

Absenteeism Manager Presentation 2021

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What is absenteeism?

- Absenteeism is when an employee has unscheduled time off from work
- When an employee is repeatedly absent from work without sufficient explanation
- When an employee has a habitual pattern of absence from work



Reasons for absenteeism

Some employee reasons for absences are as follows:

- Physical and Mental Health issues
- Family/carers duties (particularly those with school aged children)
- Recurring illness
- Personal Injury
- Alcohol and/or drug related problems
- Organisational Factors (job, workload, colleagues, manager, culture, loss of sense of purpose)
- Entitlement mentality
- Other personal circumstances



The cost of absenteeism

- The cost of absenteeism to organisations may include:
 - Loss of productivity
 - Increased workloads for other employees
 - Low morale
 - Short staffed
 - Increase in overtime and agency costs
 - Frustrated managers and employees
 - Increased management and supervision costs
 - Stress / Safety Impact
 - Customer / Patient impact



Monash Health Data

- According to Monash Health Payroll Data FY18/19:
 - Personal leave is highest in Nursing. Second is the Allied Health professional group
 - Nursing personal leave costs approximately \$18m p.a. to backfill
 - Most common leave taken is personal leave with a certificate/stat dec and then sick with no certificate (note, opportunity to reinforce evidence requirements)
 - Nursing personal leave days does not correspond with public holidays / long weekends
 - However, personal leave days for other professional groups is high around public and school holidays



How to manage absenteeism

- Research indicates that organisations should focus on the following to improve absenteeism:
 - Recommendation is to conduct a supportive process
 - Provision of evidence i.e. medical certificate
 - Notification requirements
 - Conduct a back to work discussion within the first 48 hours of an employees return
 - Conduct ongoing discussions if required
 - Reinforce policies and guidelines i.e. EBA
 - Record and monitor leave
 - Ensure employees are aware of requirements and expectations



How to manage absenteeism

- Managing absenteeism at Monash Health can be difficult for a range of reasons however, we can recommend focussing on the following aspects -
 - Fit for work process (if applicable)
 - Conducting back to work discussions
 - Provision of evidence
 - Notification requirements
 - Identifying patterns of absence
 - Recording and monitoring leave within Kronos



How to manage absenteeism

- To assist managers in managing absenteeism in their teams we have developed the following tools:
 - Fact Sheet (Manager Guide)
 - Welcome back to work discussion guide / template
 - Detailed Kronos reports available upon request
 - EBA matrix - quick reference guide of entitlements under each Enterprise Agreement
 - Other discussion guides / scripts
 - Template letters

Your People and Culture Business partner will be able to assist you and provide specific discussion guides/scripts and template letters. More information on the tools is as follows.



Manager Tools - Fact Sheet (Manager Guide)

- This is an information guide on how to discuss personal leave and provide support and assistance to the employee
- Details questions to ask the employee about their personal leave i.e. how are you feeling, when will you return, status of work tasks etc
- It also outlines actions employees need to take if they are going to be absent or wish to access personal leave i.e. notification and evidence
- Emphasis is on being fair, consistent, and transparent
- Make sure keep in touch, offer EAP and ask BP for assistance



Manager Tools - Welcome back to work guide

- Research indicates that the single most effective action to reduce absenteeism is to consistently conduct welcome back meetings, for staff who have been absent, however long or short the absence period
- In particular, a Manager should speak to the employee in the first 48 hours upon returning to work
- A discussion guide / template has been developed to assist managers with this process
- Details questions to ask the employee upon returning to work
- Can be populated and kept as a file note of the discussion



Manager Tools - Reporting

- Research indicates that workforce data and reporting can be a powerful tool to not only tracking and monitoring the health of your workforce, but also to identify trends/patterns and effectively manage situations before they get out of control
- A Kronos leave report has been developed to assist Managers to view all leave taken and planned for employees within their cost centre
- This report can be accessed by contacting your P&C / Finance Business Partner or through the Kronos team
- We also encourage managers to continue to monitor leave through Kronos



Key Contacts

- EAP: 1300 687 327
- People and Culture Business Partner.
 - If you are unsure who your Business Partner is. Please contact the advice line below.
- HR Advice: 9265 2724 or hradvice@monashhealth.org



QUESTIONS