

NATIONAL COLLEGE  
OF IRELAND

The Impact of Absenteeism in the Irish Workplace  
Recommendations and Policies for Prevention

By Selena Fagan

A dissertation submitted in partial fulfilment for a BA (Hons) in  
Human Resource Management

National College of Ireland

2008

## Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of B.A (Hons) in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work.

Signed:

*Selena Fager*

Date:

18/07/08

Student Number:

07115652

## Table of Contents

|   |    |
|---|----|
| <b>Acknowledgments</b> .....                                      | i  |
| <b>Chapter One – Introduction</b> .....                           |    |
| 1.0 Introduction .....  | 1  |
| 1.1 Chapter Outline .....   | 3  |
| <b>Chapter Outline – Literature review</b>                        |    |
| 2.0 Definition and Purpose .....                                  | 4  |
| 2.1 Irish Context .....   | 5  |
| 2.2 Recruitment and Selection Process .....                       | 6  |
| 2.3 Patterns of Absence .....                                     | 6  |
| 2.4 Training and Development .....                                | 7  |
| 2.5 Unplanned Absence .....                                       | 7  |
| 2.6 Attendance Incentives / Removal of the Sick Pay Scheme .....  | 8  |
| 2.7 New Technology .....  | 8  |
| 2.8 What does absence cost the Organisation .....                 | 9  |
| 2.9 Why the Organisation should measure and analyse absence ..... | 9  |
| 2.10 Managing Short / Long Term Absence .....                     | 11 |
| 2.11 Absence Management Policy .....                              | 13 |
| 2.12 Self Certification / Return to Work Interviews .....         | 13 |
| 2.13 Dismissal on the Grounds of Absence .....                    | 15 |
| 2.14 ‘Duvet Days’ The Solution .....                              | 16 |
| <b>Chapter Three – Research Methodology</b>                       |    |
| 3.0 Quantitative (Survey) Research .....                          | 18 |
| 3.1 Ethics .....  | 18 |
| 3.2 Research Objectives and Aims .....                            | 18 |
| 3.3 Survey – Questions Asked .....                                | 19 |
| 3.4 Analysing Results .....                                       | 20 |
| <b>Chapter Four – Data Analysis</b>                               |    |
| 4.0 Introduction .....  | 21 |
| 4.1 Absence Levels .....  | 21 |
| 4.2 Self Certification .....                                      | 22 |
| 4.3 Absence Qualifying Periods and Amounts Paid .....             | 23 |
| 4.4 Absence Procedures .....                                      | 23 |
| 4.5 Disciplinary Policy .....                                     | 24 |
| 4.6 Reasons for absence – Genuine or Not .....                    | 24 |
| <b>Chapter Five – Summary, Conclusions and Recommendations</b>    |    |
| 5.0 Summary and Findings .....                                    | 25 |
| 5.1 Conclusion .....  | 25 |
| 5.2 Recommendations .....   | 26 |
| 5.3 Sample Absence Management Policy .....                        | 27 |
| 5.4 Self Certification .....                                      | 31 |
| 5.5 Return to Work Interviews .....                               | 32 |
| 5.6 Employee Information / Education / Induction .....            | 32 |
| <b>Bibliography / Appendices</b>                                  |    |

## **Acknowledgements**

Firstly, I would like to thank those kind souls who took time out to participate in the surveys. It was greatly appreciated and obviously I could not have done it without them.

I would like to thank the National College of Ireland for support and guidance throughout the honours degree programme.

Finally, I would like to thank my husband Rory for his patience, understanding and home cooked meals not to mention his valued input and advice. A big word of thanks to my children, Oisín and Ava, for keeping a smile on my face throughout the last few months.

# **Chapter One**

## **Introduction**

## **1.0 Introduction**

Absenteeism is defined as “the failure to report to work”. (Robbins and Judge, 2007)

In 2007 over 60% of absenteeism in the Irish workplace was due to employees feigning illness, according to a survey from Irish Small and Medium Enterprises (ISME). The survey also showed that annually, 8 million days and over €1bn are lost due to worker’s non-attendance. It indicates that absenteeism is on the increase and managers believe well over half of this unauthorised time taken are ‘sickies’.

Workers in Munster are the worst culprits taking an average of ten days a year, followed by Dublin workers at eight days. Workers in the Western region averaged nine days absenteeism in 2007 (Irish Independent 20.12.2007). According to Mercer HR Consulting group in 2006 absenteeism and sickness were costing some Irish firms up to €500,000 a year. But almost 65pc of Irish companies did not calculate the annual cost of absence to their business. Organisations are increasingly recognising the significant costs associated with high levels of employee absenteeism. The national average for absenteeism among small firms is 3.5pc or 8 working days and for large firms this rises to 4.6pc or 10 working days, according to the Small Firms Association.

The gap between absence rates in the public sector and the private sector grew to a record level. In the public sector the rate of absenteeism among health service managers and administrative staff is ten times higher than for many severely pressurised frontline workers such as doctors. Ten of the country’s busiest hospitals show the absenteeism rate among managers and administrative workers is as high as 5.4pc. This contrast with an absent from work rate of just 0.5pc for doctors and dentists and 5.1pc for nurses. The extent of the divide is shocking because of the level of physical stress and burn-out suffered by doctors and nurses faced with the daily hospital grind of caring for patients on overworked and understaffed wards. This raises new questions about the generous salaries paid to many hospital managers at a time when nurses are taking their fight for higher pay to the Labour Court after being turned down for any increase under the benchmarking process (Irish Independent 28.04.2008).

The cash-strapped HSE is targeting rampant absenteeism amongst employees to save up to €150m a year. The HSE which is trying to claw back €300m before the end of the year, spends almost half that figure of agency staff it hires to replace absent workers. Latest figures put the cost of replacing staff on leave at €141m for 2007, with agency nurses accounting for the bulk of that. They included €63m spent on agency nurses last year, €25m on other health and social care professionals and €15m on general support staff. On top of the €141m it paid for agency staff, the HSE also footed the cost of paying the wages of the absent workers, making the total cost of absenteeism much higher (Irish Independent 18.05.2008).

More workers are absent in January and February than at any time of the year, according to IBEC's most recent research. Only part of the 'sickie' upsurge can be attributed to the normal flu's and colds at this time of year. Nearing the end of the long winter, many employees simply feel that they deserve an extra break from their workplace exertions. Sick employees need time off work, but employers face the challenges of dealing with bogus sick days and helping those with long-term illness return to work when they are fit to do so. People who take "sickies" to enjoy the sunny weather or to extend a weekend away are acting unfairly, leaving their colleagues to pick up their work, and costing taxpayers and employers over €1bn a year.

Those with long term illnesses need to recover. Nobody expects anyone to be at work if they have just had major surgery, but in many cases like those involving stress or back pain, organisations that keep in touch with employees and offer flexible working conditions have been successful at reducing long-term absence levels.

Employers need to ask the question if there is a purely medical explanation for the higher levels of long-term absence in the public sector. Low morale, poor management and a culture of absence are at least partly to blame.

Short term absence should not be a major issue for employers who have a positive workplace culture where employees are treated fairly and believe they have a future. Long term absence which is mainly due to stress, anxiety and depression, back pain and other musculoskeletal disorders is still a big problem. Ineffective management

are partly to blame as they allow employees to drift rather than helping them to get better. Employees should, not be paid not to work, but rather provide the necessary tools to deal effectively with absence, through early intervention and treatment. Employers who take an inclusive and proactive approach to absenteeism have seen reductions in the numbers of days lost and helped stem the financial losses associated. Organisations are now putting in place a whole range of policies in a bid to clamp down on the serial skivers who cost their companies thousands of euros every year.

The purpose of this dissertation is to examine the literature that is available on absenteeism and analyse the themes which have emerged. Finally it will offer recommendations as to assist the organisation in dealing with short term absence by way of promoting the virtues of positive attendance management programmes and policies.

### **1.1 Chapter Outline**

- **Chapter One** contains the introduction and background information on the project, the aims and objectives of the project and chapter outline.
- **Chapter Two** contains a review of the literature that is available on absenteeism.
- **Chapter Three** deals with the research methodology.
- **Chapter Four** contains an analysis of the survey on absenteeism.
- **Chapter Five** provides an overall summary, conclusion and recommendations for future policy, implementation, development and practice.



## **Chapter 2**

### **Literature Review**

## 2.0 Definition and Purpose

The purpose of this chapter is to examine the literature that is available on absenteeism and explore the themes which have emerged. A Literature review involves identifying, evaluating and interpreting the existing literature that is available on the chosen research topic. According to Kumar (1996), a literature review has three functions:

1. To bring clarity and focus to the research problem:  
It helps in understanding the subject area better and conceptualising the research problem clearly.
2. To improve the methodology:  
Going through the literature helps in identifying the procedures and methods that have worked well or caused problems for other researchers. By becoming aware of the pitfalls of some methods, I was able to decide which method of research and data collection would work well for me.
3. To help in broadening the knowledge base of the research topic:  
A literature review helps discover what other researchers have come up with, what theories have been put forward and also shows where there are gaps in the existing research. However, there are limitations to a literature review. A literature review can also condition your thinking about the study and the methodology that you are using. This could result in an unoriginal choice of research problem and methodology than would have otherwise been used (Kumar: 1998). Some of the literature that is available may also not be “reliable, valid and scholarly” (Hart: 2001: 7)

Steers and Rhodes (1978) developed a theory on employee absenteeism. The theory suggested that employee's attendance at work depended on their ability to attend and their motivation to attend. Ability to attend was chiefly concerned with an illness or some inability to attend i.e. involuntary absenteeism. Motivation to attend was link with how the employee felt about the organisation. Their research suggests that when employees were unhappy with their work and wanted to leave but were not able to find alternative employment that absenteeism rates increased. On the other hand

when employees are unhappy but are successful in finding alternative work the rate of absenteeism decreases and labour turnover becomes more frequent.

In the United States attendance issues are among the most common problems facing employers in the American workplace. Legitimate illnesses still account for the majority of employee absences, but some studies have shown that less than one-third of absences from the workplace are related to poor health. Most employers offer their workers vacation, sick leave, paid time off, or other kinds of paid and unpaid leave.

In the United States, most employers aren't required to provide workers with paid sick leave. Employers for about half of all American workers do provide some form of sick leave (Employment Law Resource US) traditionally; employers give employees separate leave for illnesses and injuries. Some employers allow employees to use sick leave to care for their sick children while others don't. Some employer's lump together vacation, personal days, and sick leave into paid time off i.e. the employee have a certain amount of leave time to use for any reason. The Family and Medical Leave Act (FMLA) is one of the most complicated employment laws to administer. In addition to federal law, there are federal regulations that do more to construct the maze than to clear it. Pair that with your state's family and medical leave act, workers compensation laws, the federal Americans with Disabilities Act (ADA), and your company's own leave policy, and you may feel as though you are stuck in a legal labyrinth with no relief in-sight (Employment Law Resource US).

## **2.1 Irish Context**

In 2004 Ireland had the second-lowest rate of sickness behind Greece in the European Union (extract from the Irish Times 16<sup>th</sup> September 2004). Greece had the lowest rate of absenteeism with 6.7%, followed by Ireland with 8.3%. In Sweden an average of 10% of the country's workforce is on sick leave at any given time (Robins and Judge, 2007).

