Hamilton
Employee Attendance
Performance Measures
AF&A June 11, 2012
AF&A Committee’s Concerns

• City of Hamilton’s absenteeism is going in the wrong direction
• Need assurance that absenteeism is being managed appropriately
• Performance measures by department
• Comparison with other employers
• More data analysis and trend analysis
• Information presented in a clear and usable format
Presentation Objectives

• overview of absenteeism
• 2011 Employee Attendance Performance Measures for City
• comparisons within the City and with external organizations
• review Management Action Plan & highlight some 2012 actions to date
Employee Absenteeism Defined

‘unplanned work absence due to illness, injury, personal reasons, or failing to come to work’
Causes of Employee Absenteeism

- chronic medical conditions, illnesses,
- injuries,
- personal problems, family issues, problems balancing work with family/life demands,
- job dissatisfaction, low employee morale, lack of engagement, stress in the workplace
- lack of awareness of attendance expectations, abuse of illness leave, entitlement mentality,
- poor supervision, poor employee-employer relations,
- design of benefit plans
City’s Categories of Absence

Short Term Disability (STD)
- absences of <1 day up to 130 days
- employees require a medical claim form on or before the 6th day of absence (as prescribed in collective agreements)

Long Term Disability (LTD)
- begins after STD expires, continues to either recovery, retirement, death or age 65

Worker’s Compensation (WSIB)
- absences due to occupational injuries or disease
2011 City Attendance Performance Measures

New WSIB Lost Time Injuries

- 2007: 300
- 2008: 282
- 2009: 276
- 2010: 268
- 2011: 248
2011 City Attendance Performance Measures

Eligible Employee, Sick Occasions, Sick Days

• “eligible employee” – employee paid for sick absences; City has 4,981 eligible employees
• “sick occasion” – an absence from work due to illness or injury for any length of time
• “sick days” – total paid sick hours divided by 7 (hours)
Eligible Employee Sick Occasions

2011 City Attendance Performance Measures

- 30% 5 or more Occasions
- 21% 4 Occasions
- 23% 3 Occasions
- 14% 2 Occasions
- 6% 1 Occasion
- 6% 0 Occasions
Short-Term Disability Occasions

Short-term Disability Frequency (Occasions)

- **90%**
- **10%**

- **Sick Absences < 6 days**
- **Sick Absences Equal or > 6 Days**

2011 City Attendance Performance Measures
2011 City Attendance Performance Measures

Average Sick Days per Eligible Employee

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Sick Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>10.9</td>
</tr>
<tr>
<td>2008</td>
<td>11.1</td>
</tr>
<tr>
<td>2009</td>
<td>10.8</td>
</tr>
<tr>
<td>2010</td>
<td>9.94</td>
</tr>
<tr>
<td>2011</td>
<td>10.52</td>
</tr>
</tbody>
</table>
2011 City Attendance Performance Measures

Cost of Sick Days Paid Out

- 2007: $9,910,573
- 2008: $10,779,808
- 2009: $10,872,174
- 2010: $10,971,658
- 2011: $11,605,900
2011 City Attendance Performance Measures

Average Sick Days per Employee by Employee Group in 2011

Union average sick days = 11.0 days
Average Paid Sick Days per Employee by Department

Corporate average paid sick days = 10.52 days
City Attendance Performance Measures Compared to Other Municipalities

Average Sick Days per Eligible Employee
2007-2011

- City of Hamilton
- HRBN

2007: 10.9, 10.06
2008: 11.1, 10.37
2009: 10.8, 10.4
2010: 9.95, 10.14
2011: 10.52

Hamilton
## City Performance Measures

### Rank Ordered with Regional/Single Tier Municipalities

### Paid Sick Days per Eligible Employee

<table>
<thead>
<tr>
<th>Municipality</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6.57</td>
<td>6.65</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>7.75</td>
<td>8.34</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>8.60</td>
<td>8.97</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>8.47</td>
<td>9.49</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>9.65</td>
<td>9.59</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>9.49</td>
<td>9.82</td>
<td></td>
</tr>
<tr>
<td><strong>City of Hamilton</strong></td>
<td><strong>10.8</strong></td>
<td><strong>9.95</strong></td>
<td><em>(10.52 days)</em></td>
</tr>
<tr>
<td>8</td>
<td>10.19</td>
<td>10.46</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>10.77</td>
<td>10.79</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>11.37</td>
<td>11.54</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>11.56</td>
<td>12.25</td>
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</tr>
<tr>
<td>12</td>
<td>-</td>
<td>13.38</td>
<td></td>
</tr>
<tr>
<td><strong>Municipality Average</strong></td>
<td><strong>9.5 days</strong></td>
<td><strong>10.10 days</strong></td>
<td>n/a</td>
</tr>
</tbody>
</table>
Proposed Target for Improvement

- A reduction, in average sick days per employee, of not less than 10% by end of 2014
- An average reduction of 1 sick day per employee
- A savings of approximately $1 million paid out in sick time benefits
Management Action Plan to Improve Employee Attendance

• Corporate-wide communication strategy
• Day-to-day management of employee attendance
• Focus on incidental absenteeism
• Management compliance with Attendance Support Program
• Collaboration with Union leadership
Management Action Plan to Improve Employee Attendance

- Technology improvements to provide better information
- Implement improvements to Attendance Support Program
- Provide training to supervisors and managers
- Take steps to shorten longer absences
- Integrate proactive preventive measures in corporate strategy
Summary

• Create a work culture conducive to positive work attendance and productivity
• Focus attention on incidental absenteeism and identified ‘hot spots’ in the organization
• Give management the tools and supports to better manage attendance
• Hold management and employees accountable for their roles and responsibilities in order to achieve the targeted improvement