HR PULSE SURVEY REPORT
ABSENCE MANAGEMENT

SPONSOR FOREWORD

Synergy Health (Ltd.) has been operating for 16 years. During this time, we have developed a strong reputation for delivering effective workplace wellness programs to some of the largest and most successful organisations in Australia and New Zealand.

Our team consists of both health and HR professionals who recognise the essential link between employee wellbeing and business performance. Working with our clients to deliver HR, Safety and Wellness content which aligns to their business strategy, we have proven that we can reduce sickness absence, enhance engagement, improve safety statistics and create real behaviour change.

Using intuitive web based technology, we pride ourselves on being able to host your broader employee benefit offerings as well as creating innovative wellness programs which can be customised to meet specific business requirements and broader objectives than traditional wellness programs.

CONTACT   info@synergyhealthltd.com
WEB   synergyhealthltd.com.au/movingbeyond

EXECUTIVE SUMMARY

The results of AHRI's HR Pulse survey on Absence Management shines a light on trends in workplace absence levels, the causes of absence, and how the effects of absence are felt in workplaces. The results also reveal some of the areas that employers are exploring to reduce employee absence.

A central finding of the study is that excessive workplace absence is a malaise that has a long history and is difficult to remedy. Almost two out of three survey respondents (64 per cent) believe absence rates are too high, with only a minority (13 per cent) reporting any reductions in absence levels within their organisations over the last 12 months.

While the findings indicate that most organisations turn their minds to the problem of managing absences, with only 10 per cent reporting their organisation does nothing, it appears that few organisations enjoy much success in making inroads towards alleviating the problem. There is likely to be a number of reasons for this, one of which is that unscheduled absences are often a symptom of broader issues in the organisation. For example, more than half of the respondent sample (57 per cent) believes that poor employee engagement is a contributor to unscheduled absences.

Employee disengagement is a particularly challenging and complex issue to tackle in its own right, and usually requires a coordinated, organisation-wide effort to turn around. Like most workplace issues that need a remedy, devising effective solutions to high absence rates relies on identifying and understanding the causes of the problem, yet more than a third of respondents (39 per cent) report that the underlying causes of absence are not investigated in their workplace.

While the survey also asked questions about the issue of workplace presenteeism, the results suggest that it is viewed as less of a problem than absenteeism. One in five respondents consider presenteeism a moderate (17 per cent) or serious (3 per cent) problem in their workplace, compared with around half who believe non-genuine absence (e.g. 'pulling sickies') is a moderate (37 per cent) or serious (10 per cent) problem.

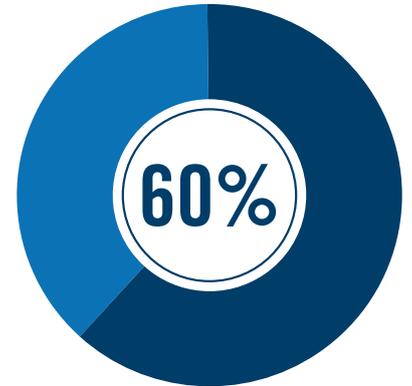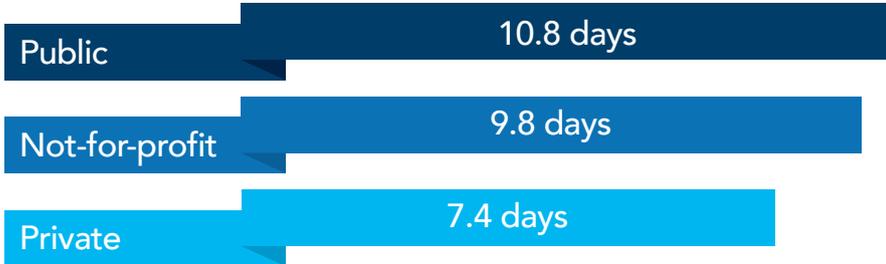Peter S Wilson AM
National President
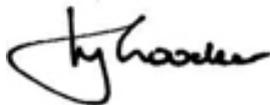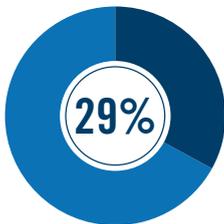
Lyn Goodear
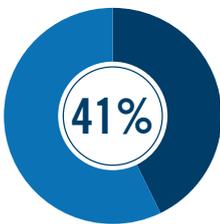Chief Executive Officer

KEY FINDINGS

8.8 days

the average number of unscheduled absences each year per employee

Public	10.8 days
Not-for-profit	9.8 days
Private	7.4 days

60%

60% believe unscheduled absences cause low morale in their workplace

29%

29% believe presenteeism has increased in their workplace in the last 12 months

41%

41% believe unscheduled absences have increased in their workplace in the last 12 months

The most common reasons given by employees for short-term absences

1. Minor illness

2. Family/carer responsibilities

3. Recurring medical conditions

80%

believe absence levels in their workplace could be reduced

79%

report their workplace doesn't record the cost of absence

Top 3 causes of presenteeism identified

01 High workload/work-related stress

02 Not considering illness serious enought to take time off

03 Having no one to cover workload when away

More than 50% of respondents report at least one of the following factors contribute to unscheduled absences in the workplace

1 Low levels of employee engagement

2 A culture of sick-leave entitlement

3 Poor leadership style and management practice
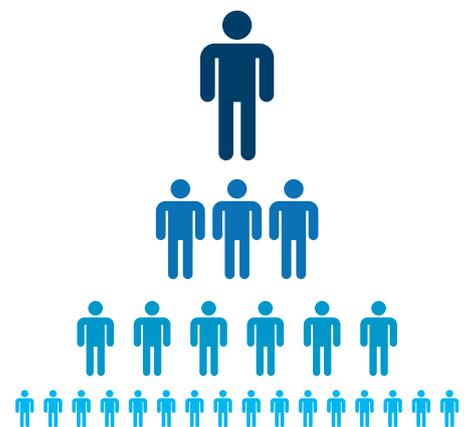
64% Believe unscheduled absence rates in their workplace are too high

