Northern Ireland Civil Service

People and Organisational Development

HR policy

Hybrid Working Procedure

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Department of Agriculture, Environment and Rural Affairs

Department of Education

Department for Infrastructure

Department for Communities

Department of Finance www.finance-ni.gov.uk

Department of Justice

Department for the Economy

Department of Health

The Executive Office

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1. Introduction

1.1 This Hybrid Working Procedure should be read in conjunction with HR Policy 3.15 Hybrid Working Policy. This Procedure sets out the process, including roles and responsibilities, for requesting, considering, implementing, and reviewing requests for Hybrid Working.

2. What is Hybrid Working?

2.1 Hybrid Working is a non-contractual, locally agreed, flexible working arrangement which, subject to business needs, blends working from: (i) your designated workplace, (ii) other work or remote locations; or (iii) home. Hybrid working by its blended nature requires you to attend your workplace for part of each working week. The term 'workplace' is used throughout to indicate your designated office, where it is necessary to conduct official business, or other work, or remote location (other than your home) ~~as~~ specifically agreed by line management.

2.2 Workplace includes travelling on official business, visiting other NICS sites on official business, face-to-face meetings with colleagues, suppliers, or external organisations at their premises and face-to-face conferences and training.

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3. Workplace Attendance Requirement

3.1 All staff operating hybrid working will be required to attend the workplace **at least 40% of their contractual working hours** and in line with the requirements of their business area (as determined by senior management in accordance with para 4.4 to 4.6 of the Hybrid Working Policy). Staff in roles which require them to attend the workplace full time should continue to attend their designated workplace as normal.

~~3.2 All time spent working in offices or travelling on official business, counts towards workplace attendance. This includes:~~

- ~~working from your designated workplace; or~~
- ~~visiting other NICS sites on official business, including Connect 2 Hubs; or~~
- ~~face-to-face meetings with colleagues, suppliers, or external organisations at a NICS or non-NICS location; or~~
- ~~face-to-face conferences and training.~~

3.2 The required 40% workplace attendance will not impact staff with existing reasonable adjustments.

4. Calculation of Workplace Attendance Requirement

4.1 For staff who work full time hours (37 hours per week), the requirement is that they will work at least 40% of their contracted hours (i.e. 2 days) per week in the workplace.

4.2 For part time staff and those working compressed hours, there is an requirement that they too will spend at least 40% of their contracted hours in the workplace. Where there is not a practical way for a member of staff to achieve this on a weekly basis, the time period may be varied through discussion and agreement with their line manager.

4.3 For example, an agreement could be reached for the member of staff to attend the workplace on an extra day every other week to make up the hours required.

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5. Who is eligible to apply for hybrid working?

5.1 All permanent, fixed-term employees, agency workers and those seconded to the Northern Ireland Civil Service (NICS) are eligible to apply for hybrid working.

5.2 A decision to approve a request for hybrid working will depend on several factors, including business need and the nature of the job role; not all job roles will be suitable for hybrid working.

5.3 Hybrid working may not be suitable for staff who have failed to achieve a satisfactory performance marking in their most recent performance review; and/or are on a performance improvement plan and consequently may, for example, require a period of close supervision.

5.4 New entrants, early in their probationary period, or those on an apprenticeship or leadership development programme, may be required to attend the workplace more than the 40% workplace attendance requirement (**see Section 3 above**) to maximise in-person interaction, learning and development and mentoring opportunities. In such circumstances, the workstyle agreement may be reviewed more regularly than an annual review.

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6. Roles and Responsibilities

Individual applying for hybrid working

6.1 Staff are given the choice to request hybrid working. It is not a mandatory requirement as it is recognised that it will not apply to all job roles or suit every member of staff's personal circumstances. The option to work from your designated workplace on a continuous basis remains. If staff choose, or are required, to always work from their designated workplace, they are not required to complete a Workstyle Agreement (see Section 5).

Senior management

6.2 Senior management will be responsible for: (i) fairly and consistently considering business need; (ii) determining the potential for job role /activities to be delivered through a hybrid working model (subject to the requirements of paragraphs 4.4-4.6 of the Hybrid Policy); and (iii) communicating the business area workplace attendance requirement to line managers in their business area. For the purposes of this policy senior manager is defined as Grade 7 (or analogous).

