We’re proud to offer a full-circle solution to your HR needs. BASIC offers collaboration, flexibility, stability, security, quality service and an experienced staff to meet your integrated HR, FMLA and Payroll needs.
HR solutions should be simple. Keep it BASIC.

BASIC’s integrated HR solutions come full circle for employers nationwide. Consistently recognized as an Inc. 5,000 Fastest Growing Private Company, our expertise allows you to control costs, manage risks and improve staff focus and effectiveness.
Joe Aitchison, SPHR, BASIC Vice President.
Joe provides Business & HR client advisory services and HR out-source services nationally. He is a Human Resource professional with over twenty five years business management and HR consulting experience. He has worked with multi plant International Tier I Automotive Manufacturing, retail, food processing, health care, legal administration and professional services.

Mr. Aitchison is recognized as a leader in human resources and has obtained a lifetime certification as a senior professional in human resource management and has helped develop and oversees BASIC’s FMLA outsource services.
Absenteeism is an employee’s intentional or habitual absence from work. It can and does create problems for many employers. Employers do expect workers to occasionally miss each year; however, when it becomes habitual and the frequency of occurrences increase, absenteeism equates to decreased productivity affecting the company’s finances, morale and other factors. This program provides some insightful information and best practices to help employers identify absence reasons and best practices to reduce occurrences affecting the bottom line.
Agenda

• Causes of Absenteeism

• Understand the Total Cost of Absenteeism (Direct and Indirect)

• How to Calculate Absenteeism Rates

• Absence and the Law; Risk Awareness in the Design and Implementation of Absence Control Strategies

• Best Practice Strategies for Managing Absenteeism
2013 Statistics – All Employers

Senior management is concerned about the indirect cost of absence.

• The direct cost for incidental absence and disability benefits is equivalent to 4.9% of payroll.

• Unplanned absences also result in indirect costs for replacement labor and lost productivity. Estimated at 4% of Payroll – roughly equivalent to the direct costs of incidental absence and disability programs.
  – The cost of replacement labor and lost productivity is estimated at 4% of Payroll – roughly equivalent to the direct costs of incidental absence and disability programs.

For the average employer combined cost of absenteeism is 8.9% of payroll
The top priorities in absence management are:
- reducing the impact of absence on operations and;
- improving Family Medical Leave Administration.

Outsourcing of FMLA administration has increased significantly over the past three years, from 25 percent in 2010 to 38 percent in 2013.

About a third large midsize employers have formal nonoccupational return-to-work programs.

More than half of employers with employee assistance programs routinely refer employees to the EAP when they go out on a leave of absence, most commonly for psychiatric leaves (48 percent), but also for medical disabilities (31 percent) and for FMLA.

90% of employers manage and track the ADAAA interactive accommodation process in-house, this may change as requests for ADAAA leave show signs of following the same trend as requests for FMLA. Nearly a third of larger midsize employers and 72% of those in the wholesale/retail industry — are experiencing an increase in ADAAA requests.
Scheduled PTO & Vacation Program costs:

- Vacation-only plans averaged 6.2% of Payroll
- Employers with PTO banks reported an average cost of 7.5% Payroll.

While healthcare plans receive more attention .... costs associated with scheduled and unscheduled time off can equal or surpass the total medical spend an employer faces.
Quantifying the direct & indirect costs of absence: indirect costs include:

- Hiring temporary workers
- Overtime for current workforce
- Quality & performance standards not met
- Paying overtime,
- Costs of business disruption – replacement scheduling / lost time / customer dissatisfaction - delayed customer response or customer delivery
- Revenue loss
Absenteism

When an employee is scheduled to work fails to report on duty it is called absenteeism.

• It is defined as unscheduled / unauthorized absence from work.
  • Means absence of regular work without prior permission, notice or sanction
  • Average number taken by US Workers = 8.5
Absenceeeism (Causes)

- Nature of work
- Poor working conditions
- Attitude or motivational problem
- Work environment
- Poor health
- Accidents
- Lack of job satisfaction
- Poor working conditions
- Lack of clear standards & policies
- Outside interests
- Transportation problems
- Stress
- Ergonomic issues

- Underlying medical condition
- Management style
- Poor management controls
- Problems with supervisor
- Problems with co-workers
- Family, personal or domestic problems
- Response to refusal for time off for social, domestic or family crisis
- Absence of regular leave arrangements
National Drug & Alcohol Use Statistics

- 1 in 3 men & 1 in 5 women drink over the recommended limit.
- Nearly one-third of workers under the age of 30 have taken drugs in the past 12 months.
- One-third of workers have admitted to going to work with a hangover, and 15% admitted to being drunk at work at least once.
- Almost 7 million Americans abuse prescription drugs.