RESPONDENT DEMOGRAPHICS

INDUSTRY
TABLE 1

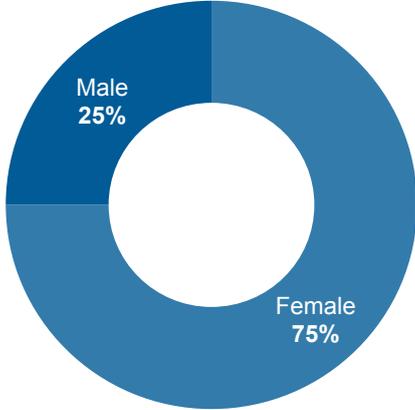| ANSWER	%
Accommodation and Food Services	1%
Administrative and Support Services	2%
Agriculture, Forestry and Fishing	2%
Arts and Recreation Services	1%
Construction	3%
Education and Training	9%
Electricity, Gas, Water and Waste Services	2%
Financial and Insurance Services	6%
Health Care and Social Assistance	16%
Information Media and Telecommunications	4%
Manufacturing	7%
Mining	4%
Professional, Scientific and Technical Services	11%
Public Administration and Safety	11%
Rental, Hiring and Real Estate Services	1%
Retail Trade	4%
Transport, Postal and Warehousing	3%
Wholesale Trade	1%
Other	13%

GENDER
FIGURE 1

Male 25%
Female 75%

SECTOR
FIGURE 2

Not-for-profit 19%
Public 29%
Private 52%
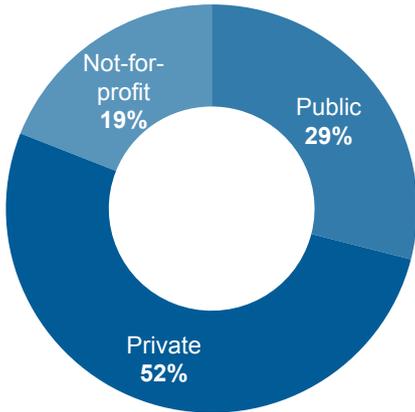
SIZE OF HR DEPARTMENT
FIGURE 3

0	1-5	6-10	11-25	26-100	More than 100
5.00%	60.00%	11.00%	11.00%	8.00%	5.00%
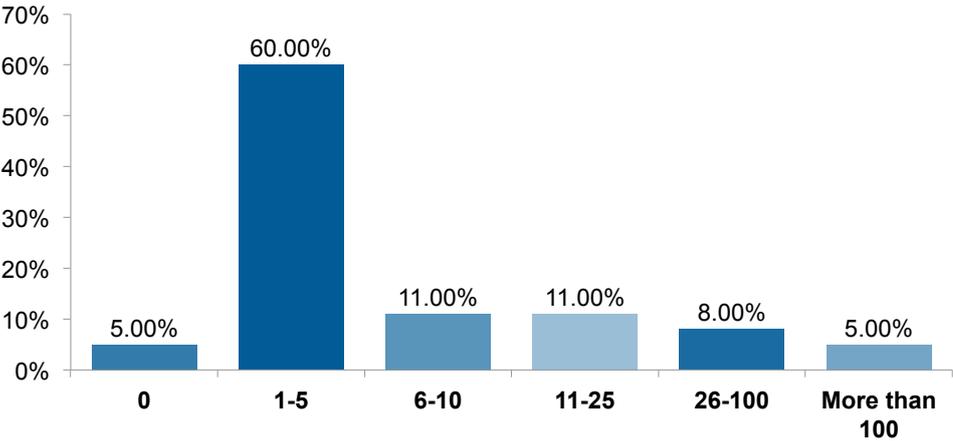
RESPONDENT DEMOGRAPHICS

ORGANISATION SIZE
FIGURE 4
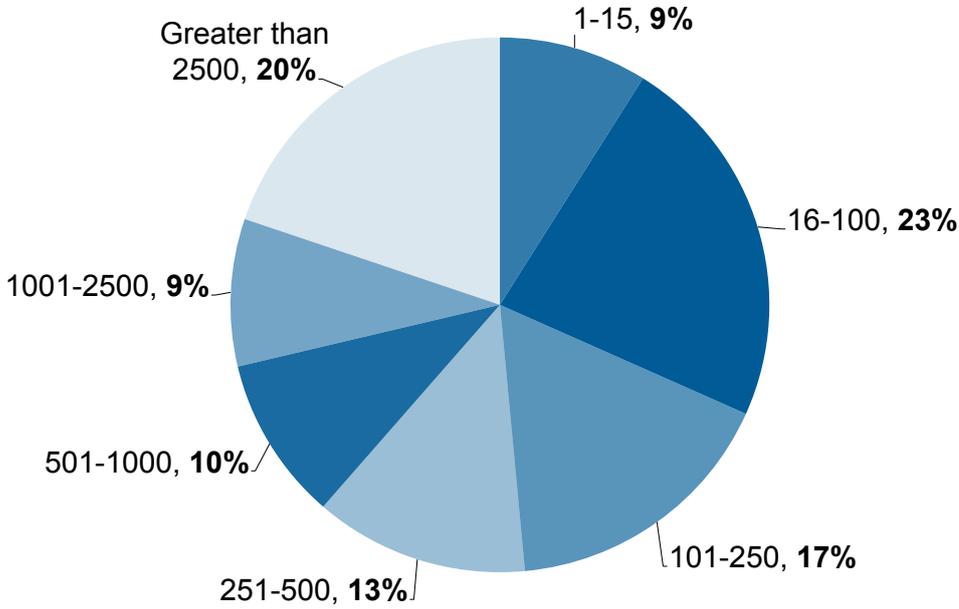
OCCUPATION
TABLE 2

