

Employee Absenteeism Lost Days of Work

Jeff Fielding, CAO
City of London - March 3rd, 2008

Absenteeism and Sick Leave Control

Excerpt from Arbitration Decision

.....This is a controversial Employer demand. Whether absenteeism is a problem in the work place is usually in the eye of the beholder. Appropriate absenteeism levels are always debatable. An absenteeism policy directed to control pattern absenteeism or extended absences is justifiable..... both common sense and one's experience in free collective bargaining suggests that the best time for a party to receive a desired outcome on a meritorious issue is when the other party has its own desired outcomes particularly ones which are very expensive or unusual. In the result I acceded to the Employer's request.... In this case, the Employer may have an exclusion for an attendance manager and may share the City of London's employee, if so advised, for this purpose.

Martin Teplitsky, QC

Lost Days of Work

Average All Employees
2007

18.1 Lost Days Per Year

due to all illness, disability, and personal and family responsibility

- “Illness” includes use of all sick day codes
- “Disability” includes all STD, LTD and WSIB absences
- “Personal and Family Responsibility” includes emergency and compassionate leaves

Statistics Canada

Lost Days of Work, All Public Administration

Public Administration lost days due to illness, disability,
personal and family responsibility for 2006

Average for all Public Administration: 12.0 lost days

Source: Statistics Canada

Personal and Family Responsibility

City of London
2007

- Personal and Family Responsibility includes emergency and compassionate leaves
- Negligible impact on average lost days representing
 - » 0.1/18.1 lost days

Disability

City of London
2007

- Disability includes all STD, LTD and WSIB absences
 - LTD contributes on average
 - » 3.9/18.1 Lost Days
 - WSIB contributes on average
 - » 1.6/18.1 Lost Days
 - STD contributes on average
 - » 1.9/18.1 Lost Days
- Total contribution of “Disability” represents
 - » 7.4/18.1 Lost Days

Illness

City of London
2007

- **Illness includes:**
 - Sick using banks (accumulated overtime, vacation, flex, surplus, earned leave, lieu days, standby, pending WSIB, frozen sick , WSIB bank) contributes on average
 - » 0.4/18.1 Lost Days
 - Sick Days without pay contributes on average
 - » 1.0/18.1 Lost Days
 - Paid Sick Days contributes on average
 - 9.2/18.1 Lost Days

Note: Management Employees have a sick leave program but no STD program.

Note: Detailed list Payroll Codes appended as Table 1

Average of all Lost Days

2007

*Total Average Lost Days calculated on the basis of the average of all employee groups.

Average Lost Days

Illness, Disability, and Personal and Family Responsibilities
2003 - 2007

	2003	2004	2005	2006	2007
• CUPE 101	14.3	15.0	15.7	16.3	16.9
• CUPE107	26.1	24.6	25.4	26.3	27.8
• Dearness Home					
• CAW 302	26.8	30.6	30.1	30.3	35.4
• SEIU Local 1.on (office workers) 13.5		4.8	4.2	9.7	4.6
• Fire					
• CM	9.4	12.4	12.6	10.6	8.3
• PV	22.4	14.7	14.5	14.8	14.7
• SP	13.9	15.4	16.8	15.8	16.9
• Management	12.3	12.1	11.4	11.3	10.9
• Average*	16.3	16.1	17.0	16.2	18.1

*Average Lost Days calculated on the basis of the average of all employee groups.

Note: conversion to 8 hour day where shifts scheduled in excess of 8 hours

Disability

Average Lost Days (WSIB, STD, LTD)
2003-2007

	2003	2004	2005	2006	2007
• CUPE 101	5.2	5.6	5.5	6.4	7.0
• CUPE 107	14.0	12.5	13.3	15.2	16.6
• Dearness Home					
• CAW 302	14.1	18.7	19.2	19.9	21.0
• SEIU Local 1.on (office workers)	0.0	0.0	0.1	0.0	7.0
• Fire					
• CM	0.0	1.2	0.0	0.0	0.0
• PV	11.2	2.3	3.3	1.1	2.7
• SP	0.5	0.6	0.7	0.8	0.6
• Management	4.0	5.1	4.9	4.9	4.3
• Average*	6.1	5.8	5.9	6.0	7.4

