



AALBORG
UNIVERSITY

SICK LEAVE STATISTICS

From numbers to dialogue and action





FROM NUMBERS TO DIALOGUE AND ACTION

This booklet is aimed at you, the HR-manager responsible for facilitating local dialogues around the sickness leave statistics.

The purpose is to provide inspiration on how sickness leave statistics can be translated from numbers into dialogue and action.

Get inspiration for:

- What we need to consider when analyzing sick leave statistics.
- How you can facilitate a constructive dialogue regarding the sick leave statistics where managers, work councils and employees are active players.
- What actions you can take to reduce sickness absence.

SICK LEAVE STATISTICS

– As part of the WPA-process at AAU

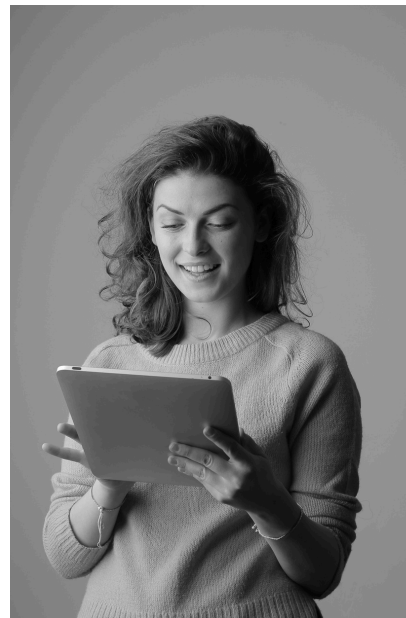
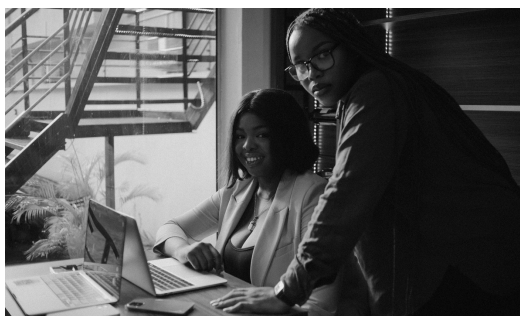
WPA stands for Workplace Assessment. As an employer, AAU is required to carry out a systematic and ongoing assessment of the work environment. The sickness leave statistics are part of the overall WPA-concept at AAU.

Sickness leave statistics provide:

- An overview of sickness leave as well as the ability to identify patterns and trends at an overall level.
- Data to make informed decisions about the work environment - e.g. whether targeted actions should be taken to reduce sickness leave and improve wellbeing.

CONTENT

Inspiration til process plan	03
Nice to know regarding sickness leave	04
Have the dialogue in the leaderteam	05
Have the dialogue in the work council	06
Have the dialogue in the team	07
Inspiration for action	08
FAQ	09



PROCESSPLAN

For inspiration

1 RESULTS AVAILABLE

The institute/department reviews the sick leave results in the BI report.



2 DIALOGUE IN THE LEADERTEAM

The leaderteam discusses the results - e.g. based on 'Have the dialogue in the leaderteam'. (p. 5)



3 DIALOGUE IN THE WORK COUNCIL

The work council discusses the sickness leave statistics - e.g. based on 'Have the dialogue in the work council'. (p. 6)



4 DEPARTMENT MEETING

Presenting results and trends from the statistics as well as communicating the upcoming process to the department.



5 DIALOGUE IN THE TEAM

The team discusses sickness leave statistics - e.g. based on 'Have the dialogue in the team'. (p. 7)



6 FOLLOW-UP IN THE WORK COUNCIL

Follow up on the team discussions and decide which actions can be taken at the department level.



7 INITIATIVES ARE LAUNCHED

Team and departmental initiatives are launched with clear roles and responsibilities, and a plan for when and how to follow up.



8 FOLLOW-UP ON INITIATIVES

The leaderteam is responsible for ensuring continuous follow-up and clear communication regarding the status of ongoing initiatives.



Nice to Know

-Regarding Sickness Leave



The statistics only show the reported sick leave.



The numbers do not show if employees have come to work sick.



In departments with a small number of employees, individual sick leave can cause larger fluctuations in the statistics.



It must not be possible to identify individuals' sick leave in the data brought to the employee group.

DID YOU KNOW...

...that approximately one third of all sick leave is due to factors in the work environment?

... that the more sick leave an employee has had in the previous year, the greater the risk of a prolonged period of illness in the current year?

... that research suggests that a systematic effort can reduce sickness leave?

... that early intervention can prevent sickness leave and thus create better conditions for us to succeed in our core mission?



Reach out to your HR-partner if you need help and advice on sick leave.

HAVE THE DIALOGUE IN THE LEADERTEAM



45 - 60 min.

FRAMEWORK FOR THE CONVERSATION

The purpose of the conversation is:

- Review the results from the sickness leave statistics.
- Assess which elements of the process plan are relevant to you.
- Decide what the next steps are.

