



● absence management case study

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



Measuring, Monitoring, and Minimising Absence



CASE STUDY - TECHNOLOGY MANUFACTURER

- **SITUATION**

- The UK operations of a global automotive technology manufacturer
- Absence rates in excess of 5% (i.e. 11½ days per employee per year)
- Inconsistent application of absence policy and lack of line management accountability
- Paper-based data capture and incomplete management information
- Frequent unplanned absence required a large temporary labour force (over 20% of total headcount)



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- **CHALLENGES**

- Providing managers and HR with clarity on absence issues and accurate data that would allow for targeted and efficient absence management
- Improving the ability of the organisation to intervene early and drive faster returns to work
- Achieving consistent treatment of absent employees by managers
- Giving HR visibility over line managers' actions and compliance with policy
- Reducing the organisation's dependence on costly temporary labour
- Tightening operational efficiency heading into an economic downturn



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- **SOLUTION**

- Consistent centralised data collection and reporting to line management via Absencecare
- Introduction of revised policy with more robust triggers for action in all types of absences
 - Absence Review Meetings held with employees when triggers tripped and cautions issued to employee with unacceptable absence levels
 - Return-to-Work interviews conducted and recorded online
- Data on absence causation and alerts for all potentially long-term illnesses, such as muscular-skeletal and stress-related absences, to in-house OH team
- Consistent application of policy limiting management discretion
 - Areas of non-compliance identified and addressed (e.g. through further training)
- Providing an accurate picture of absence levels and drivers via reports and analysis
- Training of line managers in data usage and absence management skills



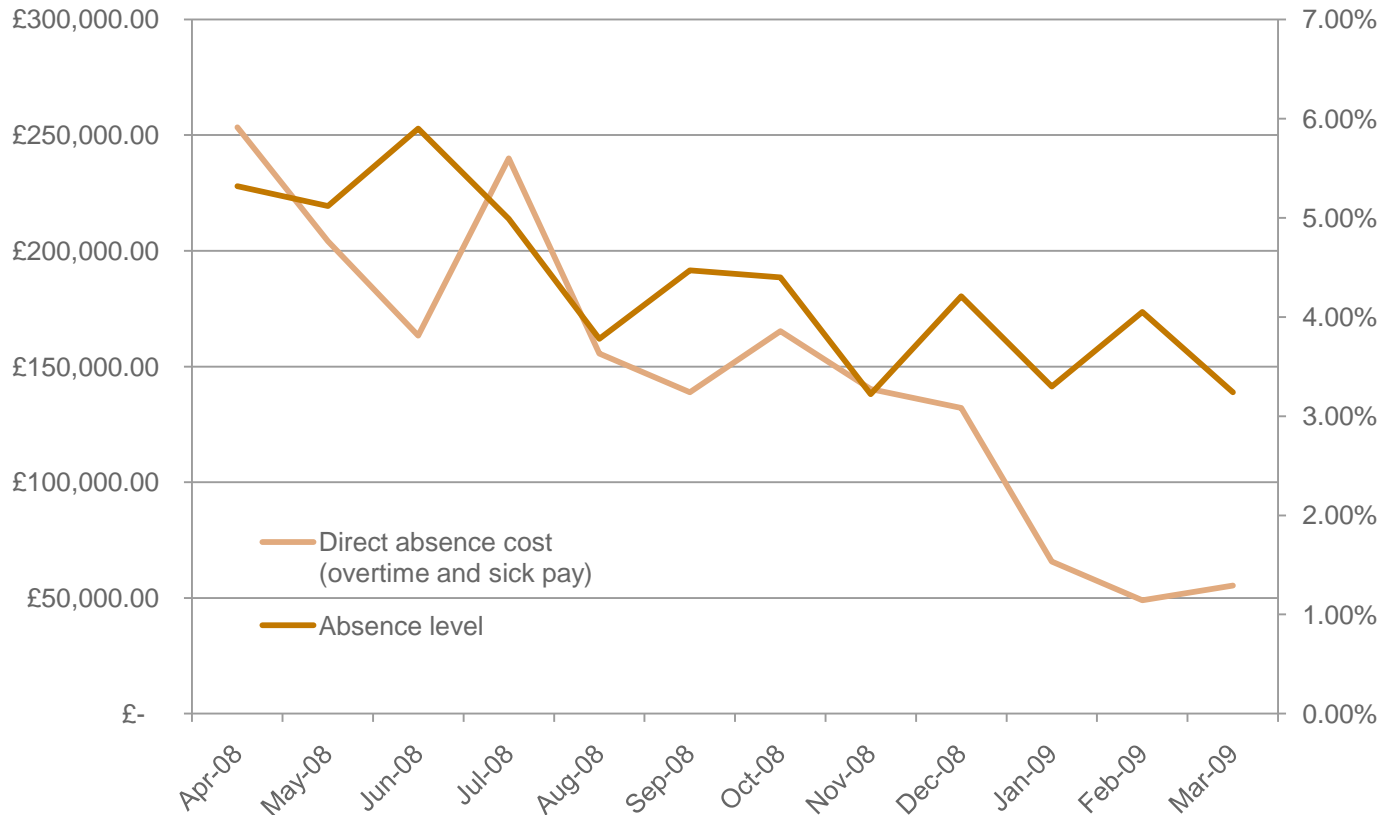
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- **RESULTS**

- In the first quarter of 2009 (compared with the same period the previous year) absence levels fell from 5.2% to 3.5%
- Significant savings on the direct costs of absence, including a 37% drop in sick pay (equivalent to £125 per employee per year)
- The number of temporary staff used was reduced from 22.6% of headcount to 2.0%
- More proactive and engaged management team using tools available including:
 - Web based data
 - Reports
 - Trigger alerts
 - Fast OH referrals
- The UK operation easily outperformed all other international operations against group-wide absence metrics

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Absence rate and costs Apr 08 - Mar 09



Absence rate and absence costs fell significantly over 12-months



If you need any further information please contact us
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www.absencecare.co.uk