Formal Stage 3 **Sickness Absence Review Process** Consult with HR and invite employee to Formal Stage 3 Absence Review Meeting in writing Employee confirms attendance and submits any evidence Formal Stage 3 Absence Review Meeting Meeting held between the Head of Institution or nominated deputy/ alternative and employee (who may be accompanied by a work colleague or trade union representative). HR also present for procedural advice. Head of Institution decides if further action is required Consider No further action to Dismiss on grounds of Extend Final alternatives to dismissal and be taken. Employee ill-health Improvement Notice confirm in writing informed in writing Outcome and right of appeal confirmed in writing,