii. Monitor data on attendance and determine appropriate decisions that are fair and consistent with this policy as well as other relevant human resource management policies.
- iii. Determine the strategic direction that is contextually appropriate and effective for managing attendance.

c). Heads of Division

All divisional heads will:

- i. Regularly record and report to the executive management team on any patterns of absence.
- ii. Collaborate closely with the human resource manager and line supervisors in managing recurring short term as well as long term absence.
- iii. Communicating and raise awareness to all officers about the importance of regular attendance.

- iv. Maintain, monitor and be accountable for attendance levels within their respective divisions
- v. Monitor and manage situations where officers reached specified absence incident trigger points or pattern absence.
- vi. Fostering a healthy and positive working environment in which officers are motivated to work and deliver public service effectively.
- vii. Use AL Form 5 in facilitating interview with officers who return to work after any absence incident. The purpose is to explore the causes of absence and identify any practical actions to reduce the likelihood of future absence.
- viii. Maintain regular contact with the officer during the period the officer is absence from work.
- ix. Consistently demonstrate good personal records in punctuality and attendance as an example for the rest of the staff to follow.

d). Human Resource Managers

The human resource manager and his or her team will:

- i. Offer advice and support all divisional heads, line supervisors and the rest of the staff to implement the requirements stated in this policy and procedure manual.
- ii. Provide internal agency training and awareness to divisional heads and supervisors on how to effectively implement the requirements in this policy and procedure manual.
- iii. Collaborate with all divisional heads to source absence data from AL Forms 1, 2, and 5 and present absence report to the executive management at the end of every quarter.
- iv. Attend initial and follow-up meeting related on absence when requested by respective heads of division.
- v. Reviewing absence record of all officers. It is particularly important to recognize good attendance level and manage those that cause concern.
- vi. Establish and maintain relevant attendance monitoring tools in order to effectively implement the requirements stated in this policy.
- vii. Consistently demonstrate good personal records in punctuality and attendance as an example for the rest of the staff to follow.

e). Line Supervisors

Line supervisors will:

- a. Collaborate closely with officers to implement policies set out in this manual thereby improving level of attendance in their respective units.
- b. Use '**AL Form 2- Individual absence record**' as a tool to record and report to the divisional heads patterns of absence of individual officers working within their areas of responsibility.
- c. Use '**AL Form 5- Return-to-work interview form**' to conduct return-to-work interview after each absence and demonstrate a duty of care towards their officer ensuring they are healthy and fit to work.
- d. Seek support from the head of division or the human resource manager regarding officers who may have recurring patterns of absence.
- e. Timely and accurate records of absence and the meetings in relation. Act consistently and fairly applying the policy to individual cases.
- f. Support the head of division in developing action plans that are appropriate in your division to minimize impacts of absence to their agency.

f). Officers

All public officers will:

- i. Demonstrate a positive approach to attendance by regularly attending to their work on time.
- ii. Use '**AL Form 2- Absence notification form**' to make early notification of absence to the supervisor and to follow absenteeism reporting procedure stated in this policy and procedure manual.
- iii. Attend meeting with the supervisor as soon as practicable on return-to-work after any incidents of absence using AL Form 5 as a tool to facilitate the meeting.
- iv. Provide necessary medical certification on time as required to support the reason for absence from work.
- v. Maintaining regular contact with the supervisor and or the divisional head during period of absence.
- vi. Take reasonable care of their own health and safety at times and cooperate on any action plans to achieve a return to work.
- vii. Be cooperative with the supervisor or the human resource manager to attend an attendance support meeting if their absence extends beyond 28 days.

3.2 Absence Management Procedures

It is the duty of all supervisors to effectively manage the day-to-day attendance of officers who report directly to them by using the following tools:

a) Monthly absence record

It is a procedural requirement under this policy that supervisors shall monitor and record both authorized and unauthorized leave of absence of each officer. All supervisors shall:

- i. Daily update the AL Form 2 – individual absence record sheet
- ii. Fill other specifically prescribed AL Form(s) for other types of absence incidence.
- iii. Initiate appropriate management actions based on the nature or trend of absence recorded.

b) Notifying and reporting absence

It is a procedural requirement as an absolute minimum action that all public officers must:

