

High Sick Leave Consumption Public Works & Assets Engineering



KPI Owner: Dan O'Dea

Process: Sick Leave Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
<p>Baseline: 40% of total employees - Oct 2012</p> <p>Goal: Reduce the number of employees with high sick leave consumption to 25% or less of all employees.</p> <p>Benchmark: 15% calendar year 2012</p>	<p>Data Source: Payable Time Peoplesoft</p> <p>Goal Source: Dept Management Team</p> <p>Benchmark Source: OPI sick leave study</p>	<p>Plan-Do-Check-Act Step 5: Pilot short term and/or long term solutions</p> <p>Measurement Method: The number of employees in a department who have used 9 or more out of 12 sick days in a 12 month period</p> <p>Why Measure: Promote a culture in which sick time is used appropriately</p> <p>Next Improvement Step: Implement new sick leave report across all divisions and validate effectiveness</p>

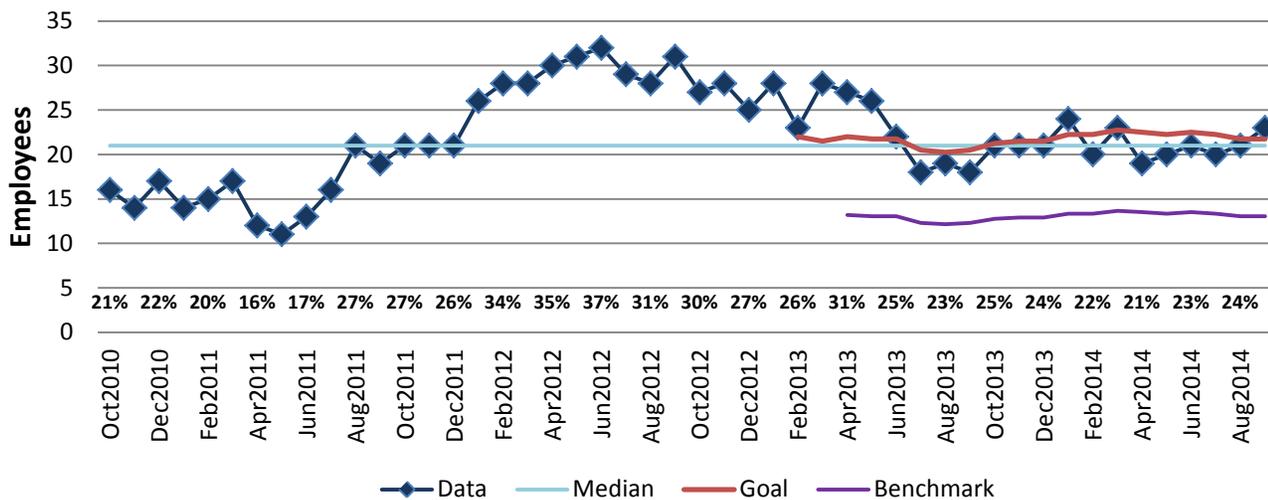
How Are We Doing?

Sep2013-Sep2014 12 Month Avg Goal	Sep2013-Sep2014 12 Month Average		Sep2014 Goal	Sep2014 Actual	
22	21		22	23	
Employees	Employees		Employees	Employees	

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Good



Brainstormed Root Causes

Culture

Union Contracts

Lack of Incentives and/or Disincentives

Lack of Knowledge