

## Bradford Factor Info Pages

# Absence Management Policy

These 'Info Pages' are to set out clear guidelines for Managers and Employees of Incident Management Solutions (IMS) on how the use of the Bradford Factor scoring works in line with our Absence Management.

Absence is a great concern especially for medium sized businesses since each absence can result in a high percentage of lost productivity and stressors to team members, to review and manage absences fairly and consistently we use the help of the Bradford Factor Scoring System as a HR tool.



## What is the Bradford Factor?

The Bradford factor is a set calculation formula as set out below:

Bradford Factor (B) is (Number of Occasions Sick (S) x Number of Occasions Sick (S)) x Total Number of Days Absent (D), or  
 $B = S^2 \times D$ .

This calculation is designed to benchmark absences fairly by using a scoring system to help managers identify areas and patterns of concern in absence management; calculations are carried out using a rolling period of 52 weeks.

The Bradford Factor deals effectively with short term and minor non-recurring absences. Using this formula, frequent short absences will quickly rack up a higher Bradford Factor score than less frequent absences this is due to the theory that short term and frequent absences have a substantially detrimental effect on businesses:

Six days of absence in the 52 rolling week will give different scores, depending on the number (frequency) of absences:

- One spell of sick leave would equate to  $1(S) \times 1(S) \times 6(D) = 6$  points
- Two spells of sick leave would equate to  $2(S) \times 2(S) \times 6(D) = 24$  points
- Three spells of sick leave would equate to  $3(S) \times 3(S) \times 6(D) = 54$  points.

All these cases involve a total of six days total absence, but where there were three occasions of sick leave, the score is significantly higher; cases of this nature may prompt formal action quicker than otherwise.

## Thresholds for Bradford Factor

Typical thresholds are:

0-79	No action is normally taken
80-100	Disciplinary procedure with consideration of Verbal Warning
101-350	Disciplinary procedure with consideration of Written Warning
351-750	Disciplinary procedure with consideration of Final Written Warning
751+	Disciplinary Procedure with consideration of Dismissal

This table is used as a management guide, but we do however take into account the information gathered within the formal disciplinary process and will give opportunity to improve where possible.

Reasonable Adjustment should be made in certain circumstances for staff, and in most cases HR and Managers can exercise their discretion in the formal disciplinary process, considering notes from Return to Work Interviews and other available information, before deciding whether to sanction a formal warning.

## Absences

The Bradford Factor is a useful guide, but is not relied upon by itself to manage short-term absences. There could be instances where action is appropriate a lot sooner than the Bradford Factor suggests – three occasions off on a Monday/Friday for example would only score 27, but the pattern of absences may warrant earlier management intervention.

If patterns are identified action will be taken as soon as a pattern begins to emerge, and if investigation can justify a concern, action will not wait until any trigger points are reached.