- i. Notify their immediate supervisor in person or by telephone as soon as practicable whenever they will be absent from work.
- ii. Officers must fill up '**AL Form 1 – absence notification**' form and submit to your supervisor immediately on the day they will be absent from work.
- iii. When reporting absence, mention to their supervisor the reason(s) for their absence. Officer shall also state an estimated period of the duration of absence and the anticipated day to return to work.
- iv. Officers who are on sick absence for a maximum of 7 calendar days will be required to fill and submit '**AL Form 4 - self certificate for sickness absence**' to your immediate supervisor at your return to work during catch-up interview.
- v. If officer is on sick absence and the nature of illness is sensitive, medical and self-certificates are to be submitted directly to the human resource manager with a covering letter stating the nature of illness is confidential.
- vi. Submit to immediate supervisor a medical practitioner's certificate that substantiates your sick absence occurred for a period of up to 8 or more calendar days.

c) Sickness absence notification procedure

Officers who are sick and not fit to attend work or undertake their normal duties must follow the following sickness absence notification procedure:

1) One day absence

On the first day of absence an officer must contact immediate supervisor within 30 minutes of the contractual starting time. When talking with their supervisors, officer should mention factors related to the following:

- i. The general nature of illness, accident or injury
- ii. The day on which the illness, accident or injury began;
- iii. The expected duration of absence (if known)
- iv. Whether absence is for an urgent family reason.

2) Three days absence

Where the officer still feels unwell and unfit for work on the third day, the officer must contact the supervisor provide update on the cause of absence and also provide assurance on the expected date to return to work.

3) Five days absence

Where absence from work continues to day 5, an officer must contact the supervisor to provide an update on the cause of absence as well as assurance on the expected date to return to work. Medical certificates are not required on the first 7 days of absence but officers must complete and submit to their supervisors the AL Form 4 – Self Certification for absences of 7 days or less on their return to work.

4) Eight days absence

Where absence continues on the eighth day, the officer must update the supervisor about the ongoing cause of absence and indication of date expected to return to work. Officers must provide medical practitioner's certificate to their supervisor for any sick absence for a period of 8 or more days. Where the nature of illness is sensitive, medical certificate must be sent directly to the human resource manager where confidentiality must be retained.

5) 28 days absence

- i. Where there are recurring incidents of absence and continues on for more than 28 days, the human resource manager, in consultation with the Responsible Officer, may contact the officer to discuss whether there is any

support that the Public Service could reasonably expect to provide during absence from work and whether support can be provided to enable the officer return to work. Discussions will take into consideration medical certifications and how that impacted on the officer's current responsibility as well as capability to perform.

- ii. Where long term absence is attributed to prolong illness, the Responsible Officer may refer to General Orders chapter 4J to further administer the case.

d) Managing return-to-work interview

To ensure that officers are aware that every absence is a cause of concern to the head of division and the line supervisor, it is crucial that a 'meaningful' return-to-work interview be conducted as soon as the absent officer returns to work using 'Return-to-work interview form' as a guide. A return to work interview should therefore be conducted after a period of absence. In order to have an effective conversation, the supervisor must consider the following factors:

1. Interview environment

- i. Ensure the working environment makes the officer feel welcome back to work.
- ii. Meeting is allocated with sufficient time giving your undivided attention to the matter discussed. Information shared must be treated with confidence.
- iii. Indicated the supervisor's interest in the welfare of the officer as well as their responsibilities in the delivery of public service.
- iv. Emphasis the need for maximum attendance as emphasis in this policy and procedure manual.

2. Discussion points

- i. Establish the precise cause of absence, whether it is health related or other issues
- ii. Ensure a full and frank discussion about issues causing absence by giving your undivided attention.
- iii. Encourage the interviewee to share by asking open-ended questions as well as provide feedbacks as necessary.
- iv. Ensure that relevant AL Form(s) relating to absence are correctly filled and submitted.

3. Examine absence patterns

- i. Carefully examine the pattern or regularity of the absence.

- ii. Examine if absence occur in a certain day or shift period.
- iii. Examine the reasons given for absence – are they varied or always the same?
- iv. Carefully examine whether or not the absence disguises an underlying health or family related problem?
- v. Are there others who can provide assistance on counseling around the underlying matter?