6.3 In assessing the potential for job role/activities to be delivered through a hybrid working model (i.e. whether those activities can be performed effectively away from the designated workplace), senior management should consider the following:

- What is the job role/activities or service provided?
- What will be the effect on service delivery?
- Consider here the main activities of the job and the extent of:
  - (i) Working alone at a desk, on a computer;
  - (ii) Need to access hard copy reference materials, case files etc.
  - (iii) Scheduled meetings and contact needed with other employees, customers and stakeholders - face to face, telephone, email and alternatives;
  - (iv) Time usually spent at locations other than the designated workplace e.g. customer/client premises;
  - (v) Collaborative work e.g. project work, the exchange of ideas/information and access to tools/facilities.
  - (vi) Which of the duties could be carried out at home/remotely? How much of the working week/month do these usually take up? Which duties can only be carried in the workplace? How much of your working week do these take up?

Further guidance on can be found at **Annex A**

Line managers

6.4 Line managers will be responsible for: (i) confirming the business area workplace attendance requirements determined by senior management to their direct reports/staff;

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and (ii) meeting with them to discuss and agree the implementation of hybrid working arrangements.

6.5 Line managers should understand their leadership role in ensuring that the workplace attendance requirement is adhered to by their team. When confirming workplace attendance requirements, they should be mindful of any current agreed alternate working patterns, or reasonable adjustments and seek to maximise the benefits of in person working to support staff wellbeing, learning opportunities and effective business delivery.

6.6 **Annex B** provides an overview of roles and responsibilities in relation to the operation of hybrid working.

7. Workstyle Agreement

Individual applying for hybrid working

7.1 Staff seeking to operate hybrid working arrangements must complete a Workstyle Agreement for approval by their line manager (EO2 or above) using the HRConnect Self-Service and APEX FACES option. Where HRConnect Self-Service is not available, staff should complete a downloadable Workstyle Agreement form available on the Employee Service Portal (ESP).

7.2 Prior to applying for hybrid working, staff should familiarise themselves with the workplace attendance requirement for their business area.

7.3 If staff have concerns about their business area workplace attendance requirement being applied to them, they should firstly try to resolve any concerns informally with their line manager. If staff are unable to agree an acceptable outcome and continue to have concerns, they may appeal the decision under the Uniform Appeal process.

Line managers

7.4 Line managers should acknowledge receipt of the Workstyle Agreement request within five working days. Staff who have requested hybrid working, must also complete a Homeworking Display Screen Equipment ('DSE') Checklist and a Homeworking General

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Health and Safety ('GHS') Checklist. Further detail on Health and Safety requirements please see section 10 below.

7.5 Line managers should arrange to discuss the workstyle agreement request and how the workplace attendance requirement will be implemented with the requesting member of staff within 10 working days of receipt of the request (**see Annex C**).

7.6 As part of this process line managers should ensure staff fully understand the workplace attendance requirements and maximise the opportunities and benefits workplace attendance can offer to support health and well-being and teamworking.

7.7 Line managers and staff should agree the implementation of the workplace requirement including whether staff will work from home on set days of the week or whether this will vary from week to week, depending on their role and team requirements.

7.8 Line managers should also consider and agree:

- how the work can be monitored in terms of output,
- how regular contact with staff and/or their team will be maintained.
- any equipment required.

7.9 If staff request a reasonable adjustment under the terms of the Disability Discrimination Act, they should discuss this with their line manager and complete a Reasonable Adjustment Request form required in line with (Insert link). For information on the application process see [INSERT LINK]. Where a reasonable adjustment is already in place at their workplace location, line managers should consider whether this adjustment will also be required for the member of staff's home location.

7.10 Where staff work exclusively in the workplace, line managers should be sympathetic, where possible, to requests to work from home on an occasional, ad hoc basis.

7.11 Line managers should note that agency workers are expected to attend the workplace in line with requirements of NICS staff. If an agency worker does not agree with the workplace arrangements, they should use their Agency's complaints process to raise their concern(s). The Agency will consider and liaise with the business area as

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required. Further guidance to support line manager discussions with staff is set out at **Annex C**.

7.12 Line managers will confirm whether the GHS risk assessment and DSE assessment have highlighted any issues which could prevent the member of staff from working on a hybrid basis.

