

Appendix 1

Actions to improve attendance						
Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Progress	
Accurate attendance data is compiled and available	Development of dedicated absence team in Operational HR	Managers have access to a dedicated absence team for support, guidance and information on absence management	June 10	HR Manager Operations	Complete	
	Attendance information is provided monthly to Management Teams (currently compiled manually)	Managers have access to timeous information to analyse absence	Ongoing	HR Manager Operations	On track	
	SMT considers direct reporting of absence pilot	Immediate entry of accurate absence data	June 10	HR Manager Operations/ Exchequer Manager	Paper to SMT 28 June 10	
	Attendance management is collated using a single method (prior to April, 4 different departmental methods were used). Resourcelink System improvements are implemented	Timeous and accurate recording of absence is available to inform management	Sept 10 Mar 11	HR Manager Operations / Resourcelink Team	On track	
Managers are responsible for managing absence	All managers to complete ABC's attendance management e-learning module.	All managers have completed absence management module and carry out their responsibilities in relation to employee absence including the 5 key actions (para 3.2.1)	31 July 10	SMT/DMTs	SMT agreed 14 June 10	
	Absence data is collated in Team groups and appears on Team scorecards	Team data is analysed by managers regularly and action taken	July 10	HR Strategy/HR Operations All Managers	On track	
	Departmental Management Teams report on and monitor absence.	Senior managers are managing absence effectively and regularly and taking action	Monthly	DMTs	On track	
Main causes of absence are addressed corporately	Physiotherapy pilot is implemented	Absence due to musculoskeletal issues is reduced	July 2011	HR Strategy/HR Operations	SMT agreed 14 June 2010	

	Increase referrals to occupational health service	Causes of absence are identified early and appropriate measures are taken to facilitate early return to work according to OHP guidance. Long term absence is reduced	March 2011	All Managers	Remote OHP referral system now in place
	Employees Counselling Service is further publicised.	Stress related absence is reduced	March 2011	HR Strategy/Communications	July 2010
	PDR system is reviewed with core competencies for managers	Manager behaviour actively reduces stress absence	Sept 2010	Improvement and OD Manager	Management Development Programme under development
	Healthy Working Lives project is implemented	Stress related absence is reduced	Sept 2010	Health Improvement Officer	On track