ANSWER	%
Academic	1%
Accountant/Finance	1%
Administrator	2%
Barrister/Solicitor	0%
Consultant	5%
HR Administrator	3%
HR Coordinator	6%
HR Advisor	15%
HR Manager	29%
Senior HR Manager	16%
Director/GM/CEO/Executive	14%
Student	2%
Other	6%

LOCATION
FIGURE 5
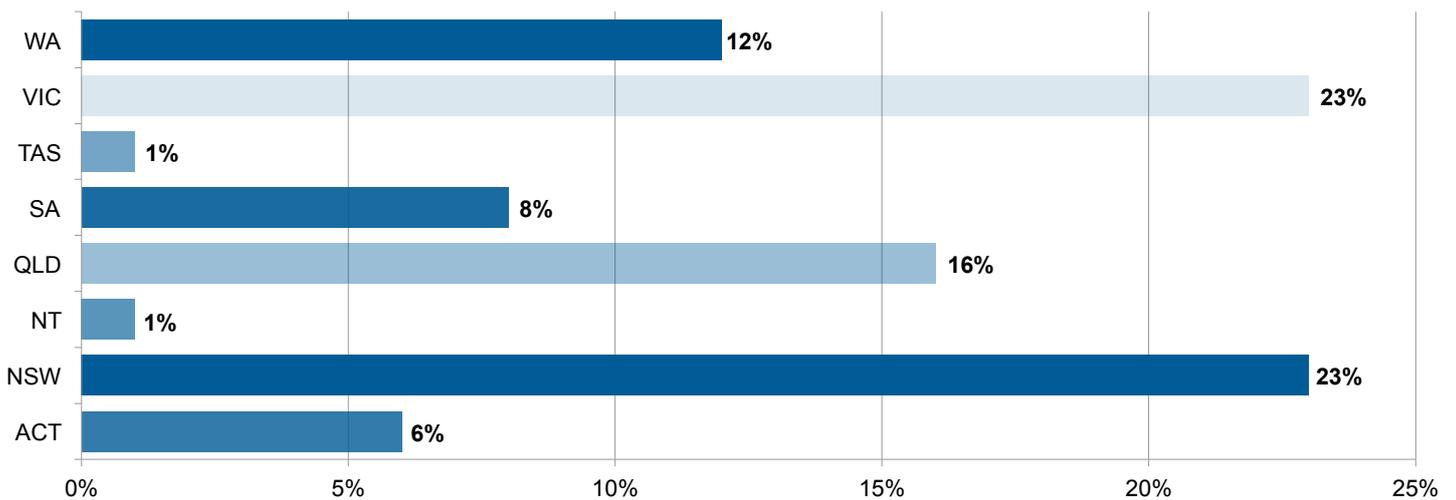
ABSENCE LEVELS

DOES YOUR WORKPLACE RECORD UNSCHEDULED EMPLOYEE ABSENCES?
533 RESPONDENTS

Three-quarters of respondents say their workplaces record unscheduled absences. Organisations in the public sector are the most likely to record absences, with 81% documenting unscheduled absences. This compares with 72% in the private sector and 70% in the not-for-profit sector.

FIGURE 6

No
26%

Yes
74%
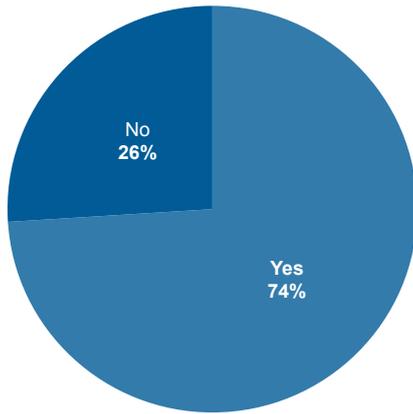
TABLE 3 – SECTOR OVERVIEW

ANSWER	YES	NO
Public	81%	19%
Private	72%	28%
Not-for-profit	70%	30%

WHAT IS THE CURRENT ANNUAL EMPLOYEE ABSENCE RATE IN YOUR WORKPLACE?
305 RESPONDENTS

The overall average number of absence days per employee, per year is 8.8 days. The highest reported average employee absence rate is in the public sector, with an average of 10.8 days per year. This is followed by the not-for-profit sector (9.8 days) and the private sector (7.4 days).

FIGURE 7

| Overall average | 8.8 days |

FIGURE 8 – SECTOR OVERVIEW

Public	10.8 days
Not-for-profit	9.8 days
Private	7.4 days
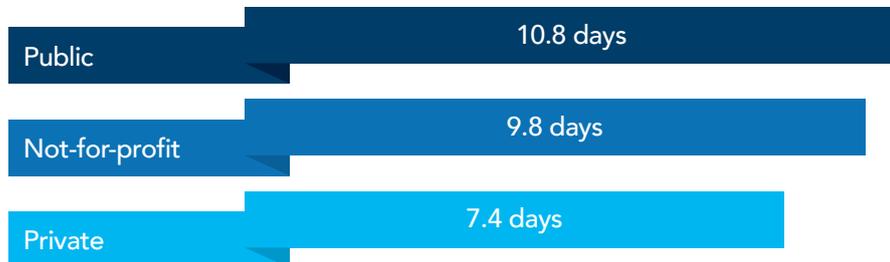
ABSENCE LEVELS