7.13 Where the hybrid working request has been agreed, the line manager and member of staff should both sign off the Workstyle Agreement. The agreement will set out the commencement date; the agreed days for workplace and home attendance; and confirm the member of staff's designated workplace. The designated workplace will be used to determine any claims for mileage or travel expenses.

7.14 Line managers should only refuse a request for hybrid working for valid business reasons.

7.15 The line manager must confirm the outcome decision in writing, within five working days of the discussion with the requesting member of staff. Where the member of staff's request has not been agreed, the letter must include:

- the reason(s) for refusing the request for hybrid working;
- an outline of any alternative options discussed; and
- the right to appeal the decision in accordance with the Uniform Appeal policy.

8. Review of Workstyle Agreement

8.1 The Workstyle Agreement should be subject to regular reviews to ensure the arrangements continue to meet business need.

8.2 Workstyle Agreements should be reviewed at least annually or where:

- a relevant change occurs, such as a change in business needs;
- a request for a reasonable adjustment is made;
- the requirements of the job role changes;

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- the member of staff requests a change to the operation of hybrid working;
- there is a change in management structure; and
- the member of staff moves to a new NICS post.

8.3 Line management may end hybrid working arrangements due to business needs, performance management purposes, or health and safety risks. Generally, line management will provide staff with: (i) at least 3 months' notice of management's intention; and (ii) cogent reasons for the cancellation of the arrangement.

8.4 Staff seeking to end a hybrid working arrangement should discuss this with their line manager, notifying them and the HR service provider, in writing, of their intention.

9. Failure to maintain the required workplace attendance

9.1 The requirement for staff to attend the workplace is a reasonable management request. Where staff fail to attend the workplace in accordance with their Workstyle Agreement, this may result in disciplinary procedures being initiated.

9.2 Line managers are encouraged to address any non-attendance through informal action in the first instance. Informal action would normally take the form of an informal discussion to (i) establish the reason(s) for failure to attend the workplace and consider any support that would help prevent any future non-attendance; (ii) remind member of staff of their responsibility to comply with the terms set out in the Hybrid Working policy, their workstyle agreement and with business requirements, and advise on potential next steps for any further non-attendance; and (iii) explain the positive aspects of workplace attendance, including well-being, improved team collaboration and learning and development opportunities.

9.3 While all efforts should be made to resolve the issue informally, line managers can at any time take formal action in response to repeated misconduct. Line managers are advised to seek advice from NICSHR Employee Relations before initiating any formal action.

9.4 Please refer to the Discipline policy (6.03 of the HR Handbook) for information on the formal process.

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10. Health, Safety & Wellbeing

Wellbeing

10.1 Line managers have a duty to take reasonable practicable steps to protect their staff from the effects of work-related stress regardless of their working arrangements. Line managers should:

- Maintain regular contact with their staff.
- Ensure staff are clear about what work they need to deliver and corresponding deadlines.
- Look out for signs of stress and establish if it could be linked to hybrid working.
- Take reasonable steps to ensure that their member of staff's working environment is suitable.
- Take account of considerations that may affect their members of staffs ability to work from home such as those living in shared households or homes with no or limited internet access, or where the member of staff shares with the line manager any personal circumstances that puts them at a greater disadvantage by working at home than working in the workplace due to medical, welfare reasons, or other personal circumstances.

10.2 Staff should ensure they are taking steps to look after their wellbeing while working from home/remotely.

This includes:

- Ensuring their workstation complies with health and safety regulations and that appropriate risks assessments (see Section 11) have been completed;
- Maintaining regular contact with their manager and colleagues.
- Taking regular breaks.

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- Avoiding being 'always on' by ensuring that they identify non-working time. Most of the software which supports text, audio and video chat used across the NICS has a function that allows staff to add their current status – staff may find this useful for informing others when they are not contactable.
- Contacting the Employee Assistance Programme provider, Inspire or Welfare Officers if they need support, for example, in relation to heightened feelings of anxiety.
- Being aware of personal and workplace stressors and the activities and resources that can help to address this.
- More information on hybrid working and wellbeing can be found via the related LInKS Learning Bundles.

Health and Safety

10.3 The NICS is committed to the development of a positive health and safety culture throughout the organisation.

10.4 Compliance with health and safety procedures is to be regarded as an integral part of the duties of staff at all levels. Failure to comply with Health and Safety duties, regulations, procedures will be regarded as a serious breach and may lead to disciplinary action being taken.