*Average calculated on the basis of the average of all employee groups

Note: conversion to 8 hour day where shifts scheduled in excess of 8 hours

Paid Sick Days

Average Lost Days
2003-2007

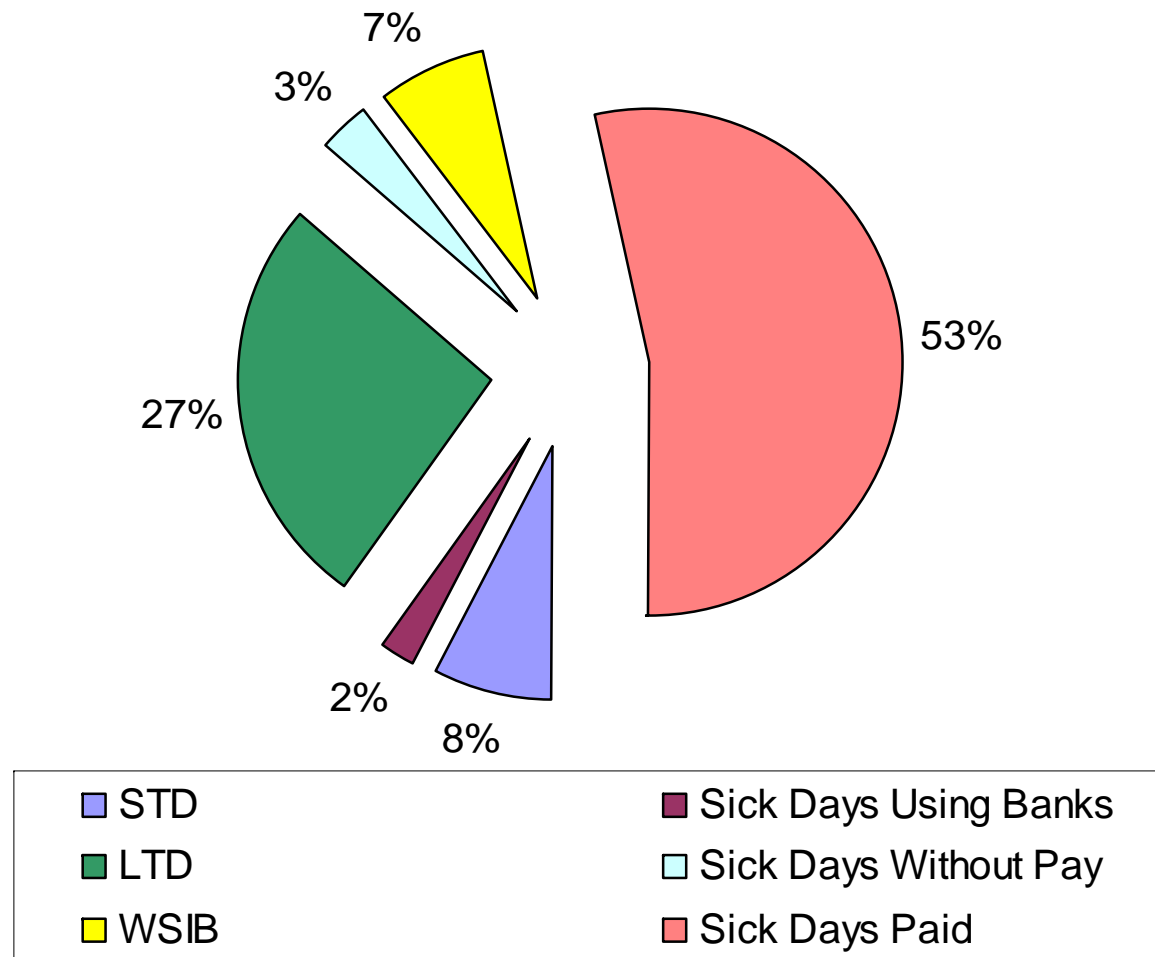
	2003	2004	2005	2006	2007
• CUPE 101	8.6	8.6	9.0	8.7	8.8
• CUPE 107	11.3	10.8	10.7	9.6	10.1
• Dearness Home					
• CAW 302	8.7	8.6	8.1	8.6	10.2
• SEIU Local 1.on (office workers)	2.6	3.4	5.2	3.5	4.2
• Fire					
• CM	9.4	11.1	12.6	10.6	8.3
• PV	10.4	11.2	10.6	11.5	10.5
• SP	12.1	14.4	14.8	14.3	15.4
• Management	8.1	6.5	6.5	6.3	6.4
• Average*	8.9	9.3	9.7	9.1	9.2

