MANAGING ABSENTEEISM
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INTRODUCTION

Unplanned Leave
- Labour cost (fixed cost)
- Low employee moral
- Disruptions/discontinuity
- Fatigue
- Increased number of incidents
- Poor productivity/service levels

Structured approach
- Bargaining council agreement (main agreement)
- Absenteeism management (roles/responsibility & DOA)

Shared ownership of unplanned Leave
- Employees/labour/managers – daily monitoring/evaluating and follow through protocol
MANAGING UNPLANNED LEAVE

- Facilitate referral procedure for special cases
- Come up with action items on dealing with incapacity matters

- Deal with issues of misconduct and incapacity inline with company policy
- Support line with absenteeism cases
- Provide Stats on absenteeism cases

- Provide Recommendations for ill health cases e.g. Referral to Risk Pool

- Daily and Weekly Absenteeism Monitoring
- Conduct Return to work interviews
- Conduct Counseling Sessions
- Referrals to EAP
- Oversee the implementation attendance improvement initiatives

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MANAGING AFFECTED EMPLOYEES

Major Cost Drivers

- Overtime
- Acting
- Contracts
- Incidents (Related to Fatigue)
- Loss of Income

Initiatives Encouraging Good Work Attendance

Safety Culture (GSL)
- Recognition / Reward Schemes
- Inter-department/ shift competition
- Disincentives for poor attendance
- Reduced or no daily incentive/weekend overtime
- Promotional Opportunities

Measurement and Monitoring

- Measuring Safety Performance
- Time and Attendance
- Individual Scorecards
- Shift Performance/ Department
- Monthly Committee Reporting
- Terminal/ OD Reporting