In 2007 a survey by ISME showed that annually, 8 million days and over €1bn are lost due to worker's non-attendance. It indicated that absenteeism is on the increase and managers believe that well over half of this unauthorised time taken is 'sickies'. High absenteeism levels within organisation might suggest inconsistencies between HR activities and may require the organisation to review its strategy in relation to

selection procedures, performance appraisal, discipline, absence policies and procedures.

## **2.2 Recruitment and Selection Process**

Schuler and Huber (1993) suggest that before employees join the organisation their previous absenteeism levels should be address and discussed. During the recruitment and selection process candidates should provide the perspective employer with any information pertaining to previous absenteeism problems. This would ensure that where an individual has an absence management issue that it is identified during the recruitment and selection stage as opposed to after they have joined the company.

## **2.3 Patterns of Absence**

Although each individual absence is different, general patterns often emerge. These vary from organisation to organisation because they are influenced not just by levels of illness, but also by management style, organisational culture, traditions of behaviour and working conditions. Research has identified, however, that these patterns often display a number of common features:

- Young people tend to have more frequent, shorter periods of sickness than older people
- Manual workers generally have higher levels of absence than office workers
- Office workers have higher levels of stress related illness than manual workers
- Unauthorised absence is more common among new starters
- Longer serving workers get to know the organisations standards and stay within the framework
- Sick absence due to work-related accidents is also greater for new or inexperienced workers
- Absence tends to increase where there are high levels of overtime, or frequently rotating shift patterns.
- Absence is likely to be greater in larger working groups because it is less likely to be noticed.

## **2.4 Training and Development**

Employee training and development can have a powerful influence on absenteeism management particularly in the area of reducing absenteeism and employee turnover and indirectly improving productivity. (Sparrow and Hiltrop, 1994). In the automobile industry, resistance to the introduction of new technology resulted in higher levels of sabotage, absenteeism and productivity problems (Gyllenhammar, 1977). Poor morale in the workplace results in higher absenteeism. Absenteeism rates tend to be higher in lower skilled, monotonous labour. If you give people more meaningful work you will have better attendance. This might involve giving a staff member or a group of staff more responsibility. At the dell computer factory in Limerick, the employees are not just given a single monotonous assembly line task. Instead they build a complete unit. Breaking up departments into teams and giving people a greater stake in the company, through a profit-sharing scheme for example, are also proven to reduce absenteeism levels. Creating a more trained, effective and motivated workforce should increase performance levels and decrease absenteeism.

## **2.5 Unplanned Absence**

Absences that really cause disruption are those that are unplanned and not arranged in advance. Absences such as holidays, paternity leave, parental leave cause minimum disruption to the employer as it is through communication with the employee that these forms of absences are arranged. Unplanned absences where the employee just doesn't turn up for work cause disruption for the employer and the organisation. An increase in overseas travel in recent years has brought with it an increase in the rates of unplanned absences. Individuals that return to work late after holidays etc cited delayed flights or other travel problems as reasons for their unplanned absence. This form of absence causes huge disruption for the employer and can also ultimately affect customers, particularly if these forms of absences arise in a manufacturing, retail or service industry. Throughout this research on absenteeism, managing employee performance and behaviour has been identified as a key area particularly in the reduction of absenteeism levels.

## **2.6 Attendance Incentives and Removal of the Sick Pay Scheme**

### **Attendance Incentives**

According to the Chartered Institute of Personnel Development's (CIPD) latest survey, 15% of organisations use attendance incentives or bonuses as a tool for absence management. Some organisations make additional payments on top of normal pay in order to encourage good attendance but opinions vary over whether this is effective. Advocates of attendance payments argue that they reward those who, by turning up for work frequently carry an additional load caused by those who stay away. Organisations should consider carefully the disadvantages before introducing attendance payments. Some organisations have less direct systems of rewarding good attendance. These are sometimes based on the concept of 'banking' time which, if not used to cover absence caused by sickness, can be saved up over a period and converted into extra holidays, long or sabbatical leave, or early retirement.

### **Removal of the Sick Pay Scheme**

Supermarket giant Tesco piloted a new initiative whereby employees do not receive sick-pay for the first 3 days of absence in an attempt to encourage workers to be present at work. The removal of the sick pay scheme reduces the financial burden on employers but it could create a corporate headache with symptoms such as low staff morale and high employee turnover. Organisations are looking for ways to ensure that genuinely ill staff are not penalised and sick people are not encouraged to work when they are not fully fit. Employers should be able to trust their staff when they phone in unwell, and renewed approaches to managing absenteeism is attempting to tackle the problem head on.

## **2.7 New Technology**

If new technology known as Voice Risk Analysis (VRA) is introduced into the Irish workplace pulling a 'sickie' when you're not really ill could become a thing of the past. Devised by UK firm Digilog, VRA aims to validate the integrity of phone conversations and catch out those telling lies. The device calibrates itself against the caller's voice to determine their levels of stress. The reading is then used as a baseline to see if the caller's voice fluctuates when they begin talking about a particular subject such as being ill. Any meaningful deviation from this baseline will determine the level of integrity in the conversation. VRA recently hit the headlines

when the UK Government gave it its fully backing and announced plans to use the technology in order to crack down on social welfare fraudsters. It is also widely used by UK insurance companies to detect false claims being made over the phone. While approaches such as VRA may be some time away from implementation and its effectiveness difficult to quantify, the fact that it is even being considered for use by employers and has been endorsed by the UK Government is an indicator of the scope of the problems felt by employers.

## **2.8 What does absence cost the organisation**

To estimate the real cost of absence in an organisation, employers should take a look at the implications for an employee's absence and the logistics and costs associated in replacing them:

- Hiring and paying for, temporary replacement staff
- Missed deadlines due to a lack of trained, experienced employees
- Customer satisfaction levels
- Low morale among colleagues expected to take on extra responsibilities
- Diminished reputation with customers and potential employees, and even lost business.

## **2.9 Why the organisation should measure and analyse absence:**

- To confirm if there is a problem with absence levels
- To identify the type of absence – is it mainly self-certified absences on a Monday or are there more cases of long-term sickness?
- To highlight some of the underlying causes – for example, are absence levels higher in one particular team or at any specific time?

### **The two most common ways of measuring absence are:**

- The 'lost time rate', which shows the percentage of the total time available which has been lost because of absence
- The 'Bradford Index' which highlights repeated short-term absence by giving extra weight to the number of absences.

### **The Lost Time Rate**

According to the Advisory, Conciliation and Arbitration Services (ACAS), the 'lost time rate' is the most common measure of absence. This shows the percentage of the total time available that has been lost because of absence from all causes in a given period.

Total absence (hours or days) in the period x 100 = lost-time rate

Possible total (hours or days) in the period

For example, if the total absence in the period is 124 person-hours and the total time available is 1,550 person-hours, the lost time rate is:

$$\frac{124}{1,550} \times 100 = 8\%$$

1,550

The lost-time rate can be regarded as an overall measure of the severity of the problem. If calculated separately by department or groups of workers, it can show up particular problem areas. Total time lost, however, may consist of a small number of people who are absent for long periods, or a large number absent for short spells. A measure of 'frequency' is needed to show how widespread the problem is, so that companies can formulate appropriate plans to reduce it. The frequency rate shows the average number of spells of absence per worker (expressed as a percentage) irrespective of the length of each spell:

Number of spells of absence in the period x 100 = frequency rate

Number of workers in the period

If the organisation wishes to monitor the number of workers absent at all during the period, the individual frequency rate can be used:

Number of workers having one or more spells of absence x 100 = individual frequency rate  
Number of workers

For example, in one month, an organisation employed on average 80 workers. During this time, 12 workers had periods of absence: one was away three times, two were away twice and nine were away once, a total number of 16 spells of absence.

The frequency rate was therefore:

$$(16 \text{ divided by } 80) = 20\%$$

The individual frequency rate was:

$$(12 \text{ divided by } 80) = 15\%$$



### **The Bradford Factor:**

Another individual index of absence is the Bradford Factor developed by Bradford University, which identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence. It is calculated using the formula:

$S \times S \times DS$  = number of spells of absence in 52 weeks taken by an individual

S = number of spells

D = number of days absence in 52 weeks taken by that individually

For example:

10 one-day absences:  $10 \times 10 \times 10 = 1,000$

1 ten-day absence:  $1 \times 1 \times 10 = 10$

5 two-day absences:  $5 \times 5 \times 10 = 250$

2 five-day absences:  $2 \times 2 \times 10 = 40$

The trigger points will differ between organisations. As for all unauthorised absence, the underlying causes will need to be identified. (Source: ACAS advisory booklet: Absence and Labour Turnover)

Research shows that employers who manage attendance save money and improve effectiveness. The importance of:

- Early intervention – if the employee doesn't call you when they should then why not call them?
- Good communication – the way you conduct the return to work interview is vital.
- Flexibility – being flexible about family and caring commitments and discussing with your staff how the work can be covered.

### **2.10 Managing Short term absence (CIPD)**

- A proactive absence management policy
- Return-to-work interviews



- Disciplinary procedures for unacceptable absence levels
- Use of trigger mechanisms such as the Bradford Factor to review attendance
- Involving trained line managers in absence management
- Providing sickness absence information to line managers
- Restricting sick pay
- Involving occupational health professionals.

Where short term absence is considered to be above an acceptable level in a particular period of time, the following steps should be taken:

- Know the legal framework
- Define what are unacceptable levels of absence before action will be taken
- Absence should be recorded, monitored and managed
- Establish formal reporting procedures, so employees know who they should inform when they will not be coming into work
- Employees also need to know whether they need to bring in self certification forms and doctors medical certificates
- Hold return to work interviews so you can establish the reason and whether the illness is likely to reoccur
- Train line managers so they are key figures in absence control and provide support and advice for the employees
- Maintain a safe and healthy workplace
- Motivate and gain commitment from staff
- Consider offering incentives for attendance
- Evaluate the absence control policy to see if absence levels are falling

### **Managing Long term absence (CIPD)**

- Occupational health involvement
- Line management involvement as part of the absence management programme
- Restricting sick pay schemes
- Changes to work patterns or environment
- Return to work interviews
- Rehabilitation

## **2.11 Step 1: Absence Management Policy**

The first step to managing absence effectively is to ensure that you have a clear framework in place that supports your organisation's policies with regard to absenteeism. According to the CIPD an effective absence policy should spell out employees' rights and obligations when taking time off from work due to sickness.

The policy should:

- Provide details of contractual sick pay terms and its relationship with statutory sick pay
- Outline the process employees must follow if taking time off sick – covering when and whom employees should notify if they are not able to attend work
- Include when (after how many days) employees need a self-certificate form
- Contain when they require a medical certificate (sick-note) from their doctor to certify their absence.
- Mention that the organisation reserves the right to require employees to attend an examination by a company doctor and (with the worker's consent) to request a report from the employee's doctor.
- Include provisions for return-to-work interviews as these have been identified as the most effective intervention to manage short-term absence

## **2.12 Self Certification and Return to Work Interviews**

### **Step 2: Self Certification**

Self Certification gives employees a greater degree of responsibility and at the same time strengthens rather than weakens management's controls of absenteeism by making absence an issue which is resolved directly between employee and employer. Self certification operates by allowing employees a number of day's absence without loss of pay, provided that the employee provides his/her employer with a signed note giving a reasonable excuse for being absent. This method of certification only applies to short-term absences and usually covers the period before a medical certificate is required. Longer absences (e.g. over three days) still require a doctors medical certificate. An important control measure is that final completion of the form should be in the presence of a manger. Companies which apply the strongest and most formal controls in relation to self-certification generally experience the best results.