10.5 Members of staff are required to have reasonable care for the health and safety of themselves and of other persons who may be affected by their actions at work. Members of staff are required to co-operate with the Department in the implementation of health and safety measures and must not intentionally or recklessly misuse or interfere with anything provided in the interests of health and safety. Staff must use equipment and other work items in accordance with instructions and training provided by their Department/Agency.

11 Risk Assessments

11.1 The NICS has a duty of care to its staff and must ensure that a general Health & Safety risk assessment and a Display Screen Equipment (DSE) assessment are carried

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out prior to the commencement of any home/remote working arrangements. All staff must complete an online DSE Awareness course every three years to ensure that their training is up to date.

11.2 Staff must initiate the assessment of their home/remote working arrangements and take steps to minimise the risks identified when working at home/remotely.

11.3 To support this, departments have developed electronic general risk and DSE homeworking checklists which are available to download from departmental intranet sites.

11.4 The checklists enable staff to initiate the assessments by reviewing their workspace in their own home environment, identify potential hazards, mitigate risks, raise and progress relevant issues with their line manager, Departmental Risk Assessors and/or Departmental Health & Safety Advisors.

11.5 The member of staff and their line manager should retain a copy of the agreed risk assessments in line with their departmental process.

11.6 The NICS is only responsible for the equipment it supplies and will therefore be responsible for addressing any NICS equipment related issues identified within the DSE risk assessment. It is the responsibility of staff to address any environmental issues within their home and any risks arising from their own equipment as highlighted by the general risk and/or DSE risk assessment.

11.7 The NICS may not permit home/remote working to commence or continue until any issues identified during the assessment process have been resolved.

Provision of Office Equipment & Furniture

11.8 If an item of furniture or equipment is required based on the outcome of the DSE assessment, line management will arrange for it to be provided.

General Safety – Working from Home

11.9 The area set aside for working at home should be kept tidy and clear of obstructions, for example, there should be no trailing wires or objects that may cause a person to trip. Spills should be cleaned up immediately; mats should be fixed securely and not have

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curling edges. It is important to prepare and practice a plan of action that will help in the event of a fire. The attached link provides useful guidance on planning an escape.

11.10 Further guidance and some tips and reminders to ensure your health and safety while working from home can be found on nidirect and DoF Working with Display Screen Equipment page

12 Home Insurance

12.1 All staff should ensure they have sufficient insurance coverage, Class 1 (clerical use) business insurance is required for homeworking which is normally provided by insurance companies at no extra charge. Most home insurance companies expect customers to declare if they work from their home (clerical use cover suffices) and while it usually makes no difference to the policy premium, failure to declare could present problems in any future claim.

12.2 Therefore, it is the responsibility of staff to consult their insurance policy documents and, if appropriate, their insurance company, mortgage providers and landlords to ensure that they meet any contractual requirements.

12.3 Staff must not conduct face-to-face business meetings in their homes as this would incur public liability that they may not be insured for.

13 Reporting of Accidents/Near Misses

13.1 Any incidents related to hybrid working affecting staff must be reported to and recorded by employers. This includes accidents and any 'near miss' occurrences. Staff must forward details of any relevant incident to their line manager who should then follow their departmental incident reporting process and forward/copy to the Departmental Health and Safety Officer/Advisor.

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Annex A

Hybrid Working – Business Need and the Nature of the Job Role

Business need should be the primary consideration in determining hybrid working arrangements. Factors which may point to a business need for particular tasks to be done in person include:

The task itself

- may be novel, contentious, high risk or high profile and so may need closer interaction;
- may be particularly sensitive or distressing and so may not be appropriate for remote working;
- may benefit from spontaneous interaction and so may need easier access to colleagues;
- may require access to information, tools or facilities not available remotely; or
- may involve providing cover in a particular location.