4. Identification of issues and resolutions

- i. Help the interview to think through the situation or problem
- ii. Offer relevant information or advice whilst remain neutral
- iii. Let the interviewee proposes some solutions where appropriate
- iv. Having established the facts causing absence, suggest some practical actions to solve the problem where appropriate.

e) Managing Absence Trigger Points

Active management of absence trigger points is an effective approach in managing absenteeism. As a guide and to ensure consistent application of the Policy, supervisors will invoke counseling meeting(s) as part of management intervention to officers who have reached certain trigger points as follows:

- i. Three (3) incidents of absence within any 6 month period triggers Informal level counseling.
- ii. Two additional (total of five) incidents of absence within any 12 month period triggers First level absence review meeting (ARM).
- iii. Failure to meet standards agreed during the First level ARM triggers Second level ARM. The Second level ARM is regarded as the Final level ARM in which an officer's absence record will be forwarded to the Responsible Officer for disciplinary actions.

f) Informal level counseling

This will normally take place after an officer has a record of 3 absences within a 6 month period. Here the supervisor will convene the usual 'return to work interview'. But in addition to that the officer will agree to make commitments to improve on his or attendance.

g) First level absence review meeting

This is the first formal stage of the absence review meeting and would normally commence by examining the previous record of absence of the officer. The supervisor will clearly warn the officer that their absence record has become unacceptable and that there is need for

improvement. The officer will be given the opportunity to agree with the supervisor to improve their attendance.

h) Second and final absence review meeting

- (i) Where following the First level absence review meeting (ARM) the required improvement is not achieved or maintained, the supervisor will invoke a second and final ARM with the officer.
- (ii) Any further unauthorized absence up to 10 absent incidents, the supervisor will advise the officer his or her absence records will be referred to the Responsible Officer for appropriate disciplinary action.

i) Reporting unauthorized absence for salary deduction

It is a procedural requirement under this Policy that the supervisor and the HR manager must take a proactive responsibility to report any absence without leave authority by:

- i. Fill up the '**AL Form 3 – unauthorized absence instruction for salary deduction**' as soon as practicable
- ii. Have the form signed by both the supervisor and the HR manager
- iii. Fill up the prescribed section of the Aurion Salary Authority form TY 131/9
- iv. Submit to Salaries Section at Ministry of Finance & Treasury the Salary Authority form and have it accompanied with the unauthorised absence advice form.
- v. Copies of Salary Authority and AL Form 3 must be retain in the officers personnel file.

j) AL Form 6 – Attendance Improvement Plan

- (a) Supervisors shall use AL Form 6 to guide them in the discussion and record information about any agreed resolutions to improve the officer's attendance in the future.
- (b) Both the supervisor and the officer shall each have the filled copy of the AL Form 6 indicating their resolutions and practical actions needed to improve attendance in the future.

k) Discipline for excessive number of absence incident

In situations where the Accounting Officer has reasonable basis that an officer continuously absence from work without authorization up to a total of 10 or more working days and that all avenues for attendance improvement has been exhausted, the Accounting Officer may instigate appropriate penalty prescribed under Public Service discipline procedure.

Part 4. APPENDIXES

APPENDIX 1- ABSENCE NOTIFICATION FORM



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AL FORM 1 ABSENCE NOTIFICATIONS

Instruction

This form must be completed by all officers that absent from work and forward to immediate supervisor for confirmation. A copy of the filled form must be retained in the officer's personal file.

Section 1: Personal detail	
Officer's name:	Post title:
Ministry:	Division/Unit:
Residential address:	Contact phone:
Section 2: Absence Specification: Please write or tick your responses in the appropriate box below.	
Who reported absence at first instance?:	Mobile contact of reporter:
What is the reason causing absence?	
<input type="checkbox"/> Sick <input type="checkbox"/> Care for sick dependents <input type="checkbox"/> Compassionate leave	
<input type="checkbox"/> Accident at work <input type="checkbox"/> Accident away from work <input type="checkbox"/> Appointment with doctor/dentist	
<input type="checkbox"/> Others (please specify):	
No. of hours or days officer will be absence from duty:	Date of first day on absence (D/M/Y):
Date expected to return to work (D/M/Y):	Name of immediate supervisor:
Section 3: Signing. Please sign your name and pass to your immediate supervisor for countersigning as confirmation of your absence notification.	
Officers signature:	Supervisors signature
Date:	Date:

APPENDIX 2 - INDIVIDUAL ABSENCE RECORD FORM



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AL FORM 2 INDIVIDUAL ABSENCE RECORD

All supervisors must fill this form for officers who are absent at the end of each week. Use appropriate keys below to mark under each day the type of absence listed in the legend. This information will be kept by the supervisor and reported monthly to the Human Resource Manager for further reporting on the trend of absence in the Ministry to the Executive Management for further action.