(IBEC)

### **Step 3: Return to work interviews**

These should be conducted in order to:

Train Supervisors in how to best manage absenteeism, including instruction on how to conduct effective and fair return to work interviews. These interviews are one of the most effective tools for managing short-term absenteeism.

- Welcome employees back to work
- Check they are well enough to be at work
- Update employees on any news while they were off
- Identify the cause of the absence
- Find out whether they have a disability and whether the provisions of the Employment Equality Act 1998 – 2004 apply
- Discuss any help you might provide to ease the employee's return to work
- Establish if their sickness is work-related and whether there are any health and safety issues you need to address

A return to work interview is also a good way of teasing out any other problems an employee may have at work or at home.

Interviews need to be carried out as promptly as possible following the absentee's return to work (no later than one day after his/her return). The employee should be given ample opportunity to outline the reasons for his or her absence. The supervisor should use the interview as a time to explore any issues that the employee may have which are leading to absence. The goal is to foster an open and supportive culture.

At no point during the meeting should the interview become a form of "punishment", but should be seen as an occasion to highlight and explain the repercussions of absence within the department. The vast majority of employees derive a sense of pride and achievement from their work and management should be encouraged to treat these individuals as responsible adults. The small amount of employees who have an absence problem will require close supervision and possibly even punitive measures for excessive absenteeism. These few employees who are irresponsible should be handled individually and firmly.

### **2.13 Dismissal on the grounds of absence**

Management and staff are made fully aware of the policy and procedures in relation to absenteeism. This information should also be included in employee's contracts of employment and/or the company staff manual or employee handbook. A high level of absence due to illness is one of the most common forms of dismissal. This area may not involve any fault on the part of the employee. In looking at this form of dismissal a tribunal or court will look at the employee's welfare against the demands of the organisation. The 1977 act has only a general statement in section 6 (4) (a) that "a dismissal shall not be unfair if it results wholly or mainly from the capability of the employee for performing work of the kind which he was employed by the employer to do". Dismissal on the grounds of absence cannot be dealt singularly under unfair dismissal legislation and the case law under that legislation, but must take account of the requirement of the Employment Equality Acts, 1998-2004. That legislation protects employees suffering from disability, which has a wide definition and will cover most if not all forms of illness which might result in a substantial absence from work.

#### **Case Example:**

In the case of *Reardon v St Vincent's Hospital* UD 74/79 which is one of the earliest employment appeals tribunal cases to tackle the problem of substantial absence through illness. Mr Reardon was employed as a kitchen porter in St Vincent's Hospital. He had many prolonged absences, all due to illness and all covered by medical certificates. The employers wrote to Mr Reardon on several occasions informing him that his sick leave record was a source of concern and inconvenience and that if it did not improve his continued employment would have to be reviewed. Mr Reardon's sick leave record did not improve and his employers decided to terminate his employment. It was argued on behalf of Mr Reardon that, as all absences were due to illness and covered by medical certificates, it was unfair of the employers to dismiss him. It was further stated on his behalf that his health had improved since his dismissal and as his doctor had, prior to the dismissal, suggested that a change of duties away from the kitchen might help, the employers should have transferred him away from the kitchen. The employers argued that they did not have any suitable alternative vacancy for Mr Reardon. The employment appeals tribunal held that the dismissal was not unfair. The question was whether Mr Reardon was

capable under section 6 (4) of the 1977 Act of doing the work for which he was employed. In the view of the employment appeals tribunal Mr Reardon and the kitchen did not agree. The employers, following the doctor's recommendations, considered the possibility of moving him to another job but did not have a suitable alternative. The employers acted reasonably in dismissing Mr Reardon and the employment appeals tribunal emphasised that it was not Mr Reardon's fault he was not capable of doing his job

When assessing whether a dismissal was fair or not, the Employees Appeals tribunal will take into consideration whether such policies and procedures were followed. When dealing with any form of absence from work the employer must act in a fair and reasonable manner. If the dismissal of an employee is warranted due to a series of unauthorised absences an employer must be able to show the action was reasonable and had due regard to fair procedures. Otherwise the organisation may face a claim for unfair dismissal.

#### **2.14 Duvet Days: The Solution**

In Canada and the US for example annual leave in many companies incorporates what are known as 'duvet days', taking a day off work when you feel like it – to counteract the sickie culture. They allow employees to spontaneously take a much needed lie-in or rest, with none of the aforementioned dramatics.

There is however a cut-off point for the number of duvet days allowed each year. Many HR departments in North America offer four days as part of their annual leave policy to improve employee work-life balance and productivity. This initiative also benefits the employer. As employers seek to maintain the highest level of performance 'duvet days' allow employees to take a breather when their morale is low. It proves that employers are compassionate about their staff's health and well-being. 'Duvet days' alleviate the stresses of dealing with issues that cannot be handled outside of working hours. They reduce sick days by combating the growing problem of stress at work and create a more honest and trusted relationship between management and staff.

Clear-cut rules need to be set out in contracts of employment, so that employees cannot take advantage of the practice of 'duvet days'. Contracts of employment should specify the number of days an employee can take in a year or whether they can carry these days over. Advocates of 'duvet days' argue that they address the changing work-life climate, whereby people are expected to work longer hours. It is viewed that the employer is giving something back to the employee.

Findings from a survey by Chicago-based ComPsych (an employee assistance programme provider) show 'duvet days' are contributing positively to the health and well-being of US staff. More than 1,000 people who participated in the poll cited unplanned leave as beneficial in terms of re-energising physically and regrouping mentally. Almost a third cited family or relationship issues as their main reason for taking 'duvet days'. A fifth blamed workplace stress or workload, while 5pc cited lack of motivation.

## **Chapter 3**

# **Research Methodology**



### **3.0 Quantitative (Survey) Research**

The second research method I used to gather data was a survey. I surveyed 34 people for this project. The surveys were received back in late May by email and post. The survey asked a group of respondents for information using written questioning. The advantage of surveys is that they provide quick, inexpensive and an efficient way of gathering information on a relatively large sample from a group of individuals. If carried out properly the results are reliable. The disadvantages of surveys are that the responses usually reflect what people are prepared to say as opposed to what they really think. The content of the survey tends to influence the responses given. Therefore, validity would be a major concern. It can also be difficult to ensure complete anonymity as people may be identifiable in any report even if names are not used (Arksey and Knight, 1999).

#### **3.1 Ethics**

There are many ethical issues involved in conducting research for the researcher. As I carried out the survey, there were many ethical issues I had to address. All of the participants were assured of anonymity so names of participants were not recorded. I also made the participants aware of the type of information I needed from them, why it was being sought and what purpose it would be put to. I also had the responsibility to avoid bias reporting during the research "Bias is a deliberate attempt either to hide what you have found in your study, or highlight something disproportionately to its true existence (Kumar: 1999:194). Accuracy in reporting is essential and to report findings in a way that changes them to suit my research project would be unethical. Therefore copies of the surveys are included with the project.

#### **3.2 Research Objectives and Aims**

The aims of the survey were to determine:

1. If there is a problem with absence levels
2. The types of absences
3. Absence procedures
4. Employees familiarity with their contract of employment in relation to absenteeism

One of the key objectives was to determine the level of knowledge the employee had in relation to the internal mechanisms within their organisations in relation to

recording and documenting their absence. To that end the survey was designed with the focus on when and how the employee initially reported absence and then their knowledge of the organisations protocols and policies with regard to the next stage of management of absenteeism. The survey did not place any great emphasis on types of absence or illness. What is considered important, and where recommendations and conclusions will be drawn, is, are employees being educated and trained enough with regards to absence management? Gathering data on how many employees are aware of entitlements, policies and terms and conditions of their employment will play a key part in indicating where specifically employers need to strengthen systems and educate and include employees in absence management.

### **3.3 Survey - Questions asked of the participants**

- Industry
- Gender
- Age
- Years of Service
- Marital Status
- Number of dependents
- Current position/grade
- Employment type – permanent / temporary / part-time
- No. of days absent in the last 6 months
- No of days absent in 2007
- Reason for absence – illness / fatigue /force majeure leave / other
- Is a standardised form used to record absence stating the reason, length of time and condition
- Do you use an employee self certification form
- After how many days is a doctors note required
- What are the qualifying periods and amounts which are paid
- For long term absence or recurrent absence which department gets involved initially – HR / Line Manager / Occupational Health
- Is a return to work interview carried out
- Are you aware of your company's absence policies
- Do these policies include the roles and responsibilities of staff

- What terms are stated in your contract regarding absence
- How is absence reported e.g. initial report to HR or your line manager
- Is there a dismissal policy regarding recurring or frequent absence
- Have you ever given your employer false reasons for being absent. If so please specify

### **3.4 Analysing results**

While conducting the research it was firstly important to identify what industry the participant worked in. This would assist identifying any similarity between absence management procedures between similar industries. Research has identified that patterns often display a number of common features and by asking the questions on gender, age, years of service and marital status the researcher tries to identify if any of these areas are linked to a higher or lower level of absenteeism.

For example only one employee surveyed cited fatigue as a reason for absence, a female retail sector employee who took four days in 2007. Interestingly no return to work interview was carried out. The individual was aware of their organisations management policies and the fact that employee's roles and responsibilities were included.

In total three retail industry sector employees were surveyed and all had instances of sick leave in the calendar year 2007 and none cited the standardised form recording absence stating the reason, length of time and condition, nor did they use an employee self certification form. In only one case a return to work interview was carried out. All three workers were aware of their company's absence policies and were aware these policies contained reference to the roles and responsibilities of staff. Given the scope and range of the survey it would be inappropriate to use these examples as indicative of the entire retail sector; however it is raw data from genuine retail employees and as such is valuable. The above would lend one to question the inconsistencies and lack of genuine and robust absence policies within those three surveyed organisations.

# **Chapter Four**

## **Data Analysis**

#### **4.0 Introduction**

The purpose of this chapter is to analyse the data in relation to absenteeism gathered from 34 employees who participated in a written survey.

The purpose of the survey was to gather information on levels of absenteeism, reasons for absence and employees knowledge of absence policies / measures within their organisations. When reviewing the data one can immediately recognise that short term absence i.e. one to two days for minor illnesses feature highly. This information will also provide valuable data with regards to providing recommendations in the final chapter of this dissertation. Among the major findings of the survey was the fact that it is evident that the majority of those surveyed were unsure of the absence policies, sick pay entitlements, roles and responsibilities of staff with regard to absenteeism. Given the fact that absenteeism costs the Irish employer €1bn annually one would think that employees would be more aware of their entitlements, impact of absenteeism, controls and possible disciplinary action and it can be argued that the Irish employer would be well served in focusing more on education and awareness with regard to absenteeism in the workplace.

#### **4.1 Absence Levels**

Participants of the survey were asked to record the number of days they were absent from work during:

(a) The last 6 months i.e. January to June 2008

70 days in total were lost in the last 6 months due to absenteeism. This is an average of 2.06 days per worker.

