

High Sick Leave Consumption Public Works & Assets



KPI Owner: Director Burns

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: 15% calendar year 2012	Data Source: Payable Time Peoplesoft Goal Source: Dept Management Team Benchmark Source: OPI sick leave study	Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions Measurement Method: The number of employees in a department who have used 9 or more out of 12 sick days in a 12 month period Why Measure: Promote a culture in which sick time is used appropriately Next Improvement Step: Implement new sick leave report across all divisions and validate effectiveness

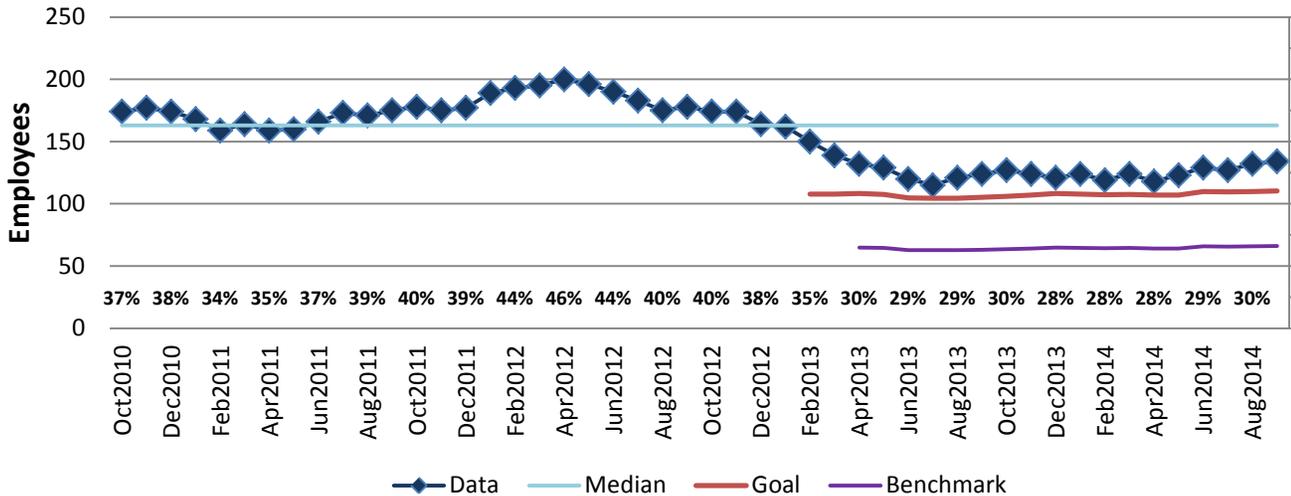
How Are We Doing?

Sep2013-Sep2014 12 Month Avg Goal	Sep2013-Sep2014 12 Month Average		Sep2014 Goal	Sep2014 Actual	
108	125		110	134	
Employees	Employees		Employees	Employees	

High Sick Leave Consumption



Good



Brainstormed Root Causes

Culture

Union Contracts

Lack of Incentives and/or Disincentives

Lack of Knowledge