Section 1: Personal Information										
Officer's Name:							Division/ Unit			
Post Title:							Contact:			
Ministry/ Agency:							Ref:			
Section 2: Week absent record										
Year 20.....	Month of:							Total Authorized Absence	Total Unauthorized Absence	Remarks
	Type of absence									
Week No:	S	M	T	W	T	F	S			
1										
2										
3										
4										
<i>Grand Total days of absence per month</i>										
Section 3: Signatures of officer and Supervisor										
Signature:					Supervisor:					
Date:					Signature:					
					Date:					

Key: A = Annual Leave S = Sick leave U= Unauthorized Absence DT= Duty travel
 C = Compassionate leave SL = Study leave M = Maternity leave or P= Paternity leave

APPENDIX 3 - UNAUTHORISED ABSENCE INSTRUCTION FOR SALARY DEDUCTION



Solomon Islands Government

AL FORM 3 UNAUTHORIZED ABSENCE INSTRUCTION FOR SALARY DEDUCTION

Instruction

This form must be completed by both the supervisor of the officer who is absent from work without leave authority and the human resource manager. Original copy must accompany the Aurion Salary Authority TY 131/9 and send to Ministry of Finance & Treasury - Salaries Section. A copy will be retained in the officer's personal file.

Section 1: Personal detail.	
Name:	Post title:
Ministry/Agency:	Division/Unit:
Section 2: Unauthorise absence specifications.	
How do you know the officer is absent without leave authority?	
Indicate date(s) the officer was absent without leave approval	
No. of days the officer was absent without leave approval	
Section 3: Supervisor and HR manager verification	
We the undersigned confirmed that the above named officer was absent from work without leave authority from the Accounting Officer. We therefore instruct Ministry of Finance & Treasury – Salaries Section that the officer's salary be deducted for the days he/she was absent from work.	
Supervisor's name	Supervisor's signature:
	Date(D/M/Y):
HR managers name:	HR Managers signature:
	Date (D/M/Y):

APPENDIX 4- SELF CERTIFICATE FOR SICKNESS ABSENCE



Solomon Islands Government

AL FORM 4 SELF CERTIFICATE FOR SICKNESS ABSENCE

Instruction:

This form must be filled by every officer who are absent from work for a maximum of 7* calendar days due to illness. This form must be given to your immediate supervisor at your return to work interview. You may attach the usual public service medical certificate signed by medical officer.

Section 1: Personal details	
Full name:	Date of Birth:
Ministry:	Division/Unit:
Residential address:	Contact phone:
Section 2: Period of absence	
Date of first day of absence (D/M/Y):	
Date of last day of absence (D/M/Y):	
Date return to work (D/M/Y):	
Total number of days on sick absence (D/M/Y):	
Briefly state nature of illness that caused absence:	
Section 3: Declaration by the officer	
I sincerely declare that I was genuinely sick during the period mention above and that the information given is true and correct. I fully understand that it is a disciplinary offence to knowingly give false information and I would be held responsible for any information that amounts to misrepresentation of any of the details written in this form.	
Signed:	Dated (D/M/Y):

***Note:** officers who are sick for 8 days or more are required to provide official medical practitioner's report to support their reason for sick absence.

APPENDIX 5- ABSENCE NOTIFICATION PROCEDURE



APPENDIX 6- RETURN-TO-WORK INTERVIEW FORM



Solomon Islands Government

AL FORM 5 RETURN-TO-WORK INTERVIEW

Instruction

This form must be completed by the supervisor at the time the supervisor and the officer convene for the 'return to work interview'. The interview shall be treated confidential with sufficient time to show to the officer that the Public Service has a duty of care and concern on the health and well being of the officer.