The team or group involved

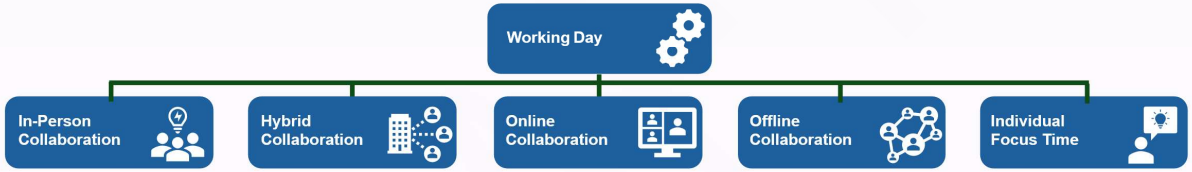
- may benefit from time together to develop shared purpose, to generate ideas, to develop their relationships or to resolve conflicts;
- may develop more quickly as a team, and become fully effective sooner, by spending time together early in its life;
- may benefit from learning new processes or systems together; or
- may want to offer additional support to colleagues dealing with distressing subject matters.

The individual

- may not be able to maintain good health and wellbeing, or assure their safety and security when working remotely due to home or personal circumstances (e.g. domestic abuse);
- may not have access to a suitable workspace or workplace adjustments when working remotely;
- may benefit from experiencing a particular working environment first hand in order to improve their understanding of organisations they work with; or
- may benefit from face to face support to achieve required productivity, gain experience or develop capability.

Hybrid Working – Choices - Space, Tools & Technology

It's important to match our choices of space, tools and technology to the work we are doing. This slide describes the different options available, what they are best for, and some possible pitfalls.



	In-Person Collaboration	Hybrid Collaboration	Online Collaboration	Offline Collaboration	Individual Focus Time
Best for:	Creating shared purpose and connection. Sensitive or high profile discussions.	Broadening participation.	Efficient use of time, space and financial resources.	Flexible use of time.	Personal productivity.
Examples:	Workshops, team building, sensitive or high profile discussions, significant touch-points, classroom learning.	Senior Leadership Team meetings, senior committees, workshops, hackathons.	All staff events, webinars, regular team meetings, routine touch-points, coaching / mentoring.	Email, messaging, reviewing and clearing documents.	Drafting papers, preparing submissions, case work, personal development, e-learning, admin.
Space:	Conference rooms, project tables, break out spaces.	Conference rooms, booths, desks, home office.	Booths, desks, home office.	Booths, desks, home office.	Booths, desks, home office..
Tools & Tech:	Office 365, MS Teams,Jabber	Office 365, MS Teams, Jabber.	Office 365, MS Teams, Jabber.	Mobile device, Office 365, Outlook, MS Teams, Jabber	Office 365.
Possible pitfalls:	Travel, availability of rooms, non-inclusive, travel costs & time.	2nd class experience for people not in the room.	Superficial relationships, too few breaks. Opportunities not shared fairly.	Techno-stress, poor work / life balance, social isolation.	Musculo-skeletal problems.

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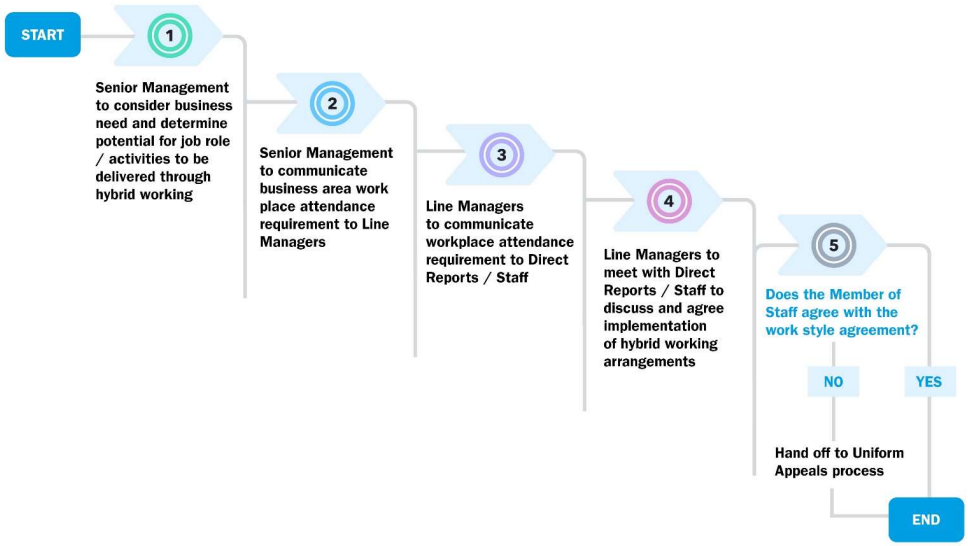
Hybrid Working – Benefits and Potential Pitfalls

Hybrid Working can bring benefits for both individuals and the NICS but there are potential pitfalls to be aware of too. With an open and constructive approach, it should be possible to maximise the benefits and mitigate the pitfalls.