DO YOU BELIEVE THE CURRENT UNSCHEDULED ABSENCE RATE IN YOUR WORKPLACE IS…
530 RESPONDENTS

FIGURE 9
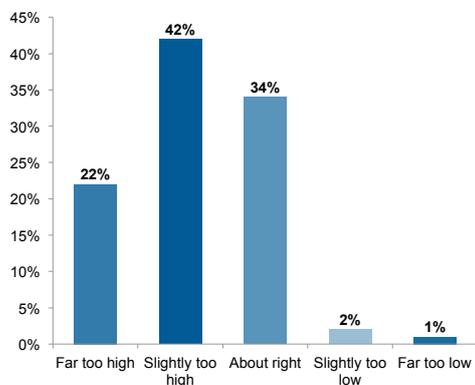
TABLE 4 – SECTOR OVERVIEW

	FAR TOO HIGH	SLIGHTLY TOO HIGH	ABOUT RIGHT	SLIGHTLY TOO LOW	FAR TOO LOW
Public	33%	41%	26%	0%	0%
Private	17%	39%	41%	3%	1%
Not-for-profit	19%	52%	27%	1%	0%

Almost two-thirds (64%) of respondents believe current levels of unscheduled absences in their workplace are slightly (42%) or far too high (22%), while around a third (34%) believe they are about right.

A closer look at the different sectors (table 4) reveals a general alignment between how absences are viewed and the actual average reported number of absence days (figure 8). A third (33%) of public sector respondents believe unscheduled absences are far too high, a significantly higher proportion than the number of private sector respondents (17%) and not-for-profit respondents (19%).

Private sector respondents are the most satisfied with the absence levels in their organisations, with 41% believing they are about right. This compares with just over a quarter of public (26%) and not-for-profit (27%) sector respondents.

IN THE LAST 12 MONTHS, DO YOU BELIEVE UNSCHEDULED ABSENCES IN YOUR WORKPLACE HAVE…
531 RESPONDENTS

FIGURE 10
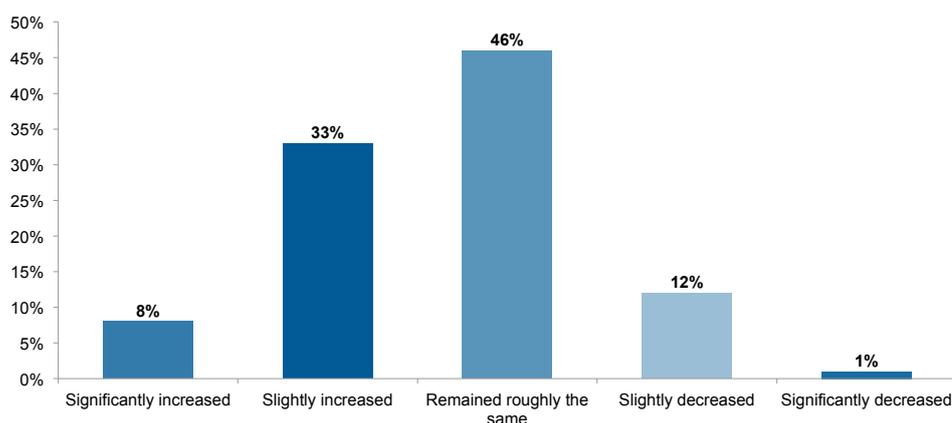
Almost half (46%) of respondents believe unscheduled absences have remained roughly the same in the last 12 months, while 41% believe they have increased. Only a minority (13%) indicate that unscheduled absences have decreased.

ABSENCE LEVELS

Respondents were asked to comment on why they thought absence levels had changed in the last 12 months. Below is a sample of their responses.

REASONS UNSCHEDULED ABSENCES HAVE INCREASED

"Long-term illness/ageing workforce"

"Illness & stress - workload significantly increased due to job losses, morale significantly declining at the same time."

"Disengaged workforce, union unrest, dysfunctional management practice"

"Restructuring and organisational change"

"Employees frustrated with their workload, taking advantage of sick leave entitlement"

"Poor planning and leadership by management"

"Job uncertainty, higher levels of stress as a result of a challenging work environment."

"Changes in workplace due to funding cuts (stress) predominantly female workforce with family /parenting issues eg. school, sickness"

"Culture of entitlement exists"

"Lack of future career opportunities"

"Workplace stresses, bad cold/flu season"

"Reduced workforce and lack of pay increases due to industry downturn"

REASONS UNSCHEDULED ABSENCES HAVE DECREASED

"Awareness through regular reporting to executive and across HR"

"Taking disciplinary action against offenders."

'Implementation of strategy - centralised reporting; manager training; communication of expectations"

"Better conversations between managers and employees upon return from unplanned absences"

"More positive workplace culture"

"Managers lead by example, expectations from staff is to follow low rates of absence."

"We have implemented a structured support and wellbeing program for our employees, to assist them in various issues in their personal lives that can and do affect their professional lives."

"Good staff engagement. Having good job satisfaction. Having the right people in the right jobs"

"More proactive response to unplanned absences. Disciplinary action taken against worst offenders. Flow on effect of disciplinary action taken."

CAUSES OF ABSENCE

WHAT ARE THE MOST COMMON REASONS GIVEN BY EMPLOYEES FOR SHORT-TERM* UNSCHEDULED ABSENCE IN YOUR WORKPLACE?
533 RESPONDENTS

TABLE 5

REASONS FOR SHORT-TERM ABSENCES	PROPORTION OF RESPONDENTS IDENTIFYING THIS AS A TOP REASON
Minor illness (e.g. colds, stomach upsets, headaches)	93%
Stress	28%
Mental ill-health (e.g. depression, anxiety, bipolar)	21%
Injuries/accidents not related to work	28%
Work-related injuries/accidents	13%
Recurring medical conditions (e.g. asthma, allergies)	33%
Pregnancy-related absence (excluding maternity leave)	9%
Family/carer responsibilities	76%
Drink and/or drug-related conditions	5%
Bereavement	17%
Other	4%

* Short-term absences are defined as up to 4 weeks

Respondents were asked to identify the top reasons (up to five) given by employees for short-term absence. Minor illnesses (93%) and family responsibilities (76%) were the most frequent reasons identified by respondents. These were followed by recurring medical conditions (33%), injuries/accidents not related to work (28%) and stress (28%). Drink and/or drug-related conditions (5%) and pregnancy-related absence (9%) were identified the least frequently as common reasons given by employees.