DOL reports:

- Drug use in the workplace costs employers 75-100 billion dollars annually in lost time, accidents, health care and worker compensation expenses.
- 65% of all accidents on the job are directly related to alcohol or drug use.
- Substance abusers are absent from work 3 times more often than their co-workers and use 16 times as many health care benefits.
3 things are needed for people to be happy in their work

They must be fit for it,

Not do too much of it; and

Must have a sense of success in it

Impact of unhealthy workplace
Trends in Absenteeism

- Higher pay = less absenteeism
- Longer service = less absenteeism
- Men less absent than women
- Singles more absent than married employees
Absence Management Strategies

Top Objectives

1. **Redesigning plans to reduce cost/absence** and **more effective tracking and reporting** for unscheduled and scheduled (uncontrollable) time away from work (continuous FMLA Leave/STD & LTD/ State Family Leave Programs/Union Leave allotments).
   - Employers are wanting to become more vigilant in tracking absence
     - For compliance reasons,
     - Become more aware of the direct and indirect costs of absence and impact on business operations,
     - Desire to capture baseline data to understand reasons for absences:
       - Better metrics on employee lost workdays and intermittent FML absences...

*General Note:* Impact is greater in some industries including 24/7 business operations, heavily unionized organizations, transportation, communications, utility industries, and low wage earning retail industries.
Top Objectives:

2. Measuring/reducing the impact of absence on business operations and improving FMLA administration
   - Establish a uniformed absence call-off system
     - Uniformly track all absenteeism call offs
     - Data collection by:
       - Department
       - Reason
       - Other demographic information
   - Federal law changes in 2008 for FMLA and in 2009 for ADA made tracking and managing leaves more complex.
     - Increased the visibility of the need for compliance.
     - Employers must now comply with more than 300 leave laws for federal, state and local government.
     - Employers understand they are not in compliance in the management of FMLA internally and have or are looking to outsource to third party administrators.
Objective: Reporting and tracking are critical first steps for managing absences, and employers are increasingly moving to more centralized and consolidated systems.

- Multi-category reporting and tracking is more efficient and consistent.
- Helps employers to better capture data and statistic.
# Management Absence Program Priorities

## The Statistics

Percentage of respondents indicating that their top three absence program priorities for 2013–2014 include:

<table>
<thead>
<tr>
<th></th>
<th>Improving tracking/reporting for sick days</th>
<th>Improving tracking/reporting for disabilities</th>
<th>Reducing impact of absence on operations</th>
<th>Consistent RTW for occ. and nonocc. disabilities</th>
<th>Redesigning plan to reduce cost or absence</th>
<th>Improving FML administration</th>
<th>Managing ADAAA compliance</th>
<th>Linking disability programs with health management</th>
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<tbody>
<tr>
<td>All respondents</td>
<td>28%</td>
<td>31%</td>
<td>43%</td>
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<td>West</td>
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<td>Midwest</td>
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<td>South</td>
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<td>Manufacturing</td>
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<td>Wholesale/Retail trade</td>
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<td>Health care</td>
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<td>100–4,999</td>
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<td>5,000 or more</td>
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<td>43%</td>
<td>34%</td>
<td>32%</td>
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</table>
Increase in EAP services to actively assist employees suffering from work related and non-work related injuries return to work.

More employers* using EAPs to assist in absence management in 2013

Employees routinely referred to EAP after going out on leave for:

- Mental health disability (nonoccupational): 44% (2010), 48% (2013)
- Medical disability (nonoccupational): 26% (2010), 31% (2013)
- Family or medical leave (FML): 25% (2010), 31% (2013)
- Workers’ compensation: 12% (2010), 11% (2013)
- Other: 8% (2010), 14% (2013)

Have formal, documented return-to-work program for non-occupational disabilities

- Health care: 63%
- Financial services: 48%
- Transportation/communications/utilities: 37%
- Manufacturing: 26%
- Wholesale/retail: 24%
- Services: 22%
ACA will effect how employers view Part-Time Employers (those working less than 30 hours weekly).