	Potential Benefits	Potential Pitfalls
For Individuals	• Greater opportunities to choose the environments in which you're most productive and where collaboration is most effective. • Improved work / life balance. • Less time spent commuting and lower commuting costs. • Greater flexibility to meet caring responsibilities. • More options to mitigate the impact of health conditions and disabilities. • Access to a wider range of career opportunities.	• Working hours expanding into commuting time. • Social isolation. • Competition for access to desk space if office use is not spread over the week or other people are working from the employee's home. • Missing out on opportunities/proximity bias i.e. those not in the office are overlooked. • Musculoskeletal issues if workstations are not set up correctly at home or equipment is carried incorrectly. • Workplace adjustments not being available in all working locations.
For the NICS	• Improved collaboration. • Beneficial ad hoc connections between colleagues. • An employee offer that attracts a wider talent pool and leads to better recruitment and retention. • Improved staff well-being and engagement. • Lower estate costs and carbon foot-print.	• Silo working if teams and individuals become isolated. • A second class meeting experience for those not in the room or without access to the same technology. • "In-groups" and "out-groups" if some staff spend more time in offices and others spend less. • Security or privacy breaches when working remotely and / or from home. • Dual workplace costs.

Annex B

Hybrid Working – Roles & Responsibilities



Annex C

Line Manager – Workplace Attendance Conversations

As a line manager, you may wish to refer to the below considerations for guidance prior to holding conversations with staff:

- The objective of the conversation is to agree how staff will achieve your business area's workplace attendance requirement.
- It is recommended that the conversation is scheduled and that you ensure there is appropriate privacy for the conversation to take place.
- Ensure your member of staff understands your business area's workplace attendance requirements and what this means for them. Ensure the business rationale and benefits of workplace attendance are explained.
- Ask how your member of staff feels about the attendance requirements, acknowledge that this could be an unsettling topic, and ensure they are aware of support available to them.
- Reiterate that this will not impact on reasonable adjustments. Existing arrangements will remain unchanged.
- Discuss whether other temporary easements may be needed, for example to put new or changed childcare arrangements in place.
- Be mindful that responsibility for wellbeing at work is shared between you and your staff– if an issue is raised, it is not automatically for you as the line manager to find the solution.
- Agree when you will check in with them, initially this may need to be done more frequently as they adjust to being in the workplace on a more regular basis.
- Before closing the conversation, make sure you confirm what has been agreed and the attendance requirement that applies to them.

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Annex C

Line Manager Discussion – Home and Personal Circumstances

Hybrid working will not suit everyone's home and personal circumstances. The option to come into the workplace on a continuous basis, with flexibility to work from home occasionally, remains.

Living arrangements	• Hybrid working should be offered with the option to come into the workplace on a continuous basis; with flexibility to work from home occasionally. Those who cannot work from home should be prioritised in desk allocation.
Caring and childcare arrangements	• Hybrid working is not a substitute for suitable care or formal caring or childcare arrangements. If you have dependents that need to be looked after during your contracted hours, then appropriate care arrangements should be put in place to cover the time when you are working. • Staff should be given as much notice as reasonably practicable to attend the workplace on days when they normally work from home.
Disability and reasonable adjustments	• Reasonable adjustments should be provided both in the workplace and at home. Managers should ensure any desk allocation scheme prioritises employees who require reasonable adjustments in the office. • Home working may not suit all disabled persons. Managers should support requests from staff to work continuously in the office if the member of staff feels this is the best option for them.
Safeguarding	• Some people may feel safer and / or prefer to work in an environment around other people and these instances should be prioritised.
Gender Reassignment, Pregnancy, Maternity and Menopause	• Those undergoing gender reassignment, experiencing morning sickness and in the later stages of pregnancy, or symptoms of menopause may find the home working element of hybrid working helpful.

