



Hamilton

**Employee Attendance  
Performance Measures**

**AF&A June 11, 2012**

# AF&A Committee's Concerns

- City of Hamilton's absenteeism is going in the wrong direction
- Need assurance that absenteeism is being managed appropriately
- Performance measures by department
- Comparison with other employers
- More data analysis and trend analysis
- Information presented in a clear and usable format



# Presentation Objectives

- overview of absenteeism
- 2011 Employee Attendance Performance Measures for City
- comparisons within the City and with external organizations
- review Management Action Plan & highlight some 2012 actions to date



# Employee Absenteeism Defined

‘unplanned work absence due to illness, injury, personal reasons, or failing to come to work’



# Causes of Employee Absenteeism

- chronic medical conditions, illnesses,
- injuries,
- personal problems, family issues, problems balancing work with family/life demands,
- job dissatisfaction, low employee morale, lack of engagement, stress in the workplace
- lack of awareness of attendance expectations, abuse of illness leave, entitlement mentality,
- poor supervision, poor employee-employer relations,
- design of benefit plans



# City's Categories of Absence

## Short Term Disability (STD)

- absences of <1 day up to 130 days
- employees require a medical claim form on or before the 6<sup>th</sup> day of absence (as prescribed in collective agreements)

## Long Term Disability (LTD)

- begins after STD expires, continues to either recovery, retirement, death or age 65

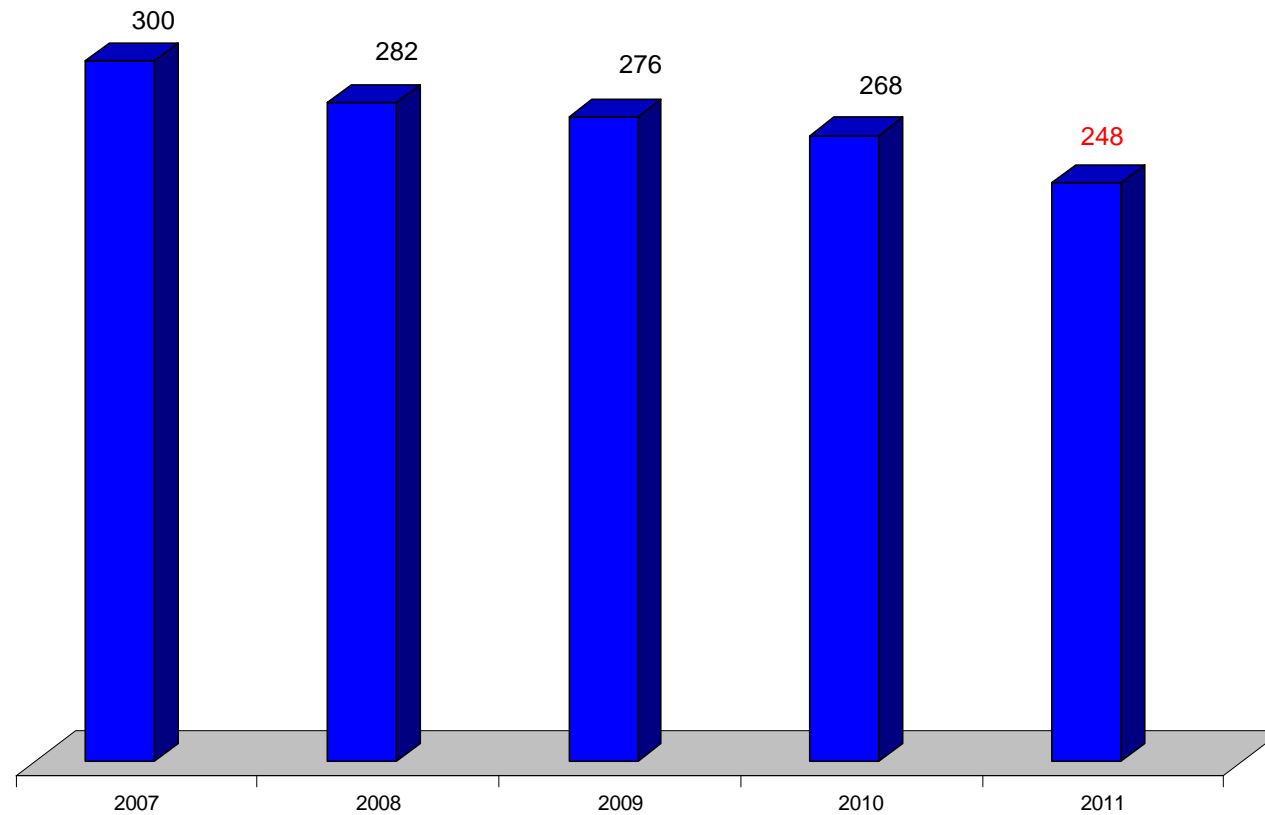
## Worker's Compensation (WSIB)

