



● absence management case study

**If you can't measure it,
you can't manage it!**



Measuring, Monitoring, and Minimising Absence



CASE STUDY - MANUFACTURER

- **SITUATION**

- Absence levels 9% or 20 days per employee per year – leading to direct cost of absence of ~£4m
- Lack of quality data and management information
- Incidences of long term cases, with significant increases relating to stress and musculoskeletal causes
- Little evidence of Occupational Health (OH) intervention making any impact on preventing long term absences
- Slow referral and reporting processes
- Heavy unionisation - 90% of employees were union members

- **CHALLENGES**

- Little integration between initiatives preventing co-ordinated and proactive management
- Significant inconsistencies in managers' treatment of absent employees leading to a number of grievances every year
- Limited ability for HR to monitor line managers' actions
- Limited management ownership of absence issues
- Lack of clarity on absence issues and limited access to data for all stakeholders thus inhibiting targeted and efficient absence management



CASE STUDY - MANUFACTURER

- **SOLUTION**

- Improvement in data collection and management data via the centralised absence registration service
- Complete data is now collected consistently and objectively as all relevant data is logged from day 1
- Easy access to the web based service providing:
 - Full absence data
 - Trigger reports
 - Monitoring
 - Referral mechanism for sickness absence cases
- New action oriented policy introduced to drive consistent and equal treatment of employees in regards to absence
- Triggers to drive early intervention include:
 - Day 1 referrals for musculoskeletal, stress and accident
 - Day 10 for all other causes
- Triggers to drive early intervention in patterns of persistent short term absence incl. review meetings and cautions



CASE STUDY - MANUFACTURER

- **SOLUTION**

- Case management services to assist managers with:
 - Legal advice
 - Medical evidence
 - Fast track referrals to OH and physiotherapy
- Monthly management meetings with absence consultant to discuss current trends based on monthly reports from absencecare highlighting hot spots
- Training of line managers in data usage and absence management skills
- Targeted workshops on stress and musculoskeletal related absence cases

Realistic communication with the union based on well presented facts and figures



CASE STUDY - MANUFACTURER

- **RESULTS**

- Absence levels reduced from 9% to 4.7% in 12 months - the equivalent of a yearly saving of £1.8M in direct payroll costs. This does not reflect the indirect costs of absence which are often twice as high as the direct costs
- ROI on the service achieved of greater than 20:1 just incorporating direct costs
- Non-core function in the business outsourced
- Clear improvement in the proactivity of both manager and OH intervention leading to significant reduction in long-term absence
 - A 18% reduction in frequency of stress and musculoskeletal absences
 - A 25% reduction in average duration of long term absences
 - A 28% reduction in proportion of people still absent after three months
- Consistent application of policy and actions taken across the organisation



Thank you for your attention.

If you need any further information please contact us
020 3178 7231

www.absencecare.co.uk