(b) The previous year i.e. 2007

79 days in total were lost in 2007 due to absenteeism. This is an average of 2.32 days per worker. One participant cited that they were absent for five and a half months but as this was due to maternity leave i.e. planned absence, the total of 79 days excludes this period, the focus being on unplanned absenteeism

In addition to annual leave entitlements, bank holiday entitlements etc the 34 persons surveyed have incurred to date in 2008, 2.06 additional days absence from work.

20.5% of employees surveyed had no sick leave taken in 2007, while the remaining

employees (excluding time off for maternity leave) had on average 3 days sick leave that year.

#### **4.2 Self Certification**

79.4% of workers surveyed stated that they do not use a self certification form. A self certification form is a method designed specifically for employees to focus and formalise their method of recording and reporting their own absenteeism. Typically the employee would be instructed to complete the form on return to work stating:

- Total number of days absent
- Reasons for absence
- Specific notification – manager / supervisor, time, date and method of notification
- Medical certificate
- Doctors name and address
- Declaration of truth

The self certification form is then signed by the employee in the presence of a manager and is typically followed by a return to work interview. The purpose of the return to work interview is to discuss with the employee the levels of absence to date, to record previous dialogue in relation to absence and to seek comments and suggestions from the employee on how to positively better manage their own absence.

5.9% of workers surveyed stated that they complete a self certification form on return to work. This method of certification only applies to short term absence i.e. the period before a medical certificate is required. 14.7% of those surveyed were unsure if they had ever filled out a self certification form upon return to work. Considering that 58% of workers surveyed stated that medical certificates were required only after three or more days this form of self certification would be an important control measure for the employer.

Only 32% of those surveyed were aware of a standardised form used to record absence stating the reason for absence, length of time and condition. The high percentage of employees who have little or no knowledge of the formal absence

policy and controls within their organisation is evidence that many employers are remiss in proactively involving the employee themselves in the management of their own absenteeism and potential improvement. 64.7% of those surveyed were unaware of the presence of a standardised form to record absence. That is not to say that their organisation did not have one in place but it may well be that it had never been brought to their attention.

### **4.3 Absence qualifying periods and amounts paid**

There is no legal obligation on employers to provide an occupational sick-pay scheme for employees, however 38% of workers surveyed were unsure about their organisations sick pay scheme if any. 5% stated that sick leave was unpaid, with the remaining 57% aware of their organisations sick leave policy. Examples of which are as follows:

- “3 days uncertified, after that depends on circumstances” (worker 1)
- “after 6 months probation sick pay scheme covers short term illness” (worker 3)
- “3 weeks sick pay with doctors certs” (worker 4)
- “7 days sick per year basic – unsure after that” (worker 17)
- “12 weeks sick pay” (worker 23 and 24)

One worker advised that there were 3 schemes in place: Permanent staff are allowed 4 days uncertified, can be taken two at a time. If an employee has more than three occasions of absence a year, this is considered excessive. Employees can then be moved to scheme 2 which is for probationary periods and restricted sick leave due to excessive absences. Long term sickness is treated differently i.e. after 5 years 6 months on full pay, less social welfare payment and 6 months on half pay.

### **4.4 Absence procedures**

47% of those survey said that return to work interviews were not carried out. 12% said that interviews were carried out only after return from long term illness. A surprisingly 29% were unaware of their organisations absence policies. Is this because they do not hold a copy of the organisations absence policy or is there even one in place at all. One worker said that there was no reference in her contract

regarding absence while two other workers said that they did not have a contact of employment. Both these employees had six and eight year's service with their employer. One employee was issued a letter of appointment eighteen years ago and could not recall what it stated in relation to absence. Has this employee not receive updated amendments to her letter of offer. One would assume that the company has changed several policies not only absence policy over the last eighteen years. All participants of the survey knew how to report absence whether to their Line manager or HR. One company stated that VIP absence management report programme was in place to ensure that a record of all absences was recorded and updated to HR. This procedure assists management in recording and tracking absenteeism levels and trends within the organisation.

All those surveyed were in employment for at least one year with 32% being in employment for more than five years. It would be safe to assume that the 29% who were unaware of their absence policies may well be employed by organisations that have none in place. Only 2 of the employees who were unaware of their absence policies were of supervisor grade or above. This would lead one to believe that the information on absence policies is not cascading down to the employee level.

#### **4.5 Disciplinary Policy**

64.7% of those surveyed were aware that there is potential for dismissal for recurring or frequent absence. Given the high percentage of those surveyed who were unaware of the internal mechanisms and policies in relation to absenteeism this is a significant figure. In the event of a dismissal especially one on the grounds of continuous absenteeism it is absolutely in the employer's interest to show supporting documentation and clear internal absenteeism policies.

#### **4.6 Reasons for absence: genuine or not**

23.5% of those surveyed were willing to admit they have given false reasons for absent. Reasons specified included a hangover, to avail of uncertified sick leave and fatigue. This would seem a surprising figure given that 76.5% of employees surveyed had never given their employer a false reason for being absent. Are employees so inherently conditioned to being dishonest about motives and reasons for being absent that they may choose not to reveal they have ever "pulled a sickie".



## **Chapter Five**

### **Summary, Conclusions and Recommendations**

## **5.0 Summary**

Employees are absent from work for three reasons:

### **1. Sickness / illness:**

Employees might have a common cold or more complicated medical condition that needs medication, an operation or recuperation. Employees should either fill in a self-certification form explaining their short-term sickness or they should get a doctor's certificate if the illness lasts more than three days.

### **2. Non Illness Related Grounds:**

Employees may feel they are unable to come to work because of family or caring responsibilities or they simply do not want to come to work – they may be unhappy, or lack motivation. Sometimes employees take sick leave because they feel they cannot ask for annual leave at short notice. Some unauthorised absence may require disciplinary action.

### **3. Authorised Absence-**

Employees are on authorised leave such as a holiday, on a training course, or on maternity/paternity or some form of leave related to their caring or family commitments. They may also be on jury service or some other form of public duty.

Absence related to points one and two are what employers need to address most. The majority of absences that employers have to deal with will be due to short-term sickness – which accounts for 80% of all absence.

## **5.1 Conclusion**

Research has shown that absenteeism costs the Irish employer approximately €1bn per annum. Given the fact that globally economies are facing a serious downturn and that the focus for all economies especially Small Open Economies (SOE) such as Ireland is on remaining competitive and reducing unnecessary costs it is clear that going forward robust and proactive steps in tackling absenteeism will have to be taken.

While the absence of employees from work for illness, injury etc is unlikely to be ever eradicated how an employer approaches the issue will determine their success or failure in managing absenteeism in the workplace. It is the author's opinion that merely recording absence for statistical purposes will in no way prove an effective method of dealing with absenteeism.

Employers who utilise proven and effective absence policies, controls and measures along with taking an inclusive and proactive approach in dealing with employee absenteeism have a distinct advantage in the fight against avoidable absenteeism. It is not enough for an organisation to merely adopt a policy for the sake of it. As with any policy, time and resources must be allocated in order to ensure every employee is aware of their organisations absence policies, their entitlements in relation to sick leave and initiatives such as return to work interviews and self certification.

In addition less traditional methods of dealing with absenteeism should be looked at. The example of 'Duvet Days' may at first glance be anathema to the Irish employer, however, as we have seen there may be inherent benefits to the employer in adopting such initiatives.

## **5.2 Recommendations**

Employers should manage the absence process by:

- Having prompt return to work discussions – no matter how long or briefly the employee has been absent.
- Fostering an open door culture within the organisation thereby encouraging employees with any issues that may lead to avoidable absenteeism in coming forward to discuss / raise with the employer at any early stage. Thus possibly preventing absenteeism.
- Developing and implementing a proven absence management policy and ensuring that all staff are aware of its presence and contents.
- Promoting an inclusive approach to absenteeism by involving the employee in the process.

### **5.3 Step 1: Sample Absence Management Policy (The Bradford Factor)**

**Scope:** All employees

**Purpose:**

The purpose of this policy is to ensure that sick absence is managed effectively and uniformly throughout the organisation and that the sick scheme is not abused, whilst ensuring that members of staff with genuine illnesses are treated sensitively.

The policy and supporting procedures facilitate a consistent approach to managing sick absence across the organisation and clarify roles of those involved in management of attendance, the responsibilities of staff under the sick scheme and potential consequences of failing to follow the guidance contained in the policy.

The policy aims to ensure that all staff are treated fairly, consistently and with sensitivity during times of illness. It provides manager with a framework for managing attendance, combating the negative effect on morale caused by unacceptable levels of sick absence and for reducing the incidence of unnecessary sick absence.

**Responsibility:**

Staff are expected to demonstrate their commitment to \_\_\_\_\_ (name of organisation) by their regular attendance at work. Staff should only be absent from work when it is unavoidable. Staff should not abuse any procedures covering attendance at work. Any proven abuse will result in disciplinary action.

The control of attendance is a \_\_\_\_\_ (level of management) function. It is the responsibility of managers to monitor their staff absences. Upon receiving notification from a member of staff that they will not be attending for work, the manager must confirm this to the nominated department administrator responsible for updating the absence system records.

Using the Bradford factor measuring system, managers are responsible for calculating the factor value relating to each of their staff and address instances of unacceptable absence rates through the Disciplinary process, as detailed in this policy document.

It is the responsibility of agreed Department administrators to update the absence system records with absence information. This is recommended to be done daily, to ensure that the system is up to date.

### **Definitions:**

Definition of Sick Absence:

**Intermittent Absence** – is defined as frequent absence of short duration over an extended period of time.

**Short Terms Absence** – is defined as any absence related to sickness from four working days to four calendar weeks duration.

**Long Term Absence** – is defined as any absence related to sickness of four calendar weeks or more in duration.

### **The Bradford Factor: Background**

The Bradford Factor was designed by a number of students at Bradford University while doing a project of “Work Absence”. It was deemed that multiple absences are more difficult to respond to and assess. Hence a factor was devised to put a weighting on multiple absence.

The formula is:

Duration of total absence, multiplied by number of occurrences, multiplied by number of occurrences

#### **Example**

Total of 8 days absence over 5 separate events:

Applying the Bradford Factor:

$$8 \times 5 \times 5 = \text{BF of } 200$$

The Bradford Factor is designed to address problems of multiple absences over a period of time, while protecting individuals who are unable to attend for long spells of absence due to illness. The calculation of the Bradford Factor for all staff absences will be conducted on an ongoing basis, over a rolling 12 month period, monitored by your manager and HR. Ultimately the Bradford Factor gives a means of measurement for the employer to quantify acceptable levels of short term absence and create a

framework whereby those employees who may warrant disciplinary in relation to absenteeism can be processed.

Disciplinary action will be administered at each of the following points:

- Bradford Factor calculated at 200 – Interview & Verbal Warning
- Bradford Factor calculated at 500 – Interview & First Written Warning
- Bradford Factor calculated at 750 – Interview & possible dismissal

**Note:**

If there are repeated spells of absence, which follow a pattern, the manager should decide what action is appropriate. Sometimes a single absence will cause concern. Some absences are an abuse of the system. In these cases action should be taken by management to improve/resolve the situation. Resolution may ultimately include termination of employment on grounds of incapacity or misconduct.

