

# High Sick Leave Consumption Metro Animal Services



KPI Owner: Stephanie Moore

Process: Time & Attendance

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: CY12 Average of 22 Employees Goal: Reduce the number of employees with high sick leave consumption to 11 Benchmark: 9% LMG Top Quartile Oct2015	Data Source: Payable Time Peoplesoft Goal Source: Scope Summary Benchmark Source: OPI sick leave study	Plan-Do-Check-Act Step 3: Determine and quantify root causes Measurement Method: # of employees who used 9 or more out of 12 sick days 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: Educate stakeholders; Humana will be on-site once a month starting the end of April '15 to help promote employee health and wellness

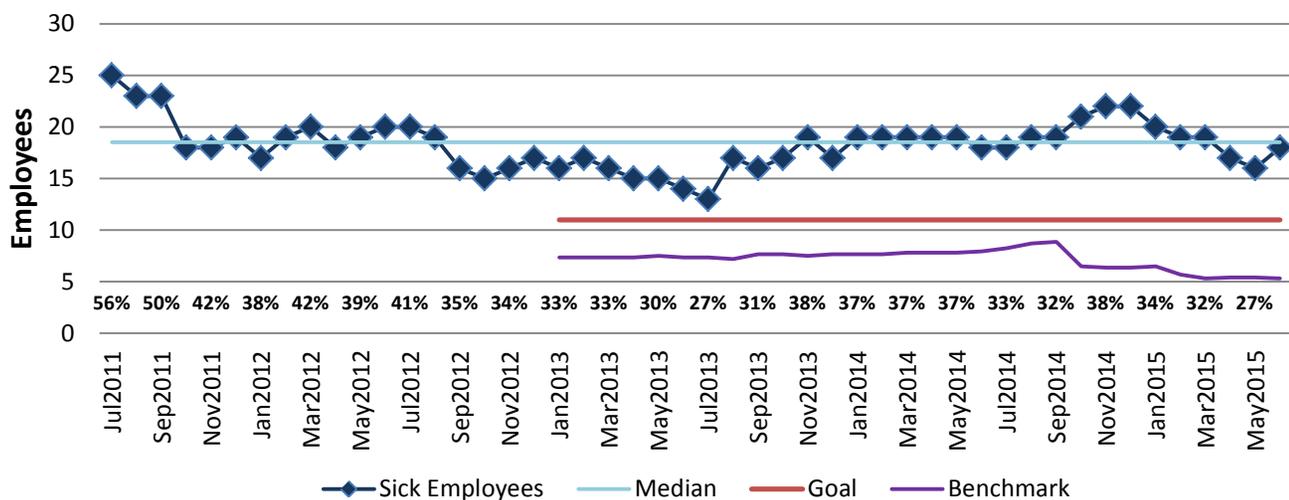
## How Are We Doing?

Jul2014-Jun2015 12 Month Avg Goal	Jul2014-Jun2015 12 Month Average		Jun2015 Goal	Jun2015 Actual	
<b>11</b>	<b>19</b>		<b>11</b>	<b>18</b>	
Employees	Employees		Employees	Employees	

## High Sick Leave Consumption



Good



The seven basic quality tools, "5 Whys" technique, brainstorming and other methods will be applied to the measure graphed above. The purpose of using the tools/methods is to understand what makes performance less than desirable if performance is not best in class.

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