Set aside 45-60 minutes for the dialogue in the leaderteam.

INSPIRATION FOR THE CONVERSATION

Sickness leave statistics

- What is the total number of sick days?
- What is the distribution between short-term and long-term sick leave?
- What changes or trends are we seeing?
- Looking one year ahead, which parameters do we want to improve?

Collaboration in the leaderteam

- How do we work together as a leaderteam to manage sick leave?
- What works well? What could we do more of?

The next step

- What is important for us to discuss with the work council?
- What do we want to communicate to the department?
- When and how will we follow up on this first dialogue in the leaderteam?
- Agree on roles and responsibilities in the further process.
- Do we need support from our HR-partner in the further process?

HAVE THE DIALOGUE IN THE WORK COUNCIL



30 - 45 min.

FRAMEWORK FOR THE CONVERSATION

The purpose of the conversation is:

- Discuss the results from the sickness leave statistics with a special focus on trends and patterns.
- Agree on how to communicate the results to the rest of the employee group.

Set aside 30-45 minutes for the dialogue in the work council.

INSPIRATION FOR THE CONVERSATION

Sickness leave statistics

- What is the total number of sick days?
- What is the distribution between short-term and long-term sick leave?
- What changes or trends do we see? How does this match with the picture we have of the department as a whole?
- Looking one year ahead, which parameters do we want to improve?

Communication to the department

- What do we want to communicate to the rest of the employee group and how will we do it?
- What can we communicate regarding the process we are initiating in the department?

The next step

- When and how will we follow up on this first dialogue in the work council?
- Agree on roles and responsibilities in the further process.



Please note that it must not be possible to identify individuals' sickness leave in the data brought to the dialogue in the work council.

HAVE THE DIALOGUE IN THE TEAM



45 - 60 min.

FRAMEWORK FOR THE CONVERSATION

The purpose of the conversation is:

- Discuss the results of the sickness leave statistics with a special focus on the themes that are relevant to the team.
- Decide which actions to initiate.

Set aside 45-60 minutes for the team dialogue.

INSPIRATION FOR THE CONVERSATION

Sickness leave statistics and well-being

- What do we notice when we read the sickness leave statistics?
- How does the picture match with the latest results from the Well-being Index?
- How does the sickness leave report match with our general perception of the work environment in the team and in the department?
- Looking one year ahead, which parameters do we want to improve?

The next step

- When and how will we follow up on this first conversation in the team?
- Agree on roles and responsibilities in the further process.
- Do we need input from our HR-partner in the further process of developing action plans for launching initiatives?

STRENGTHEN OUR SICK LEAVE COMPETENCES

In the leaderteam, we want to strengthen and develop our competences in the area of sickness leave.

We will do this by:

- Asking HR for help in facilitating a workshop focusing on how we can become better at preventing and managing sickness leave.
- Strengthening our conversation techniques for sickness leave interviews, with a special focus on the dialogue about frequent sickness leave.
- Strengthen our competences to identify and act on early signs of unhappiness.

REDUCE SHORT-TERM AND FREQUENT SICK LEAVE

We want to reduce short-term and frequent sick leave.

We will do this by:

- Kick-starting the effort at a staff meeting with an attendance and absence game. The game aims to create a dialogue regarding the sickness leave culture in the department.
- Review procedures for sick leave, return to work and follow-up on sick leave at a staff meeting. The procedures will also be available in a welcome leaflet for new employees in the unit.
- Strengthen our systematic follow-up on employees with frequent or atypical sickness leave.

STRENGTHEN COOPERATION ON SICKNESS LEAVE MANAGEMENT

We want to strengthen our co-operation in the work council on preventing and managing sick leave.

We will do this by:

- Kick-starting the effort with a workshop focusing on prevention and management of sickness leave. This includes dialogue on joint ownership and clarity on roles and responsibilities.
- Ensuring regular follow-up on sickness leave data and focus areas in the work council.
- Ensure continuous evaluation and adjustment of the work in the work council.

FAQ

SICK LEAVE

Sickness leave is defined as absence due to own illness. Including illness related to pregnancy, work-related injuries and illness related to §56 agreements and flex jobs.

Absence due to the child's first and second day of illness, leave and care days are not considered sick leave and are therefore not included in the statistics.

Average number of sick days

Indicates the average number of sick days per full-time equivalent.

SICKNESS RATE

Indicates the percentage that sick leave represents of total working hours.

Short- and long-term sick leave

Indicates the proportion of total working hours that short- and long-term sick leave represents.

Short-term sick leave is less than 30 sick days.

Long-term sick leave is 30 or more sick days.

Full-time equivalent (FTE)

A FTE is defined as one full-time employee for one year (1924 hours).



Contact HR-AAU

for help and advice on sick leave
hr@adm.aau.dk



**AALBORG
UNIVERSITY**