*Average calculated on the basis of the average of all employee groups

Note: conversion to 8 hour day where shifts scheduled in excess of 8 hours

Lost Time Due to All Illnesses And Disability 2003 – 2007

Aggregated by Hours and represented as a percentage of Total Lost Time



Disability and Paid Sick Lost Days Compared to Total Lost Days 2007

	2007	Disability	Paid Sick
• CUPE 101	16.9	7.0	8.8
• CUPE 107	27.8	16.6	10.1
• Dearness Home			
• CAW 302	35.4	21.0	10.2
• SEIU Local 1.on (office workers)	13.5	7.0	4.2
• Fire			
• CM	8.3	0.0	8.3
• PV	14.7	2.7	10.5
• SP	16.9	0.6	15.4
• Management	10.9	4.3	6.4
• Average*	18.1	7.4	9.2

*Average calculated on the basis of the average of all employee groups

Note: conversion to 8 hour day where shifts scheduled in excess of 8 hours

Cost of Lost Days

2007

- Reducing “paid sick days”, “sick days using banks”, and WSIB by one day results in a reduction of approximately \$485,000 in paid sick time
- Additional costs include cost of replacement wages and increased premium costs for insured disability plans

Process for Tracking Lost Days

- “Available Hours” report is distributed to all Division Managers
- “Quarterly” attendance report indicates sick days used in the quarter
- Fire Department customizes specific report detailing
- Moving to Automated Corporate System for standardized reporting

Concerns and Observations

- Total Average Lost Days are higher than Statistics Canada average (18.1 – 12.0)
- Total Average Lost Days have increased in the last year (16.2 – 18.1)
- There is a financial and productivity cost to the organization
- 53% of Lost Days are attributed to “Paid Sick Days”
- 42% of Lost Days are comprised of WSIB, STD, and LTD
- “Paid Sick Days” are a concern in the Fire Department
- Total Average WSIB, STD and LTD Lost Days are all up at Dearness Home
- LTD lost days have increased in CUPE 107
- Improvement in “Paid Sick Days” in some areas

Strategic Approach

Managing Lost Days

- **Supportive Workplace Initiatives – all employees**
 - Engaged
 - Healthy
 - Safe and Well
 - Injury-free

Objective: productive employees and decreased lost days
- **Return to Work Initiatives**

Objective: fewer STD, LTD, and WSIB Claims and lower costs
- **Targeted Intervention – employees with high “sick day” use**

Objective: identify, track, counsel employees and take corrective action to reduce abuse where appropriate

Managing Disability

42 % of Lost Days

- Liaise with Insurance Carriers and WSIB to facilitate early and safe return to work
- Monitor employee claim status (approved, pending, denied)
- Maintain regular contact with employees
- Clarify restrictions and provide accommodations to ensure early and safe return to work
- Utilize Employee's Health Care Providers and/or Corporate Occupational Health Physician to assist with clarification of accommodation and suitability of work
- Regular reporting on an annual basis
 - Objectives:
 - early and safe return to work
 - » Target: tbd
 - reduced claims
 - » Target: tbd

Managing Disability

Statistics
2003-2007

	Opened Claims	Returned to Work		
• WSIB				
• 2003	340	332	97%	
• 2004	317	307	97%	
• 2005	293	287	97%	
• 2006	300	287	96%	
• 2007*	344	330	96%	
• STD				
• 2005	60	53	88%	Administered by Insurance Carrier
• 2006	61	45	74%	
• 2007	53	34	64%	
• LTD				
• 2005	56	14	25%	Administered by Insurance Carrier
• 2006	63	14	22%	
• 2007	66	15	23%	