- absences due to occupational injuries or disease



# 2011 City Attendance Performance Measures

## New WSIB Lost Time Injuries



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## 2011 City Attendance Performance Measures

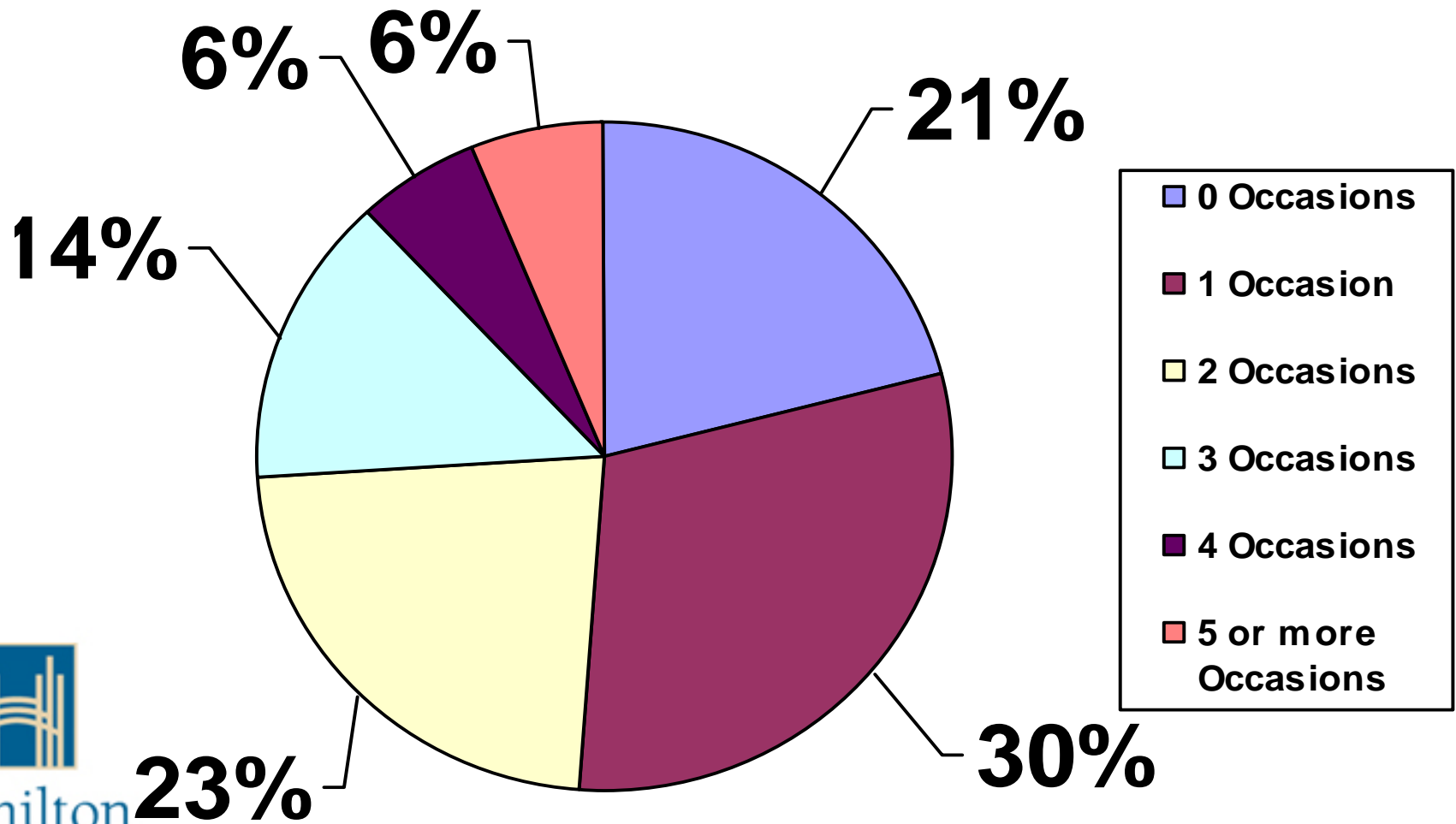
### Eligible Employee, Sick Occasions, Sick Days