WHAT ARE THE MOST COMMON REASONS GIVEN BY EMPLOYEES FOR LONG-TERM* UNSCHEDULED ABSENCE IN YOUR WORKPLACE?
533 RESPONDENTS

TABLE 6

REASONS FOR LONG-TERM ABSENCES	PROPORTION OF RESPONDENTS IDENTIFYING THIS AS A TOP REASON
Acute medical conditions (e.g. stroke, heart attack, cancer)	45%
Stress	26%
Mental ill-health (e.g. depression, anxiety, bipolar)	32%
Injuries/accidents not related to work	36%
Work-related injuries/accidents	23%
Recurring medical conditions (e.g. asthma, allergies)	20%
Minor illness (e.g. colds, stomach upsets, headaches)	13%
Pregnancy-related absence (excluding maternity leave)	13%
Family/carer responsibilities	37%
Drink and/or drug-related conditions	2%
Bereavement	7%
Other	8%

* Long-term absences are defined as up to 4 weeks or more

Respondents were asked to identify the top reasons (up to five) given by employees for long-term absence. Acute medical conditions (45%) were most frequently identified by respondents as a common reason for long-term absence from work. This was followed by family/carer responsibilities (37%), injuries/accidents not related to work (36%) and mental ill-health (32%).

CAUSES OF ABSENCE

IN YOUR WORKPLACE, DO YOU BELIEVE NON-GENUINE ABSENCES I.E. 'PULLING A SICKIE' ARE…
533 RESPONDENTS

FIGURE 11
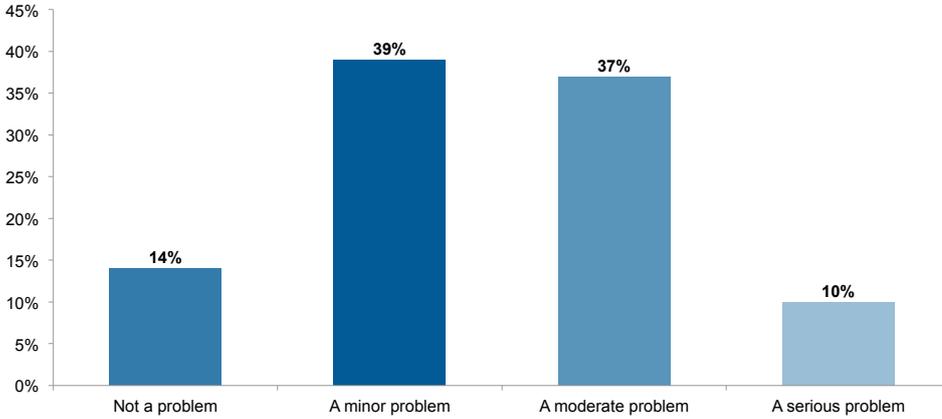
More than half of respondents report that non-genuine absences are either not a problem (14%) or only a minor problem (39%), while fewer than half believe it is either a moderate (37%) or serious (10%) problem.

HOW DOES YOUR WORKPLACE INVESTIGATE UNDERLYING CAUSES OF EMPLOYEE ABSENCE?
530 RESPONDENTS

FIGURE 12
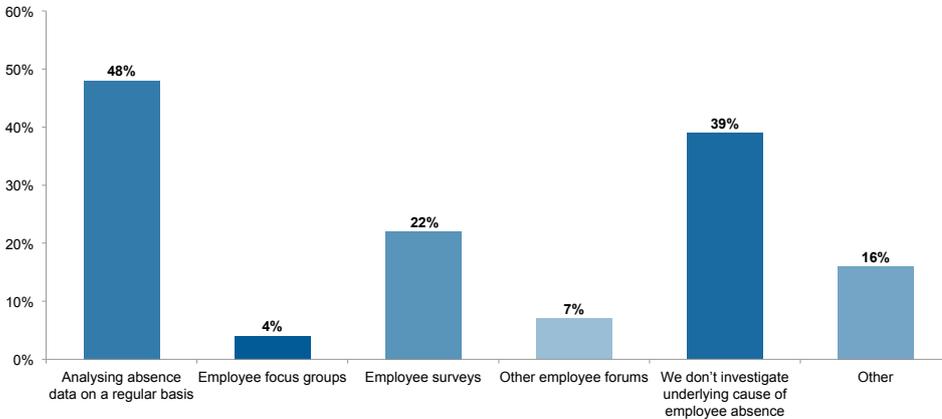
The most commonly employed method for investigating the underlying causes of absence is analysing employee absence data on a regular basis, adopted in 48% of respondent workplaces. More than a third (39%) of respondents report their workplace does not investigate the underlying causes of employee absence.

CAUSES OF ABSENCE

DO YOU BELIEVE ANY OF THE FOLLOWING FACTORS CONTRIBUTE TO UNSCHEDULED ABSENCES IN YOUR WORKPLACE?
516 RESPONDENTS

TABLE 7

ANSWER	%
Low levels of employee engagement	57%
Job monotony/ lack of job satisfaction	42%
High workload/ work-related stress	51%
Poor leadership style and management practice	50%
Bullying and harassment	16%
Poor work ethic among employees	31%
Culture of sick-leave entitlement	53%
Unhealthy/inactive employee lifestyles	28%
Lack of communication around attendance expectations	26%

Respondents were asked to identify factors they believe contribute the unscheduled absences in their workplace. More than half (57%) of respondents believe low levels of employee engagement are a contributor. A similar proportion (53%) believe a culture of sick-leave entitlement plays a role, and 51% identifed high workload/work-related stress plays a role.