• Employers will increase the use of part-time employees as a way of managing the impact of the ACA:
  • managing absences among this growing part of the workforce will become increasingly more important.
  • time-off benefits will be used as an attraction and retention tool, will increase cost.

Note: Benefit offerings vary depending on geographic regions
Employers continue to replace vacation-only benefits with Paid Time Off (PTO) plans to provide more flexibility for employees for time off and to control unscheduled incidental absences. Combining vacation, sick and personal time into a single PTO allowance.

- Paid vacation is an essential part of the formula for employees to achieve a work-life balance.
- Vacation consistently ranks among the most highly valued benefits, especially for younger employees.

**Studies show:**
- US employees receive fewer paid vacation days than employees in most other advanced economies.
- On average US employees don’t take all the vacation to which they are entitled.
Part-Time Employees
• Employers are offering prorated Vacation / PTO accruals for part-time employees working a set schedule of hours.

Full & Part-Time Employees
• Average waiting period for part-time employees for vacation / PTO allowance is 4 months.
• Number of days varies base on years of service.
• Most often waiting period is 4 months on average.

PTO Allowance Includes:
• Vacation Allowance
• Incidental Sick Days
• Personal Days
• Floating Holiday
• Fixed Holidays (25% of the time)
An employee eligible for FMLA leave can take the equivalent of up to 12 weeks of unpaid leave during a 12-month period (26 weeks for military caregiver leave).

- FMLA Leave is a federally guaranteed benefit.
- Several states have expanded the federal requirements, enriching the benefits provided in those states.
- FMLA Leave is a well-utilized benefit. According to the Department of Labor statistics, approximately 16 percent of eligible employees used FMLA in 2011.
- ADAAA Accommodations & ADAAA/FMLA Leave Increasing.

**Call Centers and Similar Service Providers**/Department (claim intake, credit card services, travel reservations). Absences result in an immediate loss of productivity and serious consequences for business - work cannot wait until the employee returns. This leads to tight attendance and tardy policies to keep the call queue under control which can contribute to FML abuse.

**Call centers**

- Report a higher frequency of absences / leaves:
  - Higher frequency of intermittent leaves
  - Longer duration of leave
- Reasons:
  - Prolonged sitting, speaking, typing, and people interaction creates a potential for physical and mental stress
Employer Absence Management Programs

Top Priority
- Improving the process for FMLA administration
  - Administrative and compliance challenges include:
    - training managers and HR staff on how to better manage employee absences and leaves
    - managing and tracking intermittent leaves and ADAAA accommodations,
      - evaluating clinical reasons for leaves
      - questioning medical certifications and second or third opinions

Outsourcing Solution
- The number of employers choosing to outsource Absence Tracking & FMLA administration increased to 38 percent in 2013, up from 25 percent in 2010 and 14 percent in 2007.
- The larger employers have moved the fastest; employers with 5,000 or more employees - 57 percent now outsource FMLA administration.
- Added benefit to outsourcing - employer leave management culture changes from an in-house FMLA “tracking” culture to a FMLA “management” culture by actively applying key policy provisions including eligibility and re-certifications.
- The majority of FML leaves are for the employee’s own health condition, which would have a concurrent short term disability absence.
Looking into 2014

• Over the next few years will see a greater focus on FMLA and ADAAA process, policy design and claim activity.
• Biggest challenges for employers will continue to be compliance and improvement of the day-to-day processing of FMLA leaves and the ADAAA interactive process.
• Outcome - more employers will centralize administration of these functions and consider outsourcing solutions.