- “eligible employee” – employee paid for sick absences; City has 4,981 eligible employees
- “sick occasion” – an absence from work due to illness or injury for any length of time
- “sick days” – total paid sick hours divided by 7 (hours)





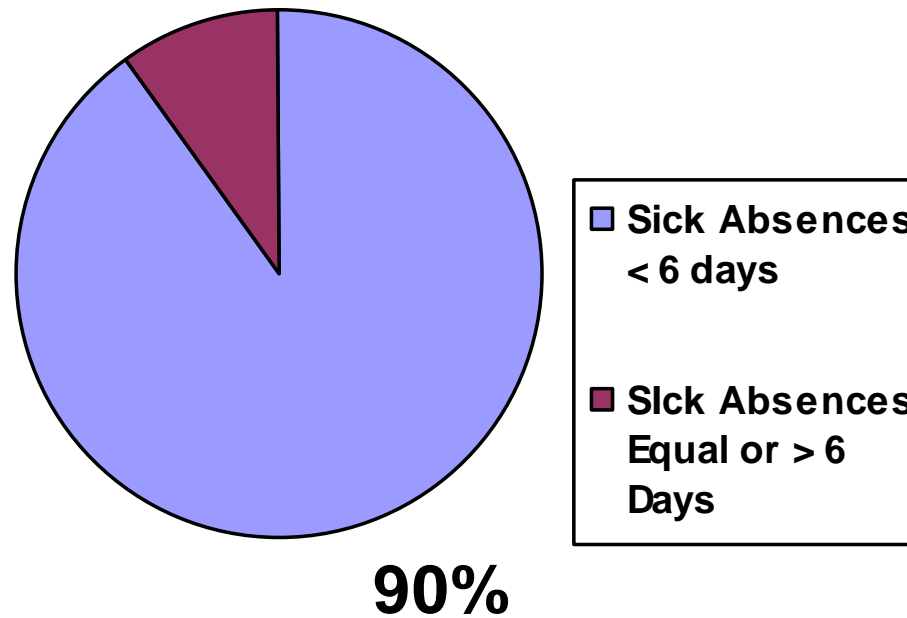