**Detail:**

**Notification of Absence:**

Staff are required to report to their manager immediately on the first day of absence by telephone as soon as they are aware that they cannot attend for work, no later than 30 minutes after their work start time. They should specify the reason for absence and where possible indicate when they expect to return to work. Appointed department administrators are required to update HR records by entering absences via the absence software facility. This automatically updates the HR System, ensuring that HR can monitor and report on absence levels. Once information has been entered this can be modified but only by authorised HR personnel. Individual department administrators do not have access to make changes to absence records once entered, but should forward requests to do so, to the HR Administrator to do so and state the reasons why.

**Sick Benefit:**

For shorter periods of illness, the company will pay full pay for permanent employees who have completed their initial probationary period, for 3 months of sickness (in any 12 month period) with half pay for a further 3 months (in any 12 month period). Full pay means normal net pay and is calculated based on the 13 weeks preceding sick

leave. For these periods the employee will received the normal full or half wage on the condition that the employee has applied for and received Social Welfare Benefit and further that the Social Welfare cheque is paid in full to \_\_\_\_\_ (name of organisation). Social Welfare payment is normally paid from the 4<sup>th</sup> day of the claim. It is the employee's obligation to apply for Social Welfare Benefit. Failure to claim and refund Social Welfare benefits will result in the company deducting the Social Welfare payment from salary.

In all cases the company sick pay scheme is a benefit and not a right, and in some circumstances where the company sees fit, this benefit may be amended or withdrawn.

Managers should monitor closely their staff absence rates on an ongoing basis. At any time HR can be contacted to report on individual / department absence rates as required. In addition HR will report quarterly to Department Managers on the absenteeism rates and Bradford Factor values relating to the staff in their department.

Disciplinary action will be implemented in line with the company Disciplinary procedure as outlined in the staff handbook.

**5.4 Step 2: Self Certification**

**Employee Self Certification Sample Form**

**Name:** \_\_\_\_\_

**Dates of Absence:** \_\_\_\_\_

**Total No. of Days Absent:** \_\_\_\_\_

**Reasons for Absence:**  
\_\_\_\_\_  
\_\_\_\_\_

**Notification:**

I informed \_\_\_\_\_ (Manager / Supervisor) on the first day of absence  
at \_\_\_\_\_ (time) by \_\_\_\_\_ (phone, etc).

**Medical Certificate:**

Have you a medical certificate?      Yes \_\_\_\_\_      No \_\_\_\_\_

Dates of medical certificate      From \_\_\_\_\_      To \_\_\_\_\_

Doctor's Name and Address  
\_\_\_\_\_  
\_\_\_\_\_

I confirm that all the above information provided by me is true

**Signed:** \_\_\_\_\_      **Date:** \_\_\_\_\_  
Employee

Total No. of Days Absent year to date: \_\_\_\_\_

Total No. of Absences: \_\_\_\_\_

Date spoken to about absences: \_\_\_\_\_

Comments and outcome from the Return to Work Interview:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Signed:** \_\_\_\_\_      **Date:** \_\_\_\_\_  
Manager



### **5.5 Step 3: Return to Work Interviews**

The Return to Work Interview is a vital component of any absence policy. At its most basic level an employee who for any reason is absent from work due to illness, fatigue, and stress can expect to meet with management immediately upon their return. The exercise should not be viewed or geared to be intimidating in any way and does have genuine benefits for both parties. Genuine issues that an employee may have can be discussed with a view to reaching a favourable outcome.

Alternatively it does serve to deter those whose reasons for absence may be less than honest. Organisations that merely record the levels of absence of an employee and raise it for example at a performance review may often miss the opportunity to deal with the issue when it is “live”.

### **5.6 Step 4: Employee Information / Education / Induction**

Sample: Suggested content on absenteeism for an employee handbook to be used at induction stage.

#### **Attendance:**

Attendance at work has an important bearing on the success of \_\_\_\_\_ (name of organisation) and employee’s personal success at work. Good attendance is therefore a basic condition of employment. We realise however, that there may be occasions through illness or other circumstances outside employee’s control, whereby absence from work other than by planned leave may occur. Refer to the Leave and Employee Assistance’ section for procedures, which must be adhered to in the event of absence from work. Abuse of attendance procedure is a disciplinary matter.

#### **Absenteeism & Sick Leave**

Unexcused absences are all absences from work, which are not approved by the end of the previous working day. Absences from the company premises during working hours (for any period) without management consent will be considered an unexcused absence.

\_\_\_\_\_ (name of organisation) operates a non-contributory sick pay scheme for employees who are away from work due to genuine cases of sickness or injury. In order to qualify for payment, the employee must have passed probation and / or worked for the company for 26 weeks.

**The Procedure:**

On the first day of absence, you must contact your Manager / Supervisor no later than 30 minutes of your schedules start time. Text messages, calls from friends or relatives etc. are not acceptable – it is your responsibility to talk to your manager / supervisor directly. Messages may not be left with work colleagues.

If your absence is for more than one day, you must call your manager on each day that you are normally scheduled to work up to the first three days of your absence, to confirm your continued absence from work and if possible your likely return.

If your absence is certified you must obtain the doctors medical certificate (which should state dates of absence, reason and likely date of return). Should your absence be for more than one week, weekly certificates should be submitted for as long as the absence lasts. You must also contact your manager on a weekly basis to inform him/her of your continued reason and ensure his/her support to you.

When you return to work, you must report to your manager (before commencing work), or in his /her absence the Supervisor, and ask for, and complete a self certification form. Your manager will then conduct a short return to work interview with you, on your first day back to understand the reason for your absence, and to discuss any concerns you may have. Failure to follow any of these procedures may lead to the non payment of company sick pay and / or disciplinary action.

**Qualification for Payment:**

An employee will be paid at the company's discretion for the first 3 days of absence only, on receipt of a doctor's medical certificate. Payment will only be made when the payroll department receives the doctor's medical certificate, so it is essential that you provide it to your manager as soon as possible. The purpose of \_\_\_\_\_ (name of organisation) sick pay scheme is to top up an employees pay to their normal weekly payment while they are waiting for qualification for Social Welfare Benefit.

Entitlement is based on the average number of hours worked over the last 13 weeks.

For part-timers your sick pay entitlement is calculated as follows:

= Average no. of basic hours per week (over last 13 weeks) x 60% (if out for full 3 days) x rate per hour.

Additional qualifying criteria for sick pay schemes are:

- You must have successfully passed your probation period (at minimum 6 months continuous service)
- Only paid where the employee is absent from work due to his / her own genuine illness – it is not payable where an employee is absent to take care of someone else that is ill
- You must be rostered to work during the first three days of absence.
- Payment for any absence on Sunday's is only paid at normal time
- The maximum number of hours that an employee may be paid in a week that they apply for sick pay, is 37.5 hours (or their normal weekly wage)
- Payment is not made where someone is rostered to work overtime and is unavailable to work due to illness.

All employees must immediately claim for Social Welfare Benefits applicable to any absence. Where an employee claims Social Welfare Benefit and they are being paid by the Company for days Social Welfare have covered, then the employee is required to inform the Company and return the cheque to the Payroll department.

**Unacceptable Absenteeism:**

Where an employee is frequently absent or absent for an extended period, \_\_\_\_\_ (name of organisation) may require an employee to attend a full medical assessment, by a doctor appointed by the company. In cases of unacceptable absenteeism, where employees may have a pattern of absenteeism and / or failure to comply with any of the above conditions, may result in an employee being disqualified from the sick pay scheme. Where it is found that an employee has deliberately abused the sick pay scheme, disciplinary action up to and including dismissal, will be taken by the company.

As the company's sick pay scheme is non-contributory, company decisions on any aspect of the sick pay entitlement are final. This scheme may be altered and changed at the company's discretion.

At all times, employees are encouraged to approach their manager or another member of management, to discuss any difficulties they may be experiencing, or about to experience, with meeting their attendance obligations at work. \_\_\_\_\_  
(name of organisation) will work with the employee to ensure that the company responds to employee difficulties in a compassionate and understanding manner.

## **Bibliography**

## Books

Bell, J. (1999), *Doing Your Research Project. A Guide for First Time Researchers in Education and Social Science*, Buckingham: Open University Press.

Comhairle, the national agency responsible for supporting the provision of information, advice and advocacy services. (2005) *Employment Rights Explained*

Fink, A (1998), *Conducting Research Literature Reviews. From Paper to the Internet*, London: Sage Publications.

Gennard, J and Judge, G (2002), *Employee Relations, People and Organisations*, 3<sup>rd</sup> Edition: Chartered Institute of Personnel and Development

Gunningle, P., Heraty, N., and Morley, M. (2006), *Human Resource Management in Ireland*, 3<sup>rd</sup> Edition: Gill & MacMillan

Gunnigle, P and Flood, P. (1990), *Personnel Management in Ireland, Practice, Trends and Developments*: Gill & MacMillan

Hart, C. (2001) *Doing a Literature Search*, London: Sage Publications

IBEC, *Employers HR Guide*, Section D 8, Absenteeism

Kumar, R. (1999), *Research Methodology. A Step by Step Guide for Beginners*, London Sage Publications

Marchington, M and Wilkinson, A (2000), *Core Personnel and Development, People and Organisations*, 4<sup>th</sup> Edition: Chartered Institute of Personnel and Development

Moffatt, Jane, Law Society of Ireland, *Employment Law*, 2<sup>nd</sup> Edition: Oxford University Press

Robbinston, S and Judge, T (2007), Organisational Behaviour, 12<sup>th</sup> Edition: Pearson  
Prentice Hall

Salamon, M. (1998), Industrial Relations Theory and Practice, 3<sup>rd</sup> Edition: Prentice  
Hall

Sparrow, P and Hiltrop J-M. (1994), European Human Resource Management in  
Transition: Prentice Hall

### **Official Publications**

Central Statistics Office, Census (2006) and (2002), Principal Economic Status on  
categories unable to work due to permanent sickness or disability

Department of Justice, Equality and law reform, Employment Equality Act 1998 and  
2004, Dublin: Stationery Office

### **Internet Sources**

Advisory, Conciliation and Arbitration Services (ACAS), "Managing attendance and  
employee turnover"

<http://www.acas.org.uk> (date accessed 06.04.2007)

Absenteeism survey 2007

<http://www.isme.ie> (date accessed 20.05.2008)

CIPD, 'Absence Management and measurement

[www.cipd.co.uk](http://www.cipd.co.uk) (date accessed 05.06.2008 / 10.06.2008)

Employment Law resource

[www.hrhero.com](http://www.hrhero.com) (date accessed 20.05.2008)

Mercer HR Consulting, "Absence Management Procedures reduce Absenteeism"  
<http://www.hrsguide.co.uk> (date accessed 17.06.08)

[www.sfa.ie](http://www.sfa.ie) (date accessed 18.06.2008)

### **Newspaper Articles**

Harding, B (2008), 'Duvet days of our lives'. The Irish Independent 05.06.2008

O'Regan, E (2008), 'Absentee rate high among hospital managers'. The Irish Independent 28.04.2008

Sheehan, M (2008), 'Cash-squeezed HSE to claw back €150m lost in sick days'. The Irish Independent 18.05.2008

'Western workers fare badly in Absenteeism from work Report'. Author Unknown.  
The Western People 11.06.2008



## Appendices

**Appendix 1**

**Email to Survey Participants**

Dear \_\_\_\_\_

Thank you for taking the time to complete the attached Absenteeism Survey. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

Once completed please return this survey by email to me at [selenafagan@eircom.net](mailto:selenafagan@eircom.net).