### Administrative or compliance difficulties with FML

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Training staff on how to better manage employee absences and leave</td>
<td>54%</td>
</tr>
<tr>
<td>Managing/ tracking intermittent leave</td>
<td>45%</td>
</tr>
<tr>
<td>Managing/ tracking ADAAA leave accommodations</td>
<td>28%</td>
</tr>
<tr>
<td>Evaluating clinical reasons for leaves</td>
<td>23%</td>
</tr>
<tr>
<td>Obtaining expert and specialized legal advice</td>
<td>11%</td>
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<tr>
<td>Other</td>
<td>3%</td>
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<tr>
<td>None</td>
<td>27%</td>
</tr>
</tbody>
</table>

### Outsourcing of FMLA has increased significantly over the past three years

- **2007**: 14% (All employers), 5% (100-999 employees), 11% (1,000-4,999 employees), 25% (5,000 or more employees)
- **2010**: 29% (All employers), 13% (100-999 employees), 25% (1,000-4,999 employees), 57% (5,000 or more employees)
- **2013**: 37% (All employers), 13% (100-999 employees), 24% (1,000-4,999 employees), 39% (5,000 or more employees)
## The Statistics

**1. Percentage of respondents that track and manage FMLA/LOA:**

<table>
<thead>
<tr>
<th></th>
<th>In one centralized department—insourced</th>
<th>In one centralized department—outsourced</th>
<th>FMLA is tracked centrally, but managed in a decentralized way</th>
<th>Responsibility for tracking and managing FMLA/LOA absence is decentralized</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All respondents</strong></td>
<td>55%</td>
<td>29%</td>
<td>6%</td>
<td>10%</td>
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<td><strong>BY REGION</strong></td>
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<tr>
<td>West</td>
<td>58%</td>
<td>20%</td>
<td>9%</td>
<td>13%</td>
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<td>Midwest</td>
<td>53</td>
<td>29</td>
<td>4</td>
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<td>Northeast</td>
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<td>South</td>
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<td><strong>BY INDUSTRY</strong></td>
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<tr>
<td>Manufacturing</td>
<td>42%</td>
<td>30%</td>
<td>10%</td>
<td>19%</td>
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<tr>
<td>Wholesale/Retail trade</td>
<td>52</td>
<td>40</td>
<td>—</td>
<td>8</td>
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<tr>
<td>Services</td>
<td>68</td>
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<td>Transport/Commun/Utility</td>
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<td>1%</td>
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<td>100–4,999</td>
<td>63%</td>
<td>22%</td>
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<td>11%</td>
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<td>5,000 or more</td>
<td>41</td>
<td>41</td>
<td>8</td>
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</table>
Trends in Absenteeism

- Union employees more absent
- Growth in organization increases absenteeism
- Absence Frequency
  - Monday > 40%
  - Tuesday ± 20%
  - Friday ± 12%
Cost of Absenteeism

**Decreased Productivity**
- Extra workload
- Support, train & orientation of replacement staff
- Increased supervision

**Administrative Costs**
- Securing replacements
- Re-assign remaining staff
- Controlling absenteeism

**Financial Costs (contd.)**

“The cost of absenteeism is not only limited to the employee’s salary for the day he is not working - it is actually three times that day’s salary taking into account hidden costs such as a temporary replacement for the absent employee”

*Business Times*
CALCULATING ABSENTEEISM

Absenteeism Rate
When calculating absenteeism, organizations often differentiate between *excused* and *unexcused* absences and collect data only on the *unexcused* since these absences are most disruptive to the workplace and have the most impact on productivity.

Long-term leaves of absence, as defined as 5 or more days in duration, are usually excluded.

**Monthly Absenteeism Rate**
1. Total number of days lost through job absence in the month: _______
2. Number of employees on 1st of the month: _______
3. Number of employees on the last day of the month: _______
4. Average headcount for the month (Line 2 + Line 3 divided by 2): ______
5. Number of available workdays in the month: ______
6. Average number of workdays for the month (Line 4 x Line 5): ______
7. Monthly absenteeism rate (Line 1 divided by Line 6 x 100): ______

**Example:**
1. Total number of days lost through job absence in the month: 23
2. Number of employees on 1st of the month: 62
3. Number of employees on the last day of the month: 60
4. Average headcount for the month: 62 + 60 / 2 = 61
5. Number of available workdays in the month: 21
6. Total average number of workdays for the month: 61 x 21 = 1,281
7. Monthly absenteeism rate: 23 / 1,281 x 100 = 1.8%
A broad-ranging strategy involving:

- Correct identification of the problem
- Applying the right process to each situation
- Problem-solving & elements of performance management
- Combines corrective measures with availability of assistance to remedy underlying causes
Dealing With Absenteeism