# Eligible Employee Sick Occasions



# 2011 City Attendance Performance Measures

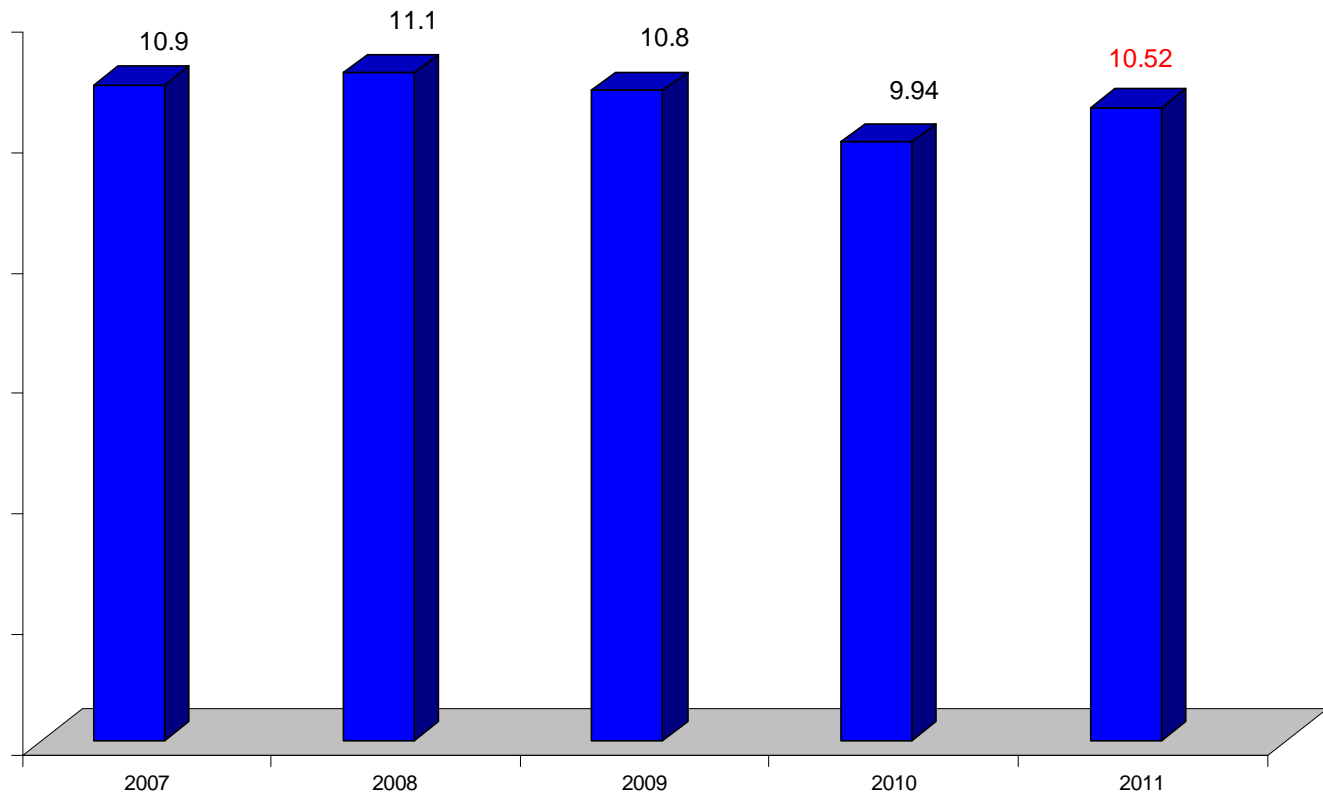
## Short-Term Disability Occasions

Short-term Disability Frequency  
**10%** (Occasions)



# 2011 City Attendance Performance Measures

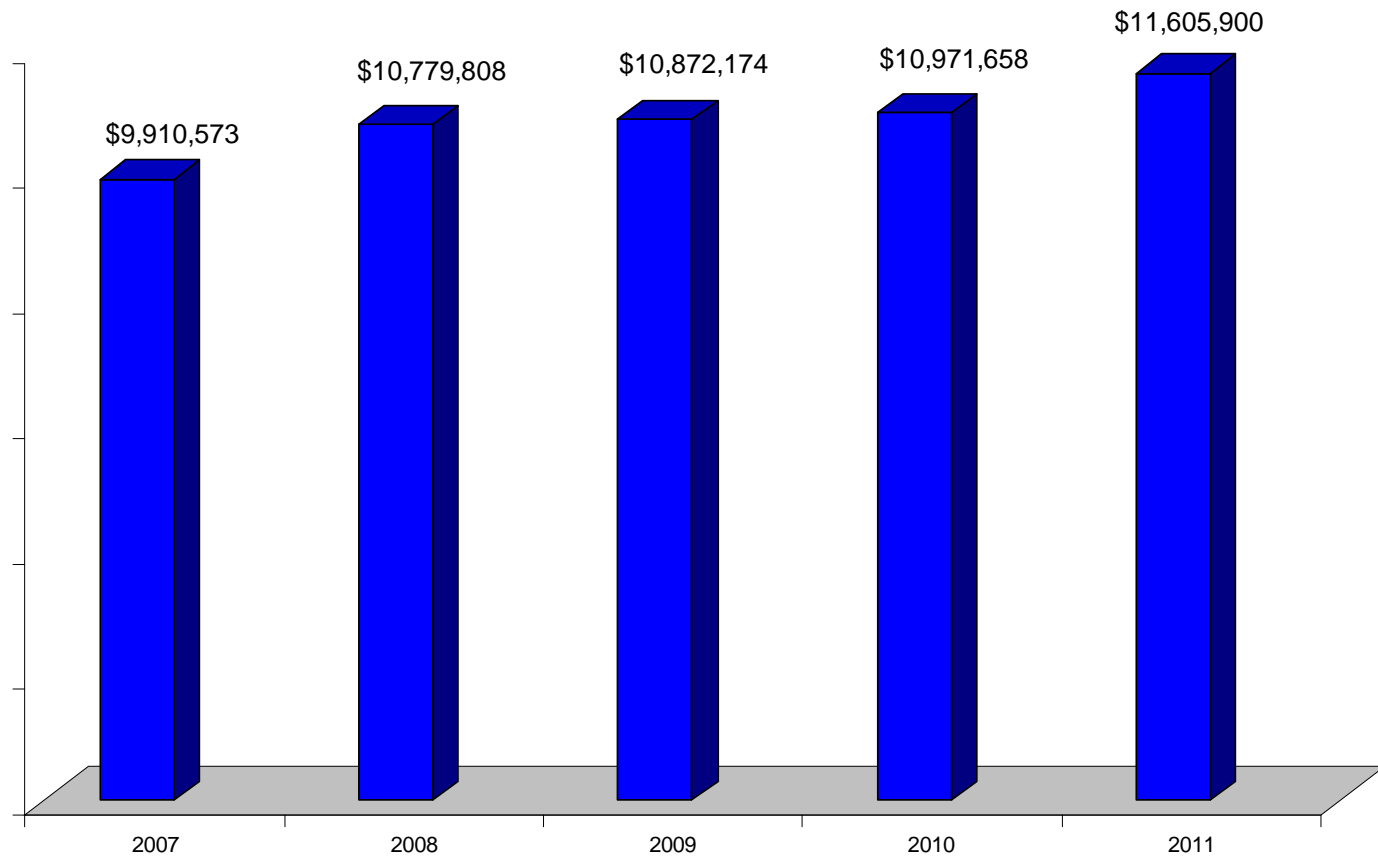
## Average Sick Days per Eligible Employee