Annex D

WORKSTYLE AGREEMENT

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Annex E

HANDLING PERSONAL DATA GUIDANCE

All staff who process personal data as part of their job have a legal obligation to protect the information they handle.

Line managers considering requests for hybrid working under this procedure will be handling personal data, which may often contain sensitive information. The guidance that follows is designed to supplement existing departmental records management policies and guidance. If there is any doubt about the handling of personal data clarification should be requested from your Local Information Manager (LIM) or Business Area Information Manager (BAIM).

It is important to remember that:

- As a line manager you will hold information **specifically required to manage Hybrid working Requests.**
- All information you hold as a line manager, for the purposes of managing hybrid working requests is **discoverable and may be subject to release should a subject access request be submitted**.

Line managers must ensure that they:

- Comply with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 (DPA).
- Have completed their mandatory training for the handling of personal data.
- Store all documents containing personal information in a secure environment.

Further guidance on the principles of record management can be found in:

- Your departmental Records Management policy.
- Your departmental Guide to Physical, Document and IT Security.

Storing your data in relation to hybrid working requests

- As a line manager you will consider requests for hybrid working in accordance with the Hybrid Working policy and Hybrid Working Procedures. Consequently, it may

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be necessary for you to retain data / personal information in a secure manner, whilst you consider the request.

- Information stored relating to this procedure is considered personal data as it will contain information regarding a staff member' s personal circumstances.

- Any confirmation received in hardcopy format, should, where possible be scanned and held electronically. If this is not possible then the hardcopy should be stored in accordance with your departmental Records Management policy.

- Any copies of information held, in either electronic form (on outlook) or in hardcopy, must be disposed of securely, once the request has been processed, by deleting electronic copies and shredding or placing any hardcopies in a confidential secure waste bin.

Sending information

- If you have no access to Content Manager, you will send all documents to HRConnect electronically via e-mail. Any hardcopy data received will be scanned before e-mailing and securely disposed of by shredding / placing in a confidential secure waste bin.

- There should be very few cases where you will not have access to scanning and e-mailing facilities. However, should this be the case, the hardcopy notification form/written confirmation must be sent in appropriately sealed and marked envelopes and where possible should be hand delivered.

- Information in relation to this formal procedure has an **OFFICIAL** security marking, i.e. the default setting for the e-mail system.

- Do not send documents attached to diary entries or meeting requests as these may be viewed by third parties.

After receiving information

- You will save written confirmation when received **electronically** or by hardcopy (following scanning where available) into a Content Manager container. As previously stated any hardcopies must be disposed of securely by shredding or placing in a confidential secure waste bin.

- **Think before you print** – only print if required as a working document. All duplicate hardcopy documents must be safely stored at all times, in a secure cabinet with restricted access and disposed of securely by shredding or placing in a confidential secure waste bin once they are no longer required.

  This guidance is written for the majority of NICS staff who have access to Content Manager. Where Content Manager is not available, please refer to your established departmental records management system and seek further

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guidance from your departmental information management team where required.

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Annex F

Managing Failure to Maintain Workplace Attendance

All staff must be supported to attend the workplace in line with the requirements of their business area and follow appropriate HR policies.

Line managers should follow the steps below if a member of staff has not attended the workplace in line with their business area's requirements and does not have an agreed reasonable adjustment or exception.

Steps	Action
Step one	• Hold a conversation to understand their personal circumstances and challenges they may have in attending their office in line with their business area's workplace attendance requirements. • Try to identify appropriate solution(s) that could help them to attend their workplace. If an agreement is reached, the line manager may choose to review the situation in a few weeks' time. • If no agreement can be reached regarding the business areas workplace attendance requirements (taking into account any agreed adjustment) the line manager can move to step 2.
Step two	• If the member of staff does not attend the office in line with agreed worked place attendance requirement, the line manager should hold a further conversation with them and ask them to attend the workplace by a specific date in line with their business area's office workplace attendance requirement (taking into account any adjustments that may have been agreed). • The line manager should follow this up in writing setting out what the workplace attendance requirement is, what adjustments (if any) have been agreed, and that disciplinary procedures may be initiated if there is ongoing refusal to attend the workplace.
Step three	• At this stage, if the member of staff fails to attend to the workplace by the specified date in line with workplace attendance requirements, and do not have an agreed adjustment, you should progress to formal discipline procedures.

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