Table 8 shows that respondents from the public sector were more likely to report low levels of employee engagement, job monotomy/lack of job satisfaction, poor leadership style and management practice and a culture of sick leave entitlement as contributors to unscheduled absences, compared to other sectors.

TABLE 8 – SECTOR OVERVIEW

ANSWER	Public	Private	Not-for-profit
Low levels of employee engagement	66%	54%	49%
Job monotony/ lack of job satisfaction	50%	40%	37%
High workload/ work-related stress	53%	47%	59%
Poor leadership style and management practice	62%	43%	48%
Bullying and harassment	24%	12%	15%
Poor work ethic among employees	31%	31%	32%
Culture of sick-leave entitlement	61%	48%	50%
Unhealthy/inactive employee lifestyles	29%	28%	24%
Lack of communication around attendance expectations	32%	22%	29%

MANAGING UNSCHEDULED ABSENCES

WHICH OF THE FOLLOWING EFFECTS, IF ANY, DO UNSCHEDULED ABSENCES HAVE ON YOUR WORKPLACE?
526 RESPONDENTS

FIGURE 13

Effect	Percentage
Low morale of staff filling in for others	60%
Poor quality of goods/services	28%
Loss of productivity	79%
Safety issues (inadequately trained employees filling in for others)	14%
Cost of paying replacement staff/ overtime for covering staff	41%
Loss of staff time reassigning work/ finding replacement staff	45%
Loss of staff time managing absenteeism	48%
No effects on the workplace	3%
Other	4%

A loss of productivity (79%) and low morale of the staff filling in for others (60%) were the most frequently identified as effects of unscheduled absences. Only 3% of respondents reported that unscheduled absences had no effect on the workplace.

DOES YOUR WORKPLACE MEASURE THE COST OF ABSENCE?
533 RESPONDENTS

FIGURE 14

Yes 21%
No 79%
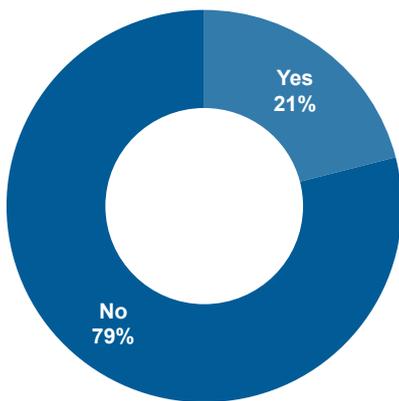
TABLE 9 – SECTOR OVERVIEW

ANSWER	YES	NO
Public	30%	70%
Private	19%	81%
Not-for-profit	15%	85%

Figure 14 reveals that a large majority (79%) of respondent workplaces do not measure the cost of absence, while 21% say they do.

A closer examination of the different sectors shows public sector respondents workplaces (30%) are more likely to record the cost of absence than the private (19%) and not-for-profit (15%) sectors.

MANAGING UNSCHEDULED ABSENCES

DO YOU BELIEVE EMPLOYEE ABSENCE LEVELS COULD BE REDUCED IN YOUR WORKPLACE?
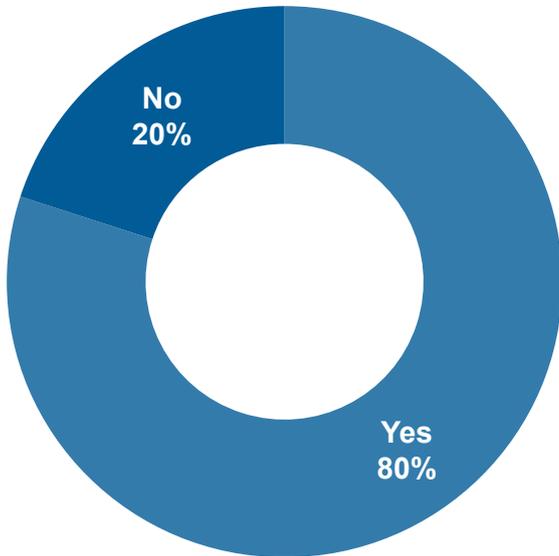531 RESPONDENTS

FIGURE 15

Figure 15 reveals the majority of respondents (80%) believe absence levels could be reduced.

Below is a sample of respondent comments, explaining why they believe absence levels can or can't be reduced.

WHY ABSENCE LEVELS COULD BE REDUCED

"Areas where the support has been given has seen results - still opportunities for partnering with particular work units"

"Absence levels could be reduced by placing a greater emphasis on staff engagement levels. We are in the process of developing the implementation of a staff engagement survey and respective reward and recognition program."

"There is scope for line managers to do more to manage attendance"

"Company was offering voluntary redundancies so many people taking these took lots of sick leave prior as they weren't getting paid out for it."

"They are not currently being actively managed. Managers are fearful of recriminations."

"We have seen a dramatic decrease in absences since the inception of the support and wellbeing program. As this program continues to develop and expand, I would expect that the rates of absence would continue to drop."

"Once we better understand why employees are taking personal leave outside the definition we can address the catalysts"

"I think that levels have been inflated this year by high levels of absence due to colds/flu. I am hopeful that this was just a blip and next year we will see reduced levels of absence."

WHY ABSENCES CAN'T BE REDUCED

"In the main most people act in the correct manner with their attendance"

"No leadership commitment"

"Our culture is peer driven and all employees realise the impact on others whilst they are absent. We have the right work-life balance in place."

"There are no endemic absentee issues in the firm. Where there are individual issues, they are dealt with on a 1-1 basis."

"A lot of absences at the moment are for family/carer needs. This can't be helped"

"Because legislation 'allows' 10 days sick per year and providing employees follow protocol they are protected."

"Absence levels are not a very big issue. Our workers usually respond to a memo or counselling. The manager has a good relationship with the workers and talks to them regularly to ensure they know what is expected and if they cross the line, he lets them know."