Implementation & Prevention

• Consultation
• Audit current situation
• Design strategy
• Develop record-keeping / monitoring system
• Feedback to employees
• Train managers & employees
• Develop information sharing strategy
• Implement
• Regular review
Dealing With Absenteeism

Critical Success Factors
- Top management commitment
- Early detection & intervention by line managers
- Good communication & problem-solving skills
- Reliable data
- Creating a healthy working environment
- With long-term absences: ensuring early return

Critical Success Factors
- Clear absence procedures
- Rigorous monitoring
- Using ‘trigger points’ for action
- Defined roles & accountabilities
- Effective processes
- Options for incentives
- Preventative measures
Dealing With Absenteeism

Step 1: Collect accurate data

• Rate & forms of absenteeism
• Reason(s) for Call off - types of illnesses & frequency
• Ergonomics assessment
• Direct & indirect costs - manager’s role
• Factors affecting job satisfaction
• Identify & eliminate ‘stressors’
Dealing With Absenteeism

Step 2: Institute a monitoring system
- Supervisor discussion with employees upon return to work
  - Who completed work assignment – during absences
  - Discuss work issues & concerns upon return
- Supervisor to conduct Sympathetic Absence Management Interviews with employees

Step 3: Develop clear and appropriate policies & procedures
- Absenteeism & leave policy
- Distinguish AWOL, genuine illness, disability & ‘voluntary’ absenteeism
- Attendance improvement procedure
Dealing With Absenteeism

Step 4: Awareness
- Publicize company policy & procedures
- Inform employees of leave rights & responsibilities

Step 5: Review absent call off department reports and Absenteeism Logs
- Upper management to review absenteeism
  - Establish target rate
  - Monitor Departments - manager/supervisor to absenteeism goal
Management Responsibility

- Audit current situation
- Design strategy
- Develop record-keeping / monitoring system
- Feedback to employees
- Establish training program for managers, supervisors & employees
- Develop information sharing strategy
- Implement
- Regular review
Critical success factors

- Absence **always** taken as genuine
- Early detection & intervention by line managers
- Manager / Supervisor - good communication & problem-solving skills
- Reliable data
- Creating a healthy working environment
- With excessive absences – disciplinary action (including termination)
- Zero tolerance for abusers
Absenteism Improvement Strategy

**Employees should Know**

- Number to report unscheduled absence/tardy/leave early
- Who maintains absence records - records, keeps statistics?
- When does disciplinary start?
- Have a clear understanding of call off & absence policy
- Consistency in practice in all areas of the company

**Employees Responsibility** – *Inform all Employees*

- Regular attendance expected
- Reporting unscheduled sick or other time away from work as per procedure
- Ensuring a speedy return to work
- Not to report to work when certified sick by HCP
- Informing manager of any work restrictions impacting upon performance on return to work - provide work restrictions prepared by HCP
Management Outsource Outcomes

• Uniform system for all employees to call of work unscheduled
• Establishes Accurate Absenteeism Data
  • Direct capture of all planned and unplanned absences
  • Real-time Absence Notification
  • Full Absence Capture
  • Comprehensive Report by Business Unit
  • Creates EE absence records for disciplinary action & UI adjudication

Impact on Employees

• A single 24/7 call-in system for all employee absences
  • Immediate notification to all who need to know about an absence
• Creates “Sentinel Effect” for all employees on employer’s behalf
Automated Call Off Systems

Employee Call Off Process Flow

• Employee has an unscheduled absence
• Employee calls off by telephone IVR attendance management number
• Employee is identified thru their Personal ID Code (badge number, etc.)
• Follow the customized script answering with touch tone telephone prompts
• Provided confirmation number for proof of call
• Absence notification posted on employer dashboard
• Email notice sent to supervisor
Automated Call Off Systems

Process Flow

Connects the puzzle pieces

Absence Management Administration Information Path

IVR Call Center

Employees call-in for all absence, tardy & leaving early 24/7

Absence Administration

Management of:
- Policy Compliance
- Spvr. Notifications
- Absence Tracking

Unemployment Administration

Outsourced to vendor
Full INTEGRATION with Health, Safety & Productivity Management Services

- FMLA
- STD
- Call Center
- Group Health
- LTD
- Workers’ Comp.
- ADA
- EAP

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