Section 1: Personal details	
Name of officer (interviewee):	Post title:
Ministry:	Division/Unit:
Section 2: Check list of points to cover in the interview	
1. Date of first day on absence (D/M/Y): _____ Date of return to work (D/M/Y): _____	
2. AL Form 4 - Self certification form completed? Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable <input type="checkbox"/>	
3. Statement of fitness for work provided? Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable <input type="checkbox"/>	
4. Period of absence was related to (please tick one most appropriate response in the box below):	
<input type="checkbox"/> Sickness <input type="checkbox"/> Care for sick dependents <input type="checkbox"/> Appointment with doctor/dentist	
<input type="checkbox"/> Emergency time off <input type="checkbox"/> Compassionate leave <input type="checkbox"/> Accident leading to injury	
<input type="checkbox"/> Other (please specify): _____	
5. Total number of sickness days taken in the last 12 months: _____	
6. Is illness absence likely to re-occur in the future? Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable <input type="checkbox"/>	
7. Note down any agreed actions during interview, including support the agency could do to minimize further absence:	
Section 3: Names and signatures of supervisor (interviewer) and officer (interviewee)	
Signature of interviewee:	Name of Interviewer:
	Signature:
Date (D/M/Y):	Date (D/M/Y)

APPENDIX 7- ATTENDANCE IMPROVEMENT PLAN



Solomon Islands Government

AL FORM 6 ATTENDANCE IMPROVEMENT PLAN

Instruction:

This form will be filled by the supervisor as part of management intervention to support an officer who has reached certain absence trigger points. Its purpose is to record attendance improvement resolutions and monitor them until the next absence trigger point review meeting.

Please indicate with an 'X' the level of meeting in the appropriate box below.	
<input type="checkbox"/> Informal level	<input type="checkbox"/> First formal level
<input type="checkbox"/> Second and final level	
Attendance objective: Please agree and enter the attendance objective which is normally described in terms of level of attendance. (E.g. To achieve full attendance over the next 3 months)	
Success criteria: Please describe the criteria that will make the officer achieve its objective. (E.g. Full attendance has been achieved in the last 3 months)	
Other possible outcomes: At the end of attendance improvement plan (AIP) period where the objective has been partially achieved, what is a likely outcome? (E.g. the improvement plan could be extended where little improvement is taking place and likely to reach acceptable level). In situations where a standard of attendance has not been achieved during the AIP, what is the likely outcome? (E.g. progress to the next level of absence review meeting).	
Support: Any additional support the agency can do to the officer. (E.g. occupational health advice, Training, chaplaincy etc that was agreed on).	
Other action: Any other action the officer per se has/will take to resolve the situation.	
Next review meeting date (D/M/Y):	
Officer's name:	Supervisor's name:
signature:	Signature:
Date (D/M/Y):	Date (D/M/Y)

APPENDIX 8- ANNUAL LEAVE APPLICATION



Solomon Islands Government

AL FORM - ANNUAL LEAVE APPLICATION FORM FOR LOCALLY APPOINTED STAFF

One copy is to be submitted to your respective Supervisor two months before leave is due.

Name:.....
Appointment:.....
Division:.....
Station:.....
Home Island:.....
Home Village:.....
Leave Address:.....

No. of Days Applied For:.....Days
Plus Deferred Leave:.....Days
Plus Travelling Time:.....Days
Total Leave Earned:.....Days
Less Leave Debited:.....Days
Total Leave Due:.....Days

Leave to start (give date).....
Do you want to advance you salary/wages YES/NO
Do you want passages to be arranged YES/NO
if YES give details of ship, date etc

.....
.....
.....
.....

Is your wife/husband/children accompanying you?

YES/NO

.....
.....
.....
.....
.....
.....
.....

You are not allowed to go on leave until you have received a **Leave Certificate**

Signature.....

Date.....

NOW PASS ON TO YOUR SUPERVISING OFFICER

Supervising Officer to complete this section

(a) Leave Recommended

YES/NO

(b) Leave Relief Required

YES/NO

Comments:.....
.....
.....
.....
.....
.....

Date:.....

Signature.....

NOW FORWARD TO RESPECTIVE US/HRMCS FOR ENDORSEMENT

Appointment:.....

Date:.....

Signature:.....

APPLICATION FOR TRAVELLING EXPENSES

In accordance with Public Service Circular 50/84 2(a) and 53/84 2(b) dated 5/12/84 and 14/12/84 respectively, I hereby apply for the above expenses to be paid to me before my leave is due:

NAME:.....(please print clearly)

POST:.....

LEVEL:.....

STATION:.....

ISLAND:.....

VILLAGE:.....

DISEMBARKATION PORT:.....

MEANS OF TRANSPORT TO AND FROM VILLAGE:

.....(if canoe give breakdown of costs)

.....(if truck give fare)

Total Cost:.....

Date:..... Signature:.....

NOW PASS ON TO PERMANENT SECRETARY/MINISTRY

APPLICATION FOR TRAVELLING EXPENSES APPROVED: YES/NO

Date:..... Signature:.....