MANAGING UNSCHEDULED ABSENCES

WHICH OF THE FOLLOWING STRATEGIES, IF ANY, DOES YOUR WORKPLACE USE TO MANAGE ABSENCES?
533 RESPONDENTS

TABLE 10

ANSWER	%
Return-to-work interviews	29%
Trigger mechanisms to review attendance	23%
Disciplinary procedures for unexplained or unacceptable levels of absence	47%
Restriction of sick pay	14%
Offering additional leave options e.g. duvet days, personal days	11%
Attendance bonuses or incentives	5%
Attendance included in KPIs/performance reviews	12%
Request of medical certificate/doctor's notes after set period of time	73%
Option to cash-in sick leave	3%
Employee assistance program	58%
Flexible work options	51%
Health and wellbeing promotion/initiatives	41%
Training for manager on dealing with absences	31%
Changes to job design and working conditions	13%
Clear communication of attendance expectations	40%
We don't use any absent management strategies	10%
Other	4%

Table 10 shows the strategies respondent workplaces have in place to manage absence. The top three strategies employed are request for medical certificate (73%), employee assistance programs (58%) and flexible work options (51%). Only a small minority reported that their workplace offers attendance bonuses (5%) or the option to cash-in sick leave (3%) in order to manage absences, and only 10% don't use any strategies.

BASED ON YOUR EXPERIENCE, WHICH OF THE FOLLOWING ABSENCE MANAGEMENT STRATEGIES DO YOU BELIEVE ARE MOST EFFECTIVE?
533 RESPONDENTS

TABLE 11

ANSWER	%
Return-to-work interviews	27%
Trigger mechanisms to review attendance	14%
Disciplinary procedures for unexplained or unacceptable levels of absence	23%
Restriction of sick pay	8%
Offering additional leave options e.g. duvet days, personal days	8%
Attendance bonuses or incentives	6%
Attendance included in KPIs/performance reviews	7%
Request of medical certificate/doctor's notes after set period of time	33%
Option to cash-in sick leave	5%
Employee assistance program	15%
Flexible work options	42%
Health and wellbeing promotion/initiatives	13%
Training for manager on dealing with absences	26%
Reviews of job design and working conditions	8%
Clear communication of attendance expectations	29%
Other	3%

Respondents were asked to choose which strategies (up to three) are most effective for managing absences in their experience. Flexible work options (42%), request for medical certificates (33%) and clear communication of attendance expectations (29%) were the most frequently identified as the most effective by respondents.

MANAGING UNSCHEDULED ABSENCES

DOES YOUR WORKPLACE HAVE ANY PLANS TO EXPAND UPON ITS HEALTH AND WELLBEING OFFERINGS IN 2016?
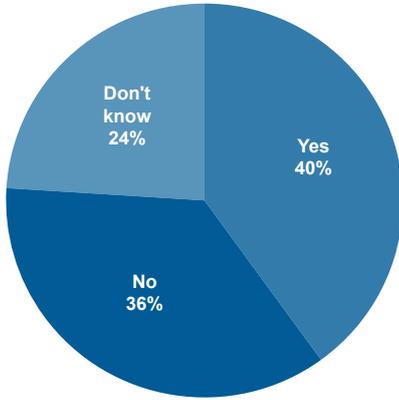531 RESPONDENTS

FIGURE 16

Don't know 24%
Yes 40%
No 36%

TABLE 12 – SECTOR OVERVIEW

| ANSWER	YES	NO	DON'T KNOW
Public	37%	31%	32%
Private	37%	43%	20%
Not-for-profit	54%	24%	23%

Fewer than half (40%) of respondents report their organisation has plans to increase their health and wellbeing offering in 2016.

A closer look at the sector overview shows not-for-profit organisations are more likely to expand their health and wellbeing offerings in 2016 than public and private sector organisations.

PRESENTEEISM

IN THE LAST 12 MONTHS, DO YOU BELIEVE THE LEVEL OF PRESENTEEISM IN YOUR WORKPLACE HAS…
532 RESPONDENTS

FIGURE 17
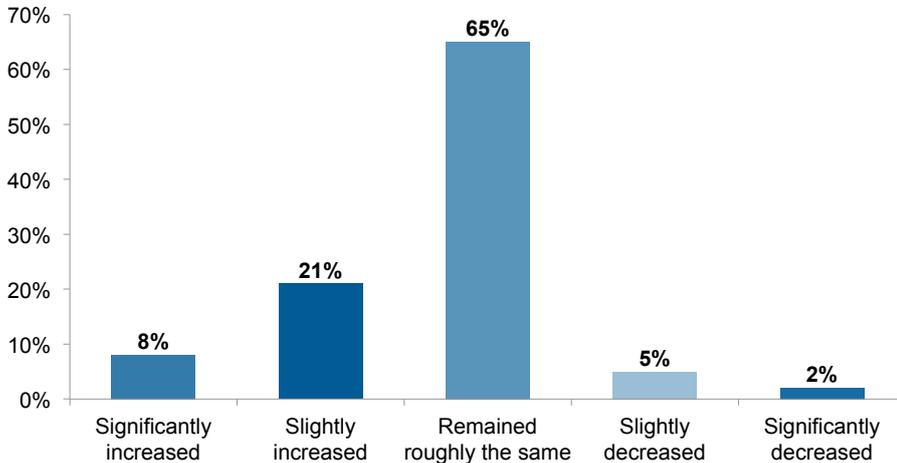
Almost two-thirds (65%) of respondents report levels of presenteeism have remained the same in the last 12 months, while 29% report an increase and 7% a decrease.

Below is a sample of comments from respondents, explaining why they thought levels of presenteeism have changed.

