

HUMAN RESOURCES | COURSE BROCHURE

Absence and Attendance Management

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

High absence levels affect productivity, service quality and team morale. This course provides practical tools for measuring absence, managing short- and long-term sickness absence, conducting return-to-work and attendance conversations, working with occupational health, making reasonable adjustments and addressing underlying causes such as stress and engagement.

Effective absence management balances support for employees with fairness and business needs. This course helps managers and HR handle absence confidently and consistently.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses absence data analysis, case scenarios, conversation practice and policy review workshops.

Course objectives

By the end of this course, participants will be able to:
• Measure and analyse absence data
• Understand legal and policy frameworks for absence
• Manage short-term and long-term absence fairly
• Conduct return-to-work and attendance review conversations
• Work with occupational health and make reasonable adjustments
• Address root causes and promote attendance

Target audience

This course is suitable for:
• HR officers and managers
• Line managers and supervisors
• Occupational health coordinators
• Employee relations specialists
• Operations managers



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Target competencies

Participants will develop competencies in:

- Absence analysis
- Policy application
- Return-to-work conversations
- Long-term absence management
- Reasonable adjustments
- Wellbeing promotion

Course outline

Day 1: Understanding Absence

09:00–09:54	Costs and impact of absence
09:54–10:48	Types and causes
10:48–11:00	Absence measures and Bradford factor
11:00–11:30	**Coffee break**
11:30–12:12	Absence measures and Bradford factor (continued)
12:12–13:06	Benchmarking
13:06–14:00	Exercise: Analysing absence data

Day 2: Policies and Frameworks

09:00–09:54	Absence policies
09:54–10:48	Legal considerations
10:48–11:00	Sick pay schemes
11:00–11:30	**Coffee break**
11:30–12:12	Sick pay schemes (continued)
12:12–13:06	Consistency and fairness
13:06–14:00	Workshop: Policy review



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Day 3: Short-Term Absence

09:00–09:54	Reporting procedures
09:54–10:48	Return-to-work interviews
10:48–11:00	Trigger points
11:00–11:30	**Coffee break**
11:30–12:12	Trigger points (continued)
12:12–13:06	Formal attendance reviews
13:06–14:00	Practice: Return-to-work conversations

Day 4: Long-Term Absence

09:00–09:54	Keeping in touch
09:54–10:48	Occupational health referrals
10:48–11:00	Reasonable adjustments and phased returns
11:00–11:30	**Coffee break**
11:30–12:12	Reasonable adjustments and phased returns (continued)
12:12–13:06	Capability processes
13:06–14:00	Case study: Managing long-term sickness

Day 5: Promoting Attendance

09:00–09:54	Root causes and engagement
09:54–10:48	Wellbeing initiatives
10:48–11:00	Manager capability
11:00–11:30	**Coffee break**
11:30–12:12	Manager capability (continued)
12:12–13:06	Monitoring improvement
13:06–14:00	Capstone: Attendance improvement plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (GBP)
Istanbul Confirmed dates	9 Nov 2026	13 Nov 2026	**£2,650.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**£1,250.–**
Amsterdam Confirmed dates	23 Nov 2026	27 Nov 2026	**£2,540.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**£1,250.–**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**£1,890.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**£1,250.–**
Singapore Confirmed dates	7 Dec 2026	11 Dec 2026	**£2,820.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
London Confirmed dates	14 Dec 2026	18 Dec 2026	**£2,450.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**£1,250.-**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**£3,150.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**£1,250.-**
Frankfurt Confirmed dates	25 Jan 2027	29 Jan 2027	**£2,650.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**£1,250.-**
Kuala Lumpur Confirmed dates	8 Feb 2027	12 Feb 2027	**£1,450.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**£1,250.-**
Paris Confirmed dates	22 Feb 2027	26 Feb 2027	**£2,860.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**£1,250.–**
Vienna Confirmed dates	1 Mar 2027	5 Mar 2027	**£2,940.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**£1,250.–**
Istanbul Confirmed dates	8 Mar 2027	12 Mar 2027	**£2,650.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**£1,250.–**
Amsterdam Confirmed dates	22 Mar 2027	26 Mar 2027	**£2,540.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**£1,250.–**
Singapore Confirmed dates	12 Apr 2027	16 Apr 2027	**£2,820.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
London Confirmed dates	26 Apr 2027	30 Apr 2027	**£2,450.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**£1,250.-**
Rome Confirmed dates	3 May 2027	7 May 2027	**£2,450.-**
Online Confirmed dates	3 May 2027	7 May 2027	**£1,250.-**
Dubai Confirmed dates	10 May 2027	14 May 2027	**£3,150.-**
Online Confirmed dates	10 May 2027	14 May 2027	**£1,250.-**
Frankfurt Confirmed dates	24 May 2027	28 May 2027	**£2,650.-**
Online Confirmed dates	24 May 2027	28 May 2027	**£1,250.-**
Kuala Lumpur Confirmed dates	14 Jun 2027	18 Jun 2027	**£1,450.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**£1,250.–**
Paris Confirmed dates	21 Jun 2027	25 Jun 2027	**£2,860.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**£1,250.–**
Barcelona Confirmed dates	28 Jun 2027	2 Jul 2027	**£2,840.–**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**£1,250.–**
Istanbul Confirmed dates	12 Jul 2027	16 Jul 2027	**£2,650.–**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**£1,250.–**
Amsterdam Confirmed dates	26 Jul 2027	30 Jul 2027	**£2,540.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Singapore Confirmed dates	9 Aug 2027	13 Aug 2027	**£2,820.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**£1,250.-**
London Confirmed dates	23 Aug 2027	27 Aug 2027	**£2,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**£1,250.-**
Rome Confirmed dates	30 Aug 2027	3 Sept 2027	**£2,450.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**£1,250.-**
Dubai Confirmed dates	13 Sept 2027	17 Sept 2027	**£3,150.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**£1,250.-**
Frankfurt Confirmed dates	20 Sept 2027	24 Sept 2027	**£2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**£1,250.–**
Kuala Lumpur Confirmed dates	11 Oct 2027	15 Oct 2027	**£1,450.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**£1,250.–**
Paris Confirmed dates	25 Oct 2027	29 Oct 2027	**£2,860.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**£1,250.–**
Cape Town Confirmed dates	1 Nov 2027	5 Nov 2027	**£1,890.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**£1,250.–**
Istanbul Confirmed dates	8 Nov 2027	12 Nov 2027	**£2,650.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**£1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Amsterdam Confirmed dates	22 Nov 2027	26 Nov 2027	**£2,540.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**£1,250.-**
Singapore Confirmed dates	6 Dec 2027	10 Dec 2027	**£2,820.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**£1,250.-**
London Confirmed dates	13 Dec 2027	17 Dec 2027	**£2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**£1,250.-**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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