Closing date Friday \_\_\_\_\_.

With kind regards,

Selena Fagan

## **Appendix 2**

1. Data Analysis of 34 completed surveys.
2. Copies of all 34 completed surveys.



## ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:  |
|----|---|--|
| 1  | Industry  | FINANCE  |
| 2  | Gender  | FEMALE   |
| 3  | Age   | 28   |
| 4  | Years of service  | 2  |
| 5  | Marital Status  | SINGLE   |
| 6  | No. of Dependants   | 0  |
| 7  | Current Position/Grade  | ACCOUNTANT   |
| 8  | Permanent /Temporary /Part Time   | PERMANENT  |
| 9  | No. of days absent in last 6 months   | 2  |
| 10 | No. of days absent in 2007  | 4  |
| 11 | Reason for absence:<br><ul style="list-style-type: none"> <li>• Illness</li> <li>• Fatigue</li> <li>• Force majeure</li> <li>• Other- Please specify</li> </ul> | Please tick:<br><ul style="list-style-type: none"> <li>* <input type="checkbox"/></li> </ul> |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition?   | NO   |
| 13 | Do you use an employee self certification form?   |  |

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 3  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 3 DAYS UNCERTIFIED. AFTER DEPENDS ON CIRCUMSTANCES                                   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:   |
|    | • Human Resources   | •  |
|    | • Line Manager  |  |
|    | • Occupational Health   |  |
| 17 | Is a return to work interview carried out?  | YES  |
| 18 | Are you aware of your company's absence policies?   | NO   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | NOT SURE   |
| 20 | What terms are stated in your contract regarding absence?                                 | 3 DAYS UNCERTIFIED ON FULL PAY. EACH CASE LOOKED AT INDIVIDUALLY AFTER 3 DAYS        |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | REPORT TO LINE MANAGER. LINE MANAGER THEN REPORTS TO HR                              |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | NOT SURE WHAT THE POLICY IS. YOU MAY BE ASKED TO ATTEND A DOCTOR CHOSEN BY THE FIRM. |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | NO   |

**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                      |
|----|---|--------------------------------|
| 1  | Industry  | Airport Authority              |
| 2  | Gender  | Female                         |
| 3  | Age   | 57                             |
| 4  | Years of service  | 18                             |
| 5  | Marital Status  | Married                        |
| 6  | No. of Dependants   | zero                           |
| 7  | Current Position/Grade  | Senior Administrator           |
| 8  | Permanent /Temporary /Part Time   | Permanent                      |
| 9  | No. of days absent in last 6 months   | half day                       |
| 10 | No. of days absent in 2007  | two                            |
| 11 | Reason for absence:   | Please tick:                   |
|    | • Illness   |                                |
|    | • Fatigue   | 2 days Fatigue                 |
|    | • Force majeure   |                                |
|    | • Other- Please specify   | half day hospital appointment. |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No                             |
| 13 | Do you use an employee self certification form?   | No                             |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | Two   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | see note below  |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   |   |
|    | • Line Manager  | Reported to Line Manager who then refers it to HR.  |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | No  |
| 18 | Are you aware of your company's absence policies?   | Yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | Letter of appointment issued 18 years ago, can't remember what was stated. However, sick leave booklet available to all staff members. There are 3 schemes which are explained. |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Manager initially  |
| 22 | regarding recurring or frequent absence?  | Yes   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | Yes, to avail of 2 days uncertified sick leave.   |

Note to point 15

Permanent staff members have the following:

4 days uncertified (can be taken 2 at a time)

More than 3 occasions of absences a year considered excessive.

Can be moved to scheme 2 which is used for probationary period and restricted sick leave due to excessive absences.

Long term sickness treated differently: after 5 years = 6 mths on full pay (less social welfare payment) and 6 mths on half pay.



**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:   |
|----|---|---|
| 1  | Industry  | Aviation Transport  |
| 2  | Gender  | Male  |
| 3  | Age   | 37  |
| 4  | Years of service  | 2 in current phase(was previously with Org)               |
| 5  | Marital Status  | Married   |
| 6  | No. of Dependants   | 2 Children, 1 Home mom, Dog and a Cat, goldfish en route. |
| 7  | Current Position/Grade  | Engineering Base Manager                                  |
| 8  | Permanent /Temporary /Part Time   | Permanent   |
| 9  | No. of days absent in last 6 months   | None  |
| 10 | No. of days absent in 2007  | None  |
| 11 | Reason for absence:   |   |
|    | • Illness   |   |
|    | • Fatigue   |   |
|    | • Force majeure   |   |
|    | • Other- Please specify   |   |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No  |
| 13 | Do you use an employee self certification form?   | No  |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 3   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | After 6 month probation, sick pay scheme covers short term illness  |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |   |
|    | • Human Resources   | Y   |
|    | • Line Manager  | Y (Manager will consult with HR)  |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | May be performed after Long term illness  |
| 18 | Are you aware of your company's absence policies?   | Yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | No contract in place to reflect current role.   |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Reported to me by Station Engineer or Supervisor, monitored by me, reviewed at Employee Performance Review. |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes, using Bradford Factor as a Tool to implement Disciplinary Procedures.                                  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | Current employer No, maybe when younger, different job.   |

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:  |
|----|---|--|
| 1  | Industry  | Solicitors Office                                      |
| 2  | Gender  | Female   |
| 3  | Age   | 28   |
| 4  | Years of service  | 8 years  |
| 5  | Marital Status  | married  |
| 6  | No. of Dependants   | one  |
| 7  | Current Position/Grade  | Legal Secretary  |
| 8  | Permanent /Temporary /Part Time   | Permanent  |
| 9  | No. of days absent in last 6 months   | one  |
| 10 | No. of days absent in 2007  | five and half months                                   |
| 11 | Reason for absence:   | Please tick:   |
|    | • Illness   |  |
|    | • Fatigue   |  |
|    | • Force majeure   |  |
|    | • Other- Please specify   | Maternity leave  |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | no- just noted in a list on the computer by supervisor |
| 13 | Do you use an employee self certification form?   | no   |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | if you are off for more than three days you need a doc cert                           |
| 15 | What are the qualifying periods & amounts which are paid?                                 | you get up to three weeks sick pay with certs from doctors                            |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   | x   |
|    | • Line Manager  |   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | i am not sure what the procedure is   |
| 18 | Are you aware of your company's absence policies?   | not at the moment major changes taking place as we have amalgamated with another firm |
| 19 | Do these policies include the roles & responsibilities of staff?                          | ditto   |
| 20 | What terms are stated in your contract regarding absence?                                 | doing up contracts at the moment previously did not have one                          |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Ring your supervisor and inform her that you are sick                                 |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | not sure  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | Yes, bad hangover let on i had a bad bug  |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                             |
|----|---|---------------------------------------|
| 1  | Industry  | Civil Service                         |
| 2  | Gender  | Female                                |
| 3  | Age   | 26                                    |
| 4  | Years of service  | 1 year 6 months                       |
| 5  | Marital Status  | Single                                |
| 6  | No. of Dependants   | 0                                     |
| 7  | Current Position/Grade  | CO                                    |
| 8  | Permanent /Temporary /Part Time   | Permanent                             |
| 9  | No. of days absent in last 6 months   | 2 Weeks Doctors Certificate           |
| 10 | No. of days absent in 2007  | 3                                     |
| 11 | Reason for absence:<br>• Illness<br>• Fatigue<br>• Force majeure<br>• Other- Please specify     | Please tick:<br>Operation in Hospital |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | yes                                   |
| 13 | Do you use an employee self certification form?   | No ???                                |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 3rd Day   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | ?   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   | Yes   |
|    | • Line Manager  | yes   |
|    | • Occupational Health   | Not sure  |
| 17 | Is a return to work interview carried out?  | No  |
| 18 | Are you aware of your company's absence policies?   | yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | no  |
| 20 | What terms are stated in your contract regarding absence?                                 |   |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Ring your line manager. If longer absence then send doctors cert. |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Invrements may not be paid.                                       |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No  |

## ABSENTEEISM QUESTIONNAIRE

### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question:  | Comments:      |
|--|----------------|
| 1 Industry   | Retail         |
| 2 Gender   | Female         |
| 3 Age  | 54             |
| 4 Years of service   | 15             |
| 5 Marital Status   | Married        |
| 6 No. of Dependants  | 2              |
| 7 Current Position/Grade   | Senior Buyer   |
| 8 Permanent /Temporary /Part Time  | Permanent      |
| 9 No. of days absent in last 6 months  | 2              |
| 10 No. of days absent in 2007  | 2              |
| 11 Reason for absence:   | Please tick:   |
| • Illness  |                |
| • Fatigue  | 4 days fatigue |
| • Force majeure  |                |
| • Other- Please specify  |                |
| 12 Is a standardized form used to record absence stating the reason, length of time and condition? | No             |
| 13 Do you use an employee self certification form?   | No             |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | Two   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | probation no pay - after probation pay up to 3 mths certified |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   |   |
|    | • Line Manager  | x   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | No  |
| 18 | Are you aware of your company's absence policies?   | Yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | contract in place with above terms                            |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Mgr  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | Yes   |



**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | <b>Question:</b>  | <b>Comments:</b>      |
|----|---|-----------------------|
| 1  | Industry  | Aviation              |
| 2  | Gender  | Female                |
| 3  | Age   | 52                    |
| 4  | Years of service  | 8                     |
| 5  | Marital Status  | Married               |
| 6  | No. of Dependants   | 5                     |
| 7  | Current Position/Grade  | management/cabin crew |
| 8  | Permanent /Temporary /Part Time   | permanent             |
| 9  | No. of days absent in last 6 months   | 0                     |
| 10 | No. of days absent in 2007  | 2                     |
| 11 | Reason for absence:   |                       |
|    | • Illness   | X                     |
|    | • Fatigue   |                       |
|    | • Force majeure   |                       |
|    | • Other- Please specify   |                       |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No                    |
| 13 | Do you use an employee self certification form?   | No                    |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | more than two days  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | basic salary is paid for first three months/half basic for second 3 |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |   |
|    | • Human Resources   |   |
|    | • Line Manager  | X   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | yes   |
| 18 | Are you aware of your company's absence policies?   | yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | none  |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | to line manager/crew control  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | yes   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no  |

NUKMA SURIN LIBRARY  
 NATIONAL COLLEGE  
 SURIN

SURIN

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                              |
|----|---|--|
| 1  | Industry  | agri machinery - John Deere Dealership |
| 2  | Gender  | Male                                   |
| 3  | Age   | 34                                     |
| 4  | Years of service  | 14                                     |
| 5  | Marital Status  | married                                |
| 6  | No. of Dependants   | 2                                      |
| 7  | Current Position/Grade  | Managing director                      |
| 8  | Permanent /Temporary /Part Time   | Permanent                              |
| 9  | No. of days absent in last 6 months   | 3                                      |
| 10 | No. of days absent in 2007  | 3                                      |
| 11 | Reason for absence:   | Please tick:                           |
|    | • Illness   |  |
|    | • Fatigue   |  |
|    | • Force majeure   |  |
|    | • Other- Please specify   | we had a new baby                      |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | yes                                    |
| 13 | Do you use an employee self certification form?   |  |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 3   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 0   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   |   |
|    | • Line Manager  | x myself  |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | no  |
| 18 | Are you aware of your company's absence policies?   | yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | if you require a day off, you must give 2 weeks min notice, if it is due to illness I must be contacted before 8.30am |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | to me or payroll manager  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | yes - in employees handbook   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no  |