REASONS PRESENTEEISM HAS INCREASED

"Instability, organisational change, redundancies, coupled with a desire by those not made redundant to keep their job"

"Pressure to deliver from clients"

"High levels of work pressure, extremely long hours being worked. Need to be seen to be busy and at work."

"There is no backup therefore taking time off when sick just adds to the workload, often causing more stress."

"We have a large workload at the moment and employees feel that they still need to come in to work due to this."

"A lot of key projects underway and quite a bit of staff turnover, which means the dedicated staff feel they need to come and support their team despite illness"

"Stress in the workplace and job security uncertainty has led to some people come in when they should be at home resting"

REASONS PRESENTEEISM HAS DECREASED

"Having discussions with individual employees about not coming to work when sick and telling employees that it okay to not be at work when genuinely ill"

"There is no drive to be at work with low morale across the business."

"Workload this year has been lower than in previous years, therefore I feel in general health and wellbeing has improved"

"Introduction of changed workplace conditions/contract allowing longer term casuals to move to part-time & thus having sick leave accrual available to access"
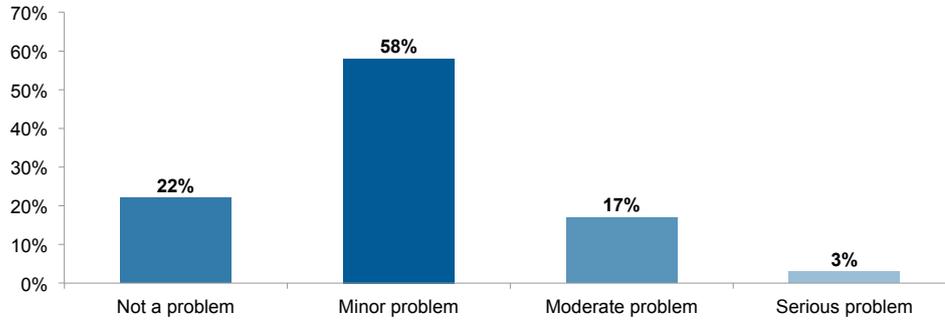
"Establishment of onsite health and wellness clinic driving employee health management"

PRESENTEEISM

HOW WOULD YOU DESCRIBE PRESENTEEISM IN YOUR WORKPLACE CURRENTLY?
532 RESPONDENTS

FIGURE 18

Only a fifth of respondents describe presenteeism in their workplace as a moderate (17%) or serious (3%) problem, while the remainder categorise it as only a minor (58%) or no problem at all (22%).

DO YOU BELIEVE ANY OF THE FOLLOWING FACTORS CONTRIBUTE TO PRESENTEEISM IN YOUR WORKPLACE?
509 RESPONDENTS

TABLE 13

ANSWER	%
High workload/work-related stress	55%
Not considering illness serious enough to take time off	51%
Not trusting colleagues to cover properly while away	27%
Perceived pressure from management/colleagues to attend work when sick	41%
Wider culture of presenteeism in the workplace	24%
Concern over loss of commission/pay	17%
Self-pressure	48%
Having no one to cover workload when away	49%
Concern over potential disciplinary action	10%
Concern that absences will affect career progression/opportunities	19%
Job insecurity/ fear of redundancy	21%

Table 13 shows respondents identified a broad range of factors contributing to presenteeism. High workload/ work-related stress (55%), not considering illness serious enough to take time off (51%), having no one to cover workload when away (49%) and self-pressure (48%) were the top factors identified by respondents.

The sector breakdown in table 14 reveals that not considering illnesses serious enough to take time off and self –pressure are more common causes of presenteeism in the not-for-profit sector than in the public and private sectors. However fewer not-for-profit respondents believe concern over career progression is a cause of presenteeism compared with the other two sectors.

TABLE 14 – SECTOR OVERVIEW

ANSWER	Public	Private	Not-for-profit
High workload/ work-related stress	56%	55%	55%
Not considering illness serious enough to take time off	46%	50%	64%
Not trusting colleagues to cover properly while away	28%	26%	26%
Perceived pressure from management/colleagues to attend work when sick	42%	44%	32%
A wider culture of presenteeism in the workplace	26%	22%	25%
Concern over loss of commission/pay	15%	18%	16%
Self-pressure	46%	44%	64%
Having no one to cover workload when away	50%	48%	48%
Concern over potential disciplinary action	11%	10%	7%
Concern that absences will affect career progression/opportunities	26%	19%	10%
Job insecurity/ fear of redundancy	23%	23%	15%

PRESENTEEISM

WHICH OF THE FOLLOWING STRATEGIES, IF ANY, DOES YOUR WORKPLACE USE TO MANAGE PRESENTEEISM?
533 RESPONDENTS

TABLE 15

ANSWER	%
Training for managers on how to deal with presenteeism	19%
Flexible work options	50%
Greater financial support for sick employees	4%
Reduce workload/pressure on employees	12%
Encourage unwell employees to recover/send sick employees home	64%
Employee assistance programs	47%
Offering additional leave days e.g. duvet days, personal days	8%
Health and wellbeing promotion/ initiatives	33%
Other	10%

Table15 shows the strategies respondent workplaces have in place to manage presenteeism. The most commonly used strategies to manage presenteeism are encouraging unwell employees to recover/send sick employees home (64%), flexible work options (50%) and employee assistance programs (47%). Only a small minority of respondents report their organisation offers additional leave days (8%) or greater financial support for sick employees (4%).

ABOUT AHRI

The vision of the Australian Human Resources Institute (AHRI) is to shape the HR profession for the future.

The 20,000 members of AHRI hold the institute accountable for looking after their career interests, for creating a viable HR community, for generating intellectual capital through the power of ideas, for making use of the best and brightest to find people solutions for business, and for enabling great HR.

To support HR practitioners in becoming valued business partners and building sustainable organisations through people, AHRI has recently introduced a robust HR certification regime and established for that purpose an industry-wide National Certification Council.