

High Sick Leave Consumption Public Works & Assets: SWMS



KPI Owner: Keith Hackett

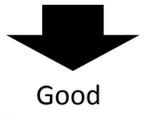
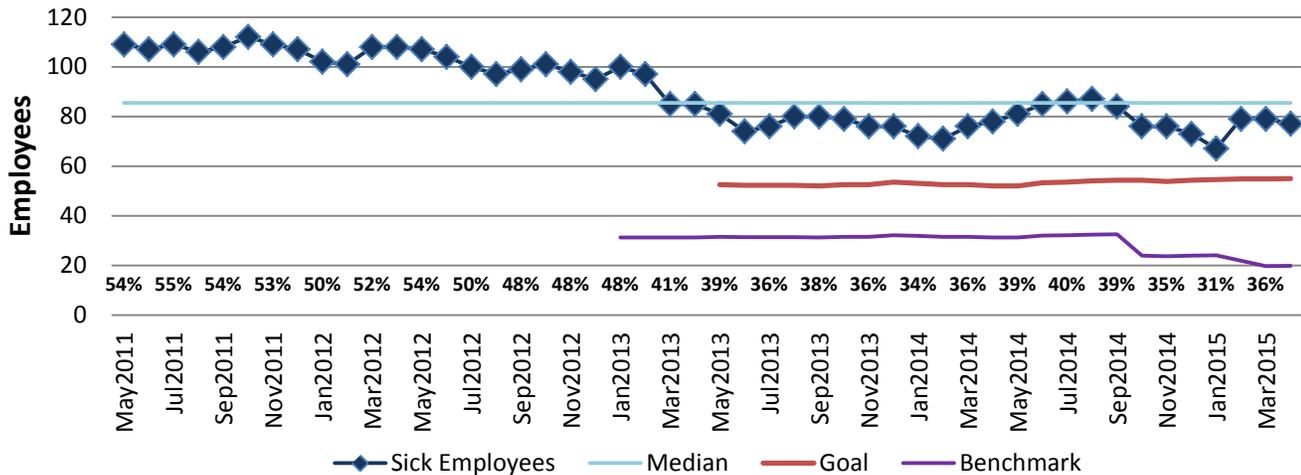
Process: Sick Leave Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: 40% of total employees - Oct 2012 Goal: Reduce the number of employees with high sick leave consumption to 25% or less of all employees. Benchmark: 11% LMG Top Quartile Oct2014	Data Source: Payable Time Peoplesoft Goal Source: Enterprise KPI for productivity Benchmark Source: OPI sick leave study	Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions Measurement Method: # of employees who used 9 or more out of 12 sick days ¹ in a 12 month period; rate calculated by dividing by total employees Why Measure: Promote a culture in which sick time is used appropriately Next Improvement Step: Validate effectiveness of Sick Leave report. Continue to track & monitor.

How Are We Doing?

May2014-Apr2015 12 Month Avg Goal	May2014-Apr2015 12 Month Average		Apr2015 Goal	Apr2015 Actual	
54	79		55	77	
Employees	Employees		Employees	Employees	

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Brainstormed Root Causes

Culture

Union Contracts

Lack of Incentives and/or Disincentives

Lack of Knowledge

¹A "day" is typically defined as standard hours per week divided by 5 unless otherwise stated in a union contract