

# High Sick Leave Consumption Air Pollution Control



KPI Owner: Michelle King

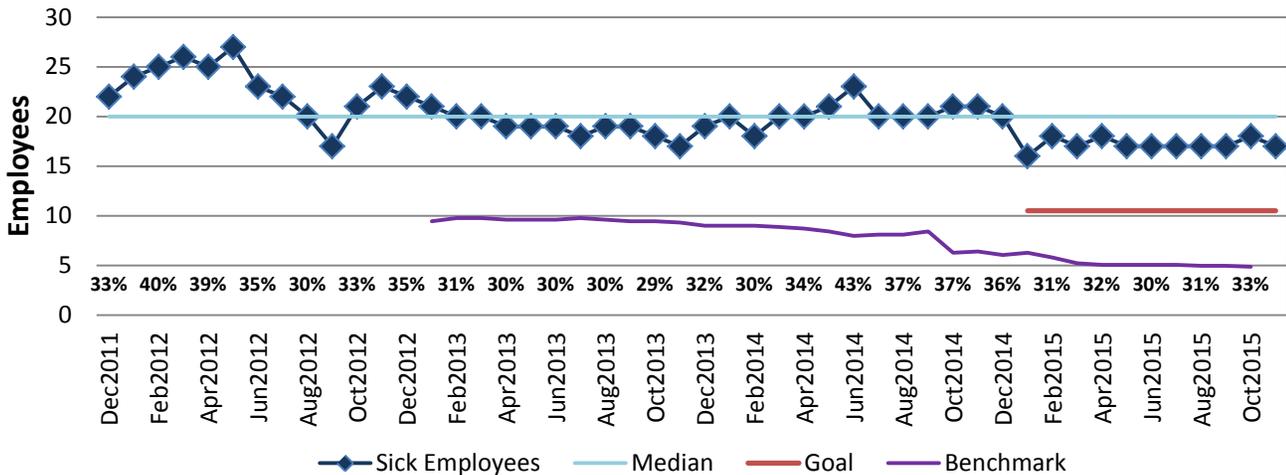
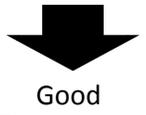
Process: Sick Leave Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: CY 14: avg. 21 employees; 36% Goal: Reduce baseline by half in 2015  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 8: Monitor and diagnose  Measurement Method: # of employees who used 9 or more out of 12 sick <sup>1</sup> 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: Refresh employees on sick leave use policies. Reinforce supervisor and manager training.

## How Are We Doing?

Dec2014-Nov2015 12 Month Avg Goal	Dec2014-Nov2015 12 Month Average		Nov2015 Goal	Nov2015 Actual	
<b>11</b>	<b>17</b>		<b>11</b>	<b>17</b>	
Employees	Employees		Employees	Employees	

## High Sick Leave Consumption



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