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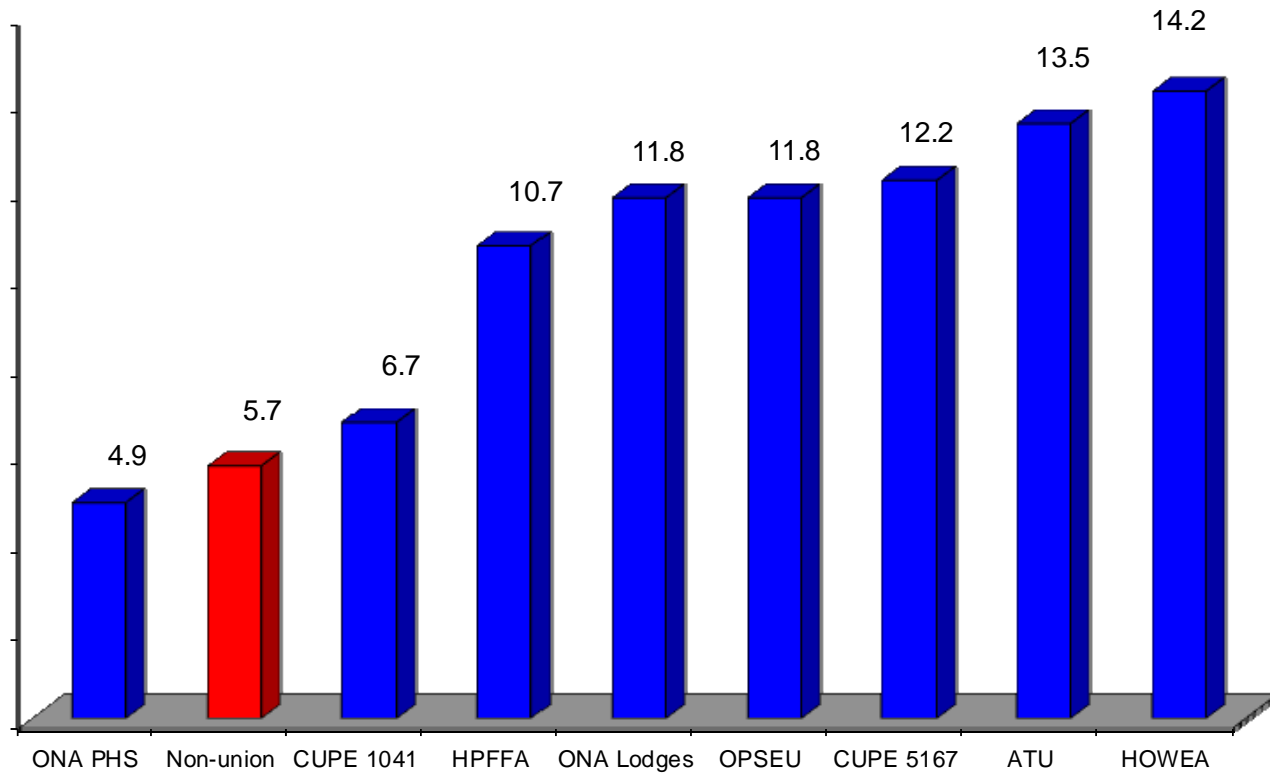
# 2011 City Attendance Performance Measures