* Amended Legislation

Managing Illness

58% of Lost Days

- Track and identify high levels of absenteeism
 - Provide individualized counseling for employees
 - Take disciplinary/corrective action where appropriate
 - Negotiated reduction in timelines to provide medical certificates from 10 to 5 days in CUPE 107
 - Support managers by providing reports and training
 - Maintain Attendance Management Program: Dearness
 - Finalize Corporate Attendance Management Program: All City of London Employees
 - Maintain and Expand Training Programs: Accident to Recovery Module; Managing Stress in the Workplace; Coping with Stress; Anger Management; Approaching Difficult Conversations
 - Continue and expand Wellness Initiatives: Live Healthy, Work Healthy; Flu Vaccination Clinics
 - Maintain and advance Corporate Health and Management System to prevent or reduce injury and illness
- Objectives:
 - Reduce absenteeism and replacement wages
 - » Target: tbd
 - » Target: tbd

Focused Priorities

- Fire Department
- Dearness Home
- Corporate Attendance Management Program
- Committees

Fire Department

- Ontario Fire Marshall's Report
 - 48 recommendations for compliance
- Interest Arbitration
 - Awarded exclusion for Manager of Attendance
 - Awarded provisions to address absenteeism and sick leave controls
 - Awarded medical form to manage attendance
- Reporting to Council
 - Comprehensive Staffing, Overtime and Attendance reporting
 - Fire Master Plan

Dearness Home

- Attendance Management Program
- Training for Managers
- Interest Arbitration
 - Awarded revised sick leave program for new RN's (SEIU)
- Rebuilding the organization to exceed the Ministry's compliance issues

Corporate Attendance Management Program

- Communicates Corporate attendance standards and management response
- Identifies employees with absenteeism above the established standard
- Provides reports and guidelines to managers on managing attendance
- Determines required action that is consistent across the Corporation to the extent possible
- Supported by an automated system and a dedicated Corporate resource

Committees

- Return to Work Committee meetings held across the Corporation on a regular basis to facilitate employees' return to work
- Health and Safety Committee meetings held across the Corporation on a regular basis to improve health and safety by conducting workplace inspections; identifying hazards for correction; reviewing injury statistics; reporting recommendations; and investigating concerns about health and safety
- Occupational Health and Safety and Corporate Training reviews and reports three times a year on the progress of Health and Safety Continuous Improvement Programs

Recommendations

- Suspend the recruitment of the Health and Wellness Specialist; redefine the role and responsibilities of the position to align more closely with attendance and absenteeism management; change the title of the position to “Attendance Manager”; and, bring the revised job functions and details back to Council for review and approval
- Endorse the finalization of the “Corporate Attendance Management Program”, and review its implementation with Council
- Endorse the staged rollout of the “Corporate Attendance Management Program” beginning with priority departments
- Endorse continued discussions with the vendor to determine the cost of an automated “Workforce Central: Attendance Management Module” and identify a source of funding within the approved capital budget (Corporate Capital Budget Project GG1050 Corporate Systems Update is the most appropriate account), and bring back to Council a business case for its implementation
- Endorse the objectives-based “Performance Management System” that is scheduled for rollout April 2008 and, prior to implementation, review its intended outcomes with Council

Recommendations (continued)

- Support changes to reduce the number of “sick day codes” and apply strict definition to their application, and review the proposed changes with Council
- Endorse discussions surrounding “sick day entitlements” during future contract negotiations
- Endorse the survey of other municipalities to benchmark best practices and to ensure comparable data for performance improvement for “lost days at work”, and review the survey of findings with Council
- Support the establishment of an identification and tracking tool to establish accurate data on replacement wage costs
- Endorse regular reporting on absenteeism and attendance in standardized formats – monthly for managers/employees; and quarterly reporting to Council
- Endorse the engagement of a consultant to review the Corporate policies, practices, procedures, and systems with respect to managing absenteeism in the workplace to determine best practices and to implement performance improvement, and bring back to Council terms of reference for its approval in May, 2008

Table 1

Payroll Codes

Description
SICK
SICK-WSIB
SICK-VACAT'N
SICK-ACC OT
SICK-FLEX
SICK-STBY107
WSIB-90%PAID
WSIB-WOPAY
STD-APPROVED
COMPAS-WOPAY
STD-DENIED
LTD-DENIED

Description
FROZEN SICK
FRZSICK-FIRE
SICK-LIEUDAY
SICK-SURPLUS
SICK-EARN LV
WSIB-PAID
WSIB-15%PAID
SICK-WOPAY
LTD-APPROVED
STD-PNDGAPPR
LTD-PNDGAPPR
EMRGLV-WOPAY