

## Absence Member / Officer Working Group - WORKPLAN

The Key Objectives of the Short – Life Absence Member / Officer Working group, as determined by Council at their meeting on 23<sup>rd</sup> February 2011, are as follows:

- 1 To develop a comprehensive understanding of the Council's absence profile and associated costs.
- 2 To examine the causes and effects of employee absence upon the delivery of Council services
- 3 To oversee the development of a range of practical interventions which have sound, evidence – based deliverables
- 4 To develop a reporting framework, which enables ongoing monitoring, progress and evaluation of outcomes by the Audit & Performance Review Committee.

This Work Plan identifies the Specific Objectives required to achieve these Key Objectives and contributing actions are shown below. This Work Plan will be reviewed and monitored by the Audit & Performance Review Committee. This is a fluid document which will be subject to review and revision during the life of the Working Group. The Work Plan will also identify ongoing actions for implementation after the dissolution of the Working Group, and for review of these actions.

### Work Plan Lead Officer – Tricia O'Neill, Head of Human Resources & Organisational Development

	<b>Objective</b>	<b>Action</b>	<b>Responsible</b>	<b>Dependencies / Limitations</b>	<b>Timescales / Completed</b>
1	Develop an understanding of the workforce absence profile through the use of the Council's HR Information Systems.	Move to full use of Workforce Management System for the production of the Council's Absence Statistics and the Council's Workforce Plan	Sam Dove	Finance & Resources section (contact centre)	Completed Q2 2011
		Move to a central reporting process for staff calling sick & fit.	Sam Dove		Identify /
		Identify opportunities to further analyse the data.	Sam Dove	Reallocate resource	
2	Development of a standard range of Management Information to inform Management decision making.	Scope out Management Information required	Sam Dove	Identify / reallocate resource	April 2012
		Configure WMS to store information required	Sam Dove		August 2012
		Put in place process and procedures for collecting information required from Managers / Employees (utilising Self Service where possible)	Sam Dove		December 2012

		Production of Management Information	Sam Dove		
3	Development, Implementation & Review of a range of Absence Related HR Policies and Procedures	Review of Attendance Mgt Policy (implemented 1.9.11)	Linda McAlister	Stakeholder consultation	31.03.2012
		Review and Revision of Special Leave Scheme			31.03.2013
		Review, Revision of Stress Policy and implementation of new Policy			30.06.2012
4	Benchmarking: Establish regular <b>external</b> benchmarking Develop procedures for <b>internal</b> benchmarking	Analyse Audit Scotland SPIs	Linda McAlister	Effective Management Information	31.03.2012
		Analyse CIPD and related Annual Reports	Linda McAlister		and annually
		Development of internal benchmarking statistics for Management Information Report	Sam Dove		01.04.2012
		Management Accountability – identify opportunity for linking sickness absence rates with Senior Management PDP objectives	Senior Management	Identify / Reallocate resource	
		Investigation into why the long-term absence profile has remained the same for 3 years in the public sector while the UK profile in general has dropped.	Linda McAlister		30.06.2012
5	Up-skilling of management within WDC to support the effective and consistent application of Council policy and to support transfer of ownership of Absence Management to the line.	Continue to delivery a comprehensive policy related Training Programme	Linda McAlister		Annual basis
		Develop a managers Toolkit for general management skills	OD		In Progress
		Introduction of a mentoring system for additional support for new line managers	OD		Review of Induction
		Enhancement of People Management Skills.	OD/HR&OD		Management Development courses available
6	Ensure that the Council benefits from a comprehensive Employee Assistance Programme aimed at supporting reduced absence levels and improved	Review current provision of OH service as part of Tendering Process	Linda McAlister	None	30.06.2012
		Review provision of Employee Counselling Service			31.12.2011
		Review effectiveness of the Wellbeing Helpline			31.03.2012
		Access to Wellbeing Information			31.03.2012

	Wellbeing	Health Promotion Activities (HWL) - calendar of events established for forthcoming year			01.03.2012 And annually
7	Develop a mechanism for identification of the cost of sickness absence.	Extract sick absence dates from Workforce Management System and merge with salary information to calculate costings.	Sam Dove / Graham Hawthorn	Identify / Reallocate resource	01.04..2012
		Develop Workforce Management System ' <i>sick absence module</i> ' to auto calculate Occupational Sick Pay.			TBC
		Within WMS, setup unique Overtime component codes for sick absence cover to allow direct reporting of cost			30.12. 2012
		For Supply Teachers - Analyse Teachers timesheet data with potential to identify reason for cover via ledger account code.			30.04.2012
8	Mainstream outputs of the Workplan	Identify completed actions of the workplan	Corporate Management Team / HR	Departmental Executive Directors, Human Resources & Organisational Development	TBC
		Incorporate outcomes into policy & procedure and organisational development			
		Ownership of the outputs by CMT			
9	To Develop a reporting framework to enable monitoring and evaluation of outcomes related to Absence Management by the Audit & Performance Review Committee (Ends when all actions under this workplan completed)	Develop standard evaluation report for APRC for duration of workplan	Linda McAlister & Sam Dove		31.03.2012
		Identify responsible officer for producing reports	Tricia O'Neill		31.03.2012
		Attendance at APRC to present report and provide verbal update on work progress	Tricia O'Neill or designated officer.		31.12.2012

