**Hours Not Worked**

**Louisville Free Public Library**

**KPI Owner:** Belinda Catman  
**Process:** Time & Attendance

<table>
<thead>
<tr>
<th>Baseline, Goal, &amp; Benchmark</th>
<th>Source Summary</th>
<th>Continuous Improvement Summary</th>
</tr>
</thead>
</table>
| Baseline: FY 12 Avg. Rate = 3.5%  
Goal: Reduce Hours Not Worked to no more than 3% of Total Hours (516,608 * 3% = 15,498 for FY 2018-19).  
Benchmark: Local Government Rate of 1.7% | Data Source: Payable Time PeopleSoft  
Goal Source: Scope Summary | Plan-Do-Check-Act Step 3: Determine and quantify root causes  
Measurement Method: Total # of hrs per month employees were not at work performing normal job functions (excludes vacations & holidays), rate calculated by dividing by total standard hours  
Why Measure: Better understand culture impact on employee attendance | Next Improvement Step: Brainstorm root causes and solutions. |

**How Are We Doing?**

<table>
<thead>
<tr>
<th>08.13.17-08.11.18 12 Month Goal</th>
<th>08.13.17-08.11.18 12 Month Actual</th>
<th>07.29.18-08.11.18 Goal</th>
<th>07.29.18-08.11.18 Actual</th>
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</thead>
<tbody>
<tr>
<td>15,498</td>
<td>23,807</td>
<td>595</td>
<td>884</td>
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</tbody>
</table>

**Hours Not Worked**

- **Goal:** Reduce Hours Not Worked to no more than 3% of Total Hours (516,608 * 3% = 15,498 for FY 2018-19).
- **Actual:** 23,807 hours not worked.
- **Benchmark:** Local Government Rate of 1.7%.

**Pareto Analysis**

- **Sick:** 11,187 hours (47%)
- **Military:** 4,288 hours (18%)
- **FMLA:** 4,231 hours (18%)
- **Unpaid Absence:** 2,891 hours (12%)
- **Funeral:** 622 hours (3%)

**Why Measure:** Better understand culture impact on employee attendance.