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:   |
|----|---|---|
| 1  | Industry  | WHOLESALE   |
| 2  | Gender  | MALE  |
| 3  | Age   | 48  |
| 4  | Years of service  | 26  |
| 5  | Marital Status  | MARRIED   |
| 6  | No. of Dependants   | 3   |
| 7  | Current Position/Grade  | MANAGER   |
| 8  | Permanent /Temporary /Part Time   | TEMPORARY   |
| 9  | No. of days absent in last 6 months   | NONE  |
| 10 | No. of days absent in 2007  | 4   |
| 11 | Reason for absence:<br>• Illness<br>• Fatigue<br>• Force majeure<br>• Other- Please specify     | Please tick:<br><input checked="" type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No  |
| 13 | Do you use an employee self certification form?   | No  |

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | 4                                   |
| 15 | What are the qualifying periods & amounts which are paid?                                 |                                     |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   | <input checked="" type="checkbox"/> |
|    | • Line Manager  | <input type="checkbox"/>            |
|    | • Occupational Health   | <input type="checkbox"/>            |
| 17 | Is a return to work interview carried out?  | No                                  |
| 18 | Are you aware of your company's absence policies?   | YES                                 |
| 19 | Do these policies include the roles & responsibilities of staff?                          | YES                                 |
| 20 | What terms are stated in your contract regarding absence?                                 | NONE                                |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | HR                                  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | YES                                 |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                                  |

**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                           |
|----|---|-------------------------------------|
| 1  | Industry  | Wholesale<br>Cash + carry Sales     |
| 2  | Gender  | Female                              |
| 3  | Age   | 36                                  |
| 4  | Years of service  | 14 mts                              |
| 5  | Marital Status  | Single                              |
| 6  | No. of Dependants   | —                                   |
| 7  | Current Position/Grade  | Sales rep.                          |
| 8  | Permanent /Temporary /Part Time   | Permanent.                          |
| 9  | No. of days absent in last 6 months   | 2 days.                             |
| 10 | No. of days absent in 2007  | 1 day.                              |
| 11 | Reason for absence:   | Please tick:                        |
|    | • Illness   | <input checked="" type="checkbox"/> |
|    | • Fatigue   | <input type="checkbox"/>            |
|    | • Force majeure   | <input type="checkbox"/>            |
|    | • Other- Please specify   | <input type="checkbox"/>            |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No.                                 |
| 13 | Do you use an employee self certification form?   | No                                  |

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | 3 days.                             |
| 15 | What are the qualifying periods & amounts which are paid?                                 | not paid.                           |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   | <input checked="" type="checkbox"/> |
|    | • Line Manager  | <input type="checkbox"/>            |
|    | • Occupational Health   | <input type="checkbox"/>            |
| 17 | Is a return to work interview carried out?  | No.                                 |
| 18 | Are you aware of your company's absence policies?   | Yes.                                |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes.                                |
| 20 | What terms are stated in your contract regarding absence?                                 | Call line manager.                  |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager.                       |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes.                                |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No.                                 |



**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                           |
|----|---|-------------------------------------|
| 1  | Industry  | Retail                              |
| 2  | Gender  | Male                                |
| 3  | Age   | 34                                  |
| 4  | Years of service  | 7 years                             |
| 5  | Marital Status  | Married                             |
| 6  | No. of Dependants   | 0 <del>one</del> None               |
| 7  | Current Position/Grade  | Sales Person                        |
| 8  | Permanent /Temporary /Part Time   | Permanent                           |
| 9  | No. of days absent in last 6 months   | None                                |
| 10 | No. of days absent in 2007  | 2 Days                              |
| 11 | Reason for absence:   | Please tick:                        |
|    | • Illness   | <input checked="" type="checkbox"/> |
|    | • Fatigue   | <input type="checkbox"/>            |
|    | • Force majeure   | <input type="checkbox"/>            |
|    | • Other- Please specify   | <input type="checkbox"/>            |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | NO                                  |
| 13 | Do you use an employee self certification form?   | NO                                  |

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | 3 Days.                             |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 1 week.                             |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   |                                     |
|    | • Line Manager  | <input checked="" type="checkbox"/> |
|    | • Occupational Health   |                                     |
| 17 | Is a return to work interview carried out?  | No.                                 |
| 18 | Are you aware of your company's absence policies?   | yes.                                |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes.                                |
| 20 | What terms are stated in your contract regarding absence?                                 | Paid for 1 month of illness         |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | line manager.                       |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | No.                                 |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                                  |

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:  |
|----|---|--|
| 1  | Industry  | CASH and carry                                   |
| 2  | Gender  | Male   |
| 3  | Age   | 36   |
| 4  | Years of service  | 19   |
| 5  | Marital Status  | Married  |
| 6  | No. of Dependants   | Three.   |
| 7  | Current Position/Grade  | Floor Manager                                    |
| 8  | Permanent /Temporary /Part Time   | Permanent  |
| 9  | No. of days absent in last 6 months   | None   |
| 10 | No. of days absent in 2007  | none   |
| 11 | Reason for absence:   | Please tick: <input checked="" type="checkbox"/> |
|    | • Illness   |  |
|    | • Fatigue   | <input type="checkbox"/>                         |
|    | • Force majeure   | <input type="checkbox"/>                         |
|    | • Other- Please specify   | <input type="checkbox"/>                         |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | Yes  |
| 13 | Do you use an employee self certification form?   | No   |

|    |   |                             |
|----|---|-----------------------------|
| 14 | After how many days is a doctor's note required?  | Two                         |
| 15 | What are the qualifying periods & amounts which are paid?                                 | Full pay with Doctors cert. |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick: Management     |
|    | • Human Resources   | —                           |
|    | • Line Manager  | —                           |
|    | • Occupational Health   | —                           |
| 17 | Is a return to work interview carried out?  | Yes                         |
| 18 | Are you aware of your company's absence policies?   | Yes                         |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes                         |
| 20 | What terms are stated in your contract regarding absence?                                 | —                           |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Manager                     |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes                         |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                          |

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question: |   | Comments:                           |
|-----------|---|-------------------------------------|
| 1         | Industry  | <del>Retail</del> Wholesale         |
| 2         | Gender  | female                              |
| 3         | Age   | 31.                                 |
| 4         | Years of service  | 12.                                 |
| 5         | Marital Status  | Single.                             |
| 6         | No. of Dependants   | None.                               |
| 7         | Current Position/Grade  | Foodservice Manager.                |
| 8         | Permanent /Temporary /Part Time   | Permanent.                          |
| 9         | No. of days absent in last 6 months   | 2.                                  |
| 10        | No. of days absent in 2007  | 3.                                  |
| 11        | Reason for absence:   | Please tick:                        |
|           | • Illness   | <input checked="" type="checkbox"/> |
|           | • Fatigue   | <input type="checkbox"/>            |
|           | • Force majeure   | <input type="checkbox"/>            |
|           | • Other- Please specify   | <input type="checkbox"/>            |
| 12        | Is a standardized form used to record absence stating the reason, length of time and condition? | No.                                 |
| 13        | Do you use an employee self certification form?   | ?                                   |

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | 3.                                  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | ?                                   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   | <del>xxx</del>                      |
|    | • Line Manager  | ✓                                   |
|    | • Occupational Health   |                                     |
| 17 | Is a return to work interview carried out?  | No.                                 |
| 18 | Are you aware of your company's absence policies?   | No.                                 |
| 19 | Do these policies include the roles & responsibilities of staff?                          | ?                                   |
| 20 | What terms are stated in your contract regarding absence?                                 | Doctor Cert on 3 <sup>rd</sup> Day. |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Manager.                       |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | ?                                   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No.                                 |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                   |
|----|---|-----------------------------|
| 1  | Industry  | Event Management            |
| 2  | Gender  | Female                      |
| 3  | Age   | 41                          |
| 4  | Years of service  | With this establishment - 2 |
| 5  | Marital Status  | married                     |
| 6  | No. of Dependants   | 4                           |
| 7  | Current Position/Grade  | Conference Administrator    |
| 8  | Permanent /Temporary /Part Time   | Permanent Part Time         |
| 9  | No. of days absent in last 6 months   | Two                         |
| 10 | No. of days absent in 2007  | None                        |
| 11 | Reason for absence:   | Please tick:                |
|    | • Illness   |                             |
|    | • Fatigue   |                             |
|    | • Force majeure   |                             |
|    | • Other- Please specify   | Funeral                     |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No                          |
| 13 | Do you use an employee self certification form?   |                             |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |                            |
|----|---|----------------------------|
| 14 | After how many days is a doctor's note required?  | Three                      |
| 15 | What are the qualifying periods & amounts which are paid?                                 | Dont Know                  |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:               |
|    | • Human Resources   |                            |
|    | • Line Manager  | Line Manager               |
|    | • Occupational Health   |                            |
| 17 | Is a return to work interview carried out?  | No                         |
| 18 | Are you aware of your company's absence policies?   | No                         |
| 19 | Do these policies include the roles & responsibilities of staff?                          | No                         |
| 20 | What terms are stated in your contract regarding absence?                                 | None                       |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Phone call to line manager |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Not that i know of         |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                         |



### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:    |
|----|---|--------------|
| 1  | Industry  | Marketing    |
| 2  | Gender  | Female       |
| 3  | Age   | 39           |
| 4  | Years of service  | 20           |
| 5  | Marital Status  | Married      |
| 6  | No. of Dependants   | 2            |
| 7  | Current Position/Grade  | Accountant   |
| 8  | Permanent /Temporary /Part Time   | Part Time    |
| 9  | No. of days absent in last 6 months   | None         |
| 10 | No. of days absent in 2007  | None         |
| 11 | Reason for absence:<br>• Illness<br>• Fatigue<br>• Force majeure<br>• Other- Please specify     | Please tick: |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No           |
| 13 | Do you use an employee self certification form?   | No           |

|    |   |                                       |
|----|---|---------------------------------------|
| 14 | After how many days is a doctor's note required?  | 3                                     |
| 15 | What are the qualifying periods & amounts which are paid?                                 | Not Sure                              |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                          |
|    | • Human Resources   |                                       |
|    | • Line Manager  | Line Manager                          |
|    | • Occupational Health   |                                       |
| 17 | Is a return to work interview carried out?  | No                                    |
| 18 | Are you aware of your company's absence policies?   | No                                    |
| 19 | Do these policies include the roles & responsibilities of staff?                          | N/A                                   |
| 20 | What terms are stated in your contract regarding absence?                                 | None                                  |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Manager                          |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Not aware of any                      |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | Yes, when I was too tired to come in. |

