

High Sick Leave Consumption Air Pollution Control District



KPI Owner: Michelle King

Process: Sick Leave Management

Baseline, Goal, & Benchmark	Source Summary	Continuous Improvement Summary
Baseline: CY 14: avg. 21 employees; 36% Goal: Reduce baseline by half in 2015 Benchmark: 9% LMG Top Quartile Oct2015	Data Source: Payable Time Peoplesoft Goal Source: Scope Summary Benchmark Source: OPI sick leave study	Plan-Do-Check-Act Step 8: Monitor and diagnose Measurement Method: # of employees who used 9 or more out of 12 sick days in a 12 month period; rate calculated by dividing by total employees Why Measure: Promote a culture in which sick time is used appropriately Next Improvement Step: Refresh employees on sick leave use policies. Reinforce supervisor and manager training.

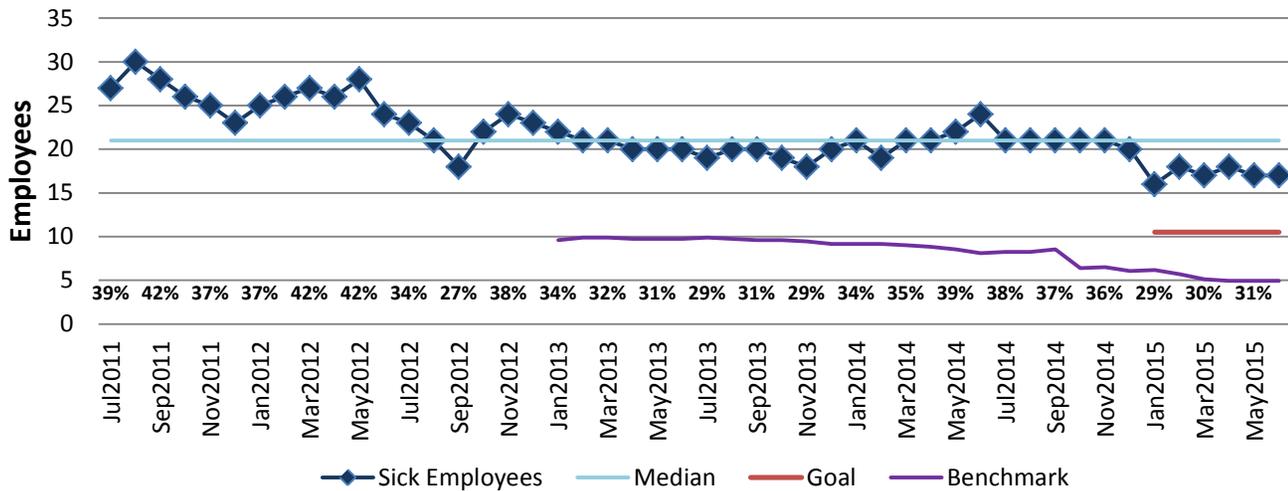
How Are We Doing?

Jan2015-Jun2015 6 Month Avg Goal	Jan2015-Jun2015 6 Month Average		Jun2015 Goal	Jun2015 Actual	
11	17		11	17	
Employees	Employees		Employees	Employees	

High Sick Leave Consumption



Good



The seven basic quality tools, "5 Whys" technique, brainstorming and other methods will be applied to the measure graphed above. The purpose of using the tools/methods is to understand what makes performance less than desirable if performance is not best in class.

¹A "day" is typically defined as standard hours per week divided by 5 unless otherwise stated in a union contract