## Cost of Sick Days Paid Out



# 2011 City Attendance Performance Measures

## Average Sick Days per Employee by Employee Group in 2011

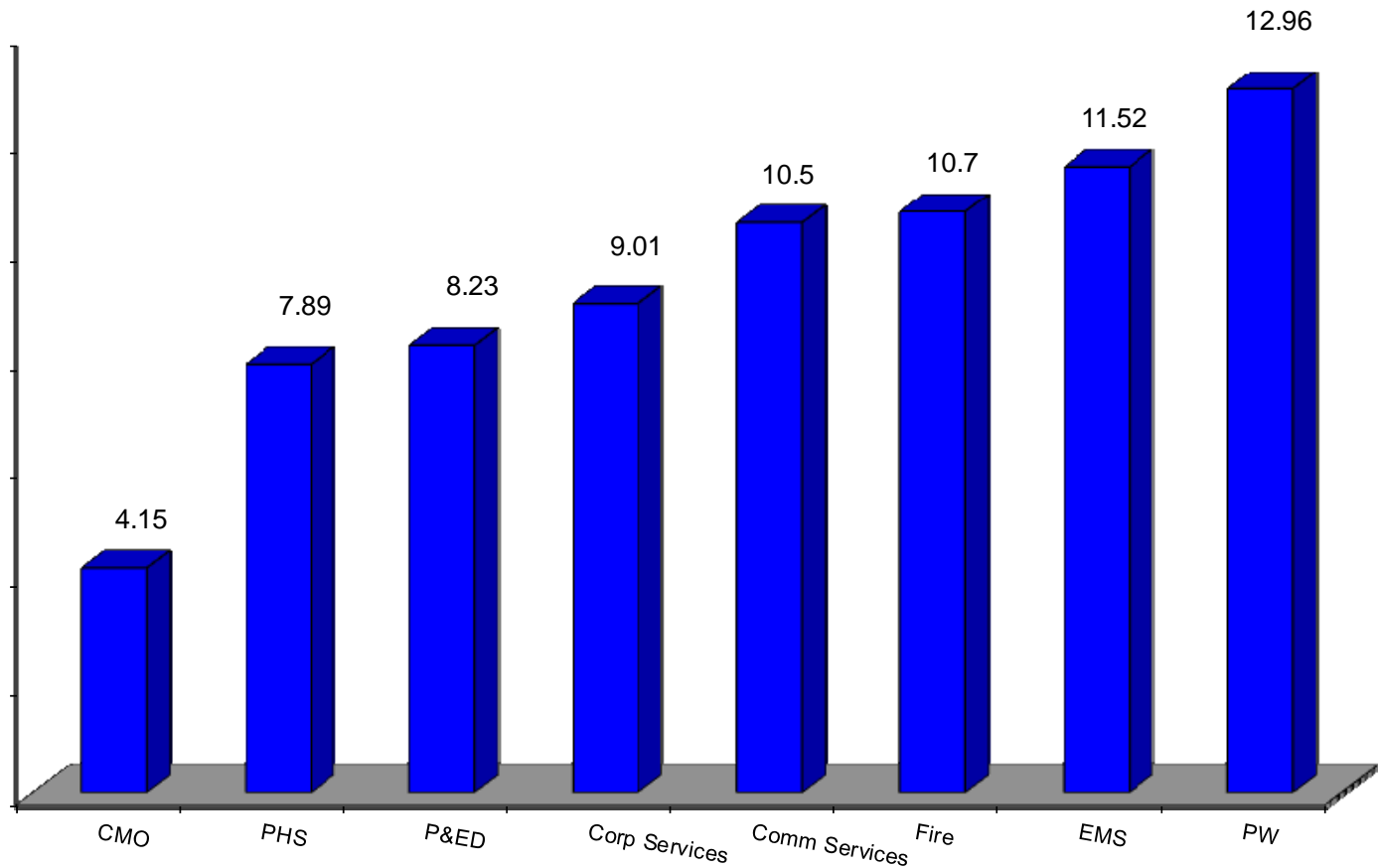


Union average sick days = 11.0 days



# 2011 City Attendance Performance Measures

## Average Paid Sick Days per Employee by Department



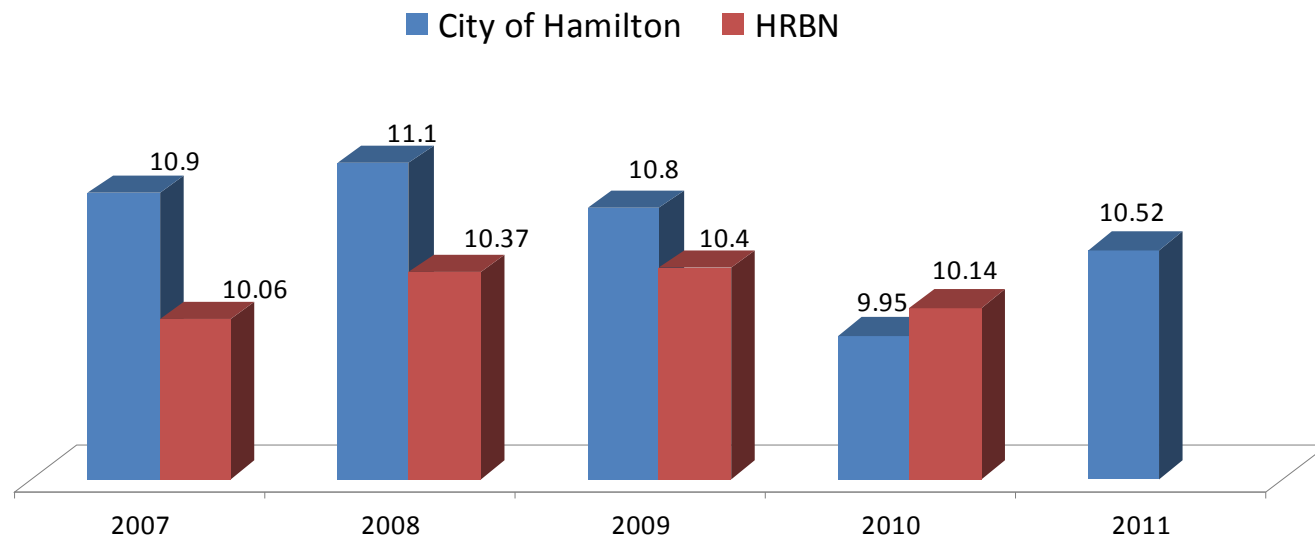
Corporate average paid sick days = 10.52 days



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# City Attendance Performance Measures Compared to Other Municipalities

## Average Sick Days per Eligible Employee 2007- 2011



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City Performance Measures  
Rank Ordered with Regional/Single Tier Municipalities  
Paid Sick Days per Eligible Employee

<b>Municipality</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
1	<b>6.57</b>	<b>6.65</b>	
2	7.75	8.34	
3	8.60	8.97	
4	8.47	9.49	
5	9.65	9.59	
6	9.49	9.82	
<b>City of Hamilton</b>	<b>10.8</b>	<b>9.95</b>	<b>(10.52 days)</b>
8	10.19	10.46	
9	10.77	10.79	
10	11.37	11.54	
11	11.56	12.25	
12	-	<b>13.38</b>	
<b>Municipality Average</b>	<b>9.5 days</b>	<b>10.10 days</b>	n/a



# Proposed Target for Improvement

- A reduction, in average sick days per employee, of not less than 10% by end of 2014
- An average reduction of 1 sick day per employee
- A savings of approximately \$1 million paid out in sick time benefits



# Management Action Plan to Improve Employee Attendance

- Corporate-wide communication strategy
- Day-to-day management of employee attendance
- Focus on incidental absenteeism
- Management compliance with Attendance Support Program
- Collaboration with Union leadership



# Management Action Plan to Improve Employee Attendance

- Technology improvements to provide better information
- Implement improvements to Attendance Support Program
- Provide training to supervisors and managers
- Take steps to shorten longer absences
- Integrate proactive preventive measures in corporate strategy

# Summary

- Create a work culture conducive to positive work attendance and productivity
- Focus attention on incidental absenteeism and identified 'hot spots' in the organization
- Give management the tools and supports to better manage attendance
- Hold management and employees accountable for their roles and responsibilities in order to achieve the targeted improvement