Prepared by: S. Morgan  
Date: 28/5/08

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                           |
|----|---|-------------------------------------|
| 1  | Industry  | Property & Financial Services       |
| 2  | Gender  | Female                              |
| 3  | Age   | 30                                  |
| 4  | Years of service  | 6                                   |
| 5  | Marital Status  | Married                             |
| 6  | No. of Dependants   | 2                                   |
| 7  | Current Position/Grade  | Rental & Property Advisor.          |
| 8  | Permanent /Temporary /Part Time   | Permanent                           |
| 9  | No. of days absent in last 6 months   | 1 1/2                               |
| 10 | No. of days absent in 2007  | 2                                   |
| 11 | Reason for absence:   | Please tick:                        |
|    | • Illness   | <input checked="" type="checkbox"/> |
|    | • Fatigue   | <input type="checkbox"/>            |
|    | • Force majeure   | <input type="checkbox"/>            |
|    | • Other- Please specify   | <input type="checkbox"/>            |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No                                  |
| 13 | Do you use an employee self certification form?   | No                                  |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |                         |
|----|---|-------------------------|
| 14 | After how many days is a doctor's note required?  | 3                       |
| 15 | What are the qualifying periods & amounts which are paid?                                 | At Employers Discretion |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:            |
|    | • Human Resources   |                         |
|    | • Line Manager  | √                       |
|    | • Occupational Health   |                         |
| 17 | Is a return to work interview carried out?  | No                      |
| 18 | Are you aware of your company's absence policies?   | No                      |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Unsure                  |
| 20 | What terms are stated in your contract regarding absence?                                 | No contract in place    |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Manager            |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Unsure                  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                      |

## ABSENTEEISM QUESTIONNAIRE

### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question: | Question:   | Comments:                |
|-----------|---|--------------------------|
| 1         | Industry  | Conference organisation  |
| 2         | Gender  | Female                   |
| 3         | Age   | 24                       |
| 4         | Years of service  | 2.5                      |
| 5         | Marital Status  | Single                   |
| 6         | No. of Dependants   | 0                        |
| 7         | Current Position/Grade  | E- Marketing Coordinator |
| 8         | Permanent /Temporary /Part Time   | Permanent                |
| 9         | No. of days absent in last 6 months   | 1                        |
| 10        | No. of days absent in 2007  | 3                        |
| 11        | Reason for absence:   | Please tick:             |
|           | • Illness   | x                        |
|           | • Fatigue   |                          |
|           | • Force majeure   |                          |
|           | • Other- Please specify   |                          |
| 12        | Is a standardized form used to record absence stating the reason, length of time and condition? | no                       |
| 13        | Do you use an employee self certification form?   | no                       |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 3  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 7 sick days per year basic unsure of policy after this |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:   |
|    | • Human Resources   |  |
|    | • Line Manager  | x  |
|    | • Occupational Health   |  |
| 17 | Is a return to work interview carried out?  | No   |
| 18 | Are you aware of your company's absence policies?   | No   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | N/A  |
| 20 | What terms are stated in your contract regarding absence?                                 | Not sure   |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | To boss directly                                       |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Not sure   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no   |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question  | Comments      |
|----|---|---------------|
| 1  | Industry  | auctioneering |
| 2  | Gender  | female        |
| 3  | Age   | 27            |
| 4  | Years of service  | 1             |
| 5  | Marital Status  | single        |
| 6  | No. of Dependants   | 0             |
| 7  | Current Position/Grade  | admin         |
| 8  | Permanent /Temporary /Part Time   | Permanent     |
| 9  | No. of days absent in last 6 months   | 0             |
| 10 | No. of days absent in 2007  | 1             |
| 11 | Reason for absence:   | Please tick:  |
|    | • Illness   | x             |
|    | • Fatigue   |               |
|    | • Force majeure   |               |
|    | • Other- Please specify   |               |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | don't know    |
| 13 | Do you use an employee self certification form?   | don't know    |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | don't know                          |
| 15 | What are the qualifying periods & amounts which are paid?                                 | don't know                          |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   | <input checked="" type="checkbox"/> |
|    | • Line Manager  | <input type="checkbox"/>            |
|    | • Occupational Health   | <input type="checkbox"/>            |
| 17 | Is a return to work interview carried out?  | don't know                          |
| 18 | Are you aware of your company's absence policies?   | No                                  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | don't know                          |
| 20 | What terms are stated in your contract regarding absence?                                 | don't know                          |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | phone call to office                |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | don't know                          |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No                                  |



**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:    |
|----|---|--------------|
| 1  | Industry  | AVIATION     |
| 2  | Gender  | MALE         |
| 3  | Age   | 34           |
| 4  | Years of service  | 4            |
| 5  | Marital Status  | MARRIED      |
| 6  | No. of Dependants   | 2            |
| 7  | Current Position/Grade  | MANAGER      |
| 8  | Permanent /Temporary /Part Time   | PERMANENT    |
| 9  | No. of days absent in last 6 months   | 1            |
| 10 | No. of days absent in 2007  | 2            |
| 11 | Reason for absence:   | Please tick: |
|    | • Illness   | X            |
|    | • Fatigue   |              |
|    | • Force majeure   |              |
|    | • Other- Please specify   |              |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | NO           |
| 13 | Do you use an employee self certification form?   | NO           |

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 2   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | PROBATION-NO PAY POST PROBATION-FULL PAY UP TO 3 MONTHS |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   |   |
|    | • Line Manager  | X   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | AFTER LONG TERM ABSENCE                                 |
| 18 | Are you aware of your company's absence policies?   | YES   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | YES   |
| 20 | What terms are stated in your contract regarding absence?                                 | 2 DAYS WITHOUT CERT/2+CERT DAYS POST 3 MONTHS           |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | LINE MANAGER  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | YES-SEE BRADFORD FACTOR                                 |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | YES- SICK DAYS USED FOR REST                            |

**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | <b>Question:</b>  | <b>Comments:</b> |
|----|---|------------------|
| 1  | Industry  | Aviation         |
| 2  | Gender  | Male             |
| 3  | Age   | 30               |
| 4  | Years of service  | 5                |
| 5  | Marital Status  | Single           |
| 6  | No. of Dependants   | 0                |
| 7  | Current Position/Grade  | Clerical         |
| 8  | Permanent /Temporary /Part Time   | Permanent        |
| 9  | No. of days absent in last 6 months   | 2                |
| 10 | No. of days absent in 2007  | 1                |
| 11 | Reason for absence:   | Please tick:     |
|    | • Illness X   | X                |
|    | • Fatigue   |                  |
|    | • Force majeure   |                  |
|    | • Other- Please specify   |                  |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | yes              |
| 13 | Do you use an employee self certification form?   | no               |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 2   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | ?   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   | X   |
|    | • Line Manager  | X   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | Yes   |
| 18 | Are you aware of your company's absence policies?   | Yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | Yes   |
| 20 | What terms are stated in your contract regarding absence?                                 |   |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Over two days, cert required and provided to Line manager, then forwarded to HR |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes, works in instrnaces and duration   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No  |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|     | Question:   | Comments:        |
|-----|---|------------------|
| 1   | Industry  | Hospitality (HR) |
| 2   | Gender  | Female           |
| 3   | Age   | 31               |
| 4   | Years of service  | 4                |
| 5   | Marital Status  | Married          |
| 6   | No. of Dependants   | 2                |
| 7   | Current Position /Grade   | HR Manager       |
| 8   | Permanent /Temporary /Part Time   | Permanent        |
| 9   | No. of days absent in last 6 months   | 1                |
| 10  | No. of days absent in 2007  | 0                |
| 11. | Reason for absence:   | Please tick:     |
|     | • Illness   | yes              |
|     | • Fatigue   |                  |
|     | • Force majeure   |                  |
|     | • Other- Please specify   |                  |
| 12  | Is a standardized form used to record absence stating the reason, length of time and condition? | no               |
| 13  | Do you use an employee self certification form?   | no               |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | after 3   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | no current sick pay scheme in place - looked at on a case by case basis   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | <b>Please tick:</b>   |
|    | • Human Resources   |   |
|    | • Line Manager  | yes   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | yes   |
| 18 | Are you aware of your company's absence policies?   | yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes   |
| 20 | What terms are stated in your contract regarding absence?                                 | No sick pay scheme in place. Absence dealt with on a case by case basis. Doctors cert required after 3 days. Employee can be referred to company doctor in case of long term sick leave |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line Manager  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | no  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no  |

Prepared by: WagonDate: 25/05/08

## ABSENTEEISM QUESTIONNAIRE

### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question   | Comments   |
|--|--|
| 1 Industry   | Airline  |
| 2 Gender   | Female   |
| 3 Age  | 29   |
| 4 Years of service   | 3.5  |
| 5 Marital Status   | Single   |
| 6 No. of Dependants  | 0  |
| 7 Current Position/Grade   | Supervisor Level   |
| 8 Permanent /Temporary /Part Time  | Permanent  |
| 9 No. of days absent in last 6 months  | 0  |
| 10 No. of days absent in 2007  | 2  |
| 11 Reason for absence:   | Please tick:   |
| • Illness  | <input checked="" type="checkbox"/>                                      |
| • Fatigue  | <input type="checkbox"/>   |
| • Force majeure  | <input type="checkbox"/>   |
| • Other- Please specify  | <input type="checkbox"/>   |
| 12 Is a standardized form used to record absence stating the reason, length of time and condition? | no form. I hand in the doctors cert and keep a record for my own records |
| 13 Do you use an employee self certification form?   | not that I am aware of   |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 3  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | don't know   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:   |
|    | • Human Resources   | <input checked="" type="checkbox"/>                                    |
|    | • Line Manager  | <input checked="" type="checkbox"/>                                    |
|    | • Occupational Health   | <input type="checkbox"/>   |
| 17 | Is a return to work interview carried out?  | supposed to be but this does not always happen                         |
| 18 | Are you aware of your company's absence policies?   | not off hand but they are documented in the hand book                  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | not sure   |
| 20 | What terms are stated in your contract regarding absence?                                 | do not have contract to hand so am unsure                              |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | report to line manager first who I assume updates the HR record system |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No   |

NUKMA SMURFI LIBRARY  
NATIONAL COLLEGE  
HEFEI AND





### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question: |   | Comments:    |
|-----------|---|--------------|
| 1         | Industry  | HOSPITAL     |
| 2         | Gender  | MALE         |
| 3         | Age   | 40           |
| 4         | Years of service  | 18           |
| 5         | Marital Status  | MARRIED      |
| 6         | No. of Dependants   | Six          |
| 7         | Current Position/Grade  | Porter       |
| 8         | Permanent /Temporary /Part Time   | PERMANENT    |
| 9         | No. of days absent in last 6 months   | 5 WEEKS      |
| 10        | No. of days absent in 2007  | NONE         |
| 11        | Reason for absence:   | Please tick: |
|           | • Illness   |              |
|           | • Fatigue   |              |
|           | • Force majeure   |              |
|           | • Other- Please specify   | BROKEN THUMB |
| 12        | Is a standardized form used to record absence stating the reason, length of time and condition? | YES          |
| 13        | Do you use an employee self certification form?   | YES          |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |                                     |
|----|---|-------------------------------------|
| 14 | After how many days is a doctor's note required?  | 2 DAYS                              |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 12 WEEKS                            |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                        |
|    | • Human Resources   | <input checked="" type="checkbox"/> |
|    | • Line Manager  | <input type="checkbox"/>            |
|    | • Occupational Health   | <input checked="" type="checkbox"/> |
| 17 | Is a return to work interview carried out?  | SOMETIMES                           |
| 18 | Are you aware of your company's absence policies?   | YES                                 |
| 19 | Do these policies include the roles & responsibilities of staff?                          | YES                                 |
| 20 | What terms are stated in your contract regarding absence?                                 | NOT SURE                            |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line MANAGER                        |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | NOT SURE                            |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | NO                                  |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                           |
|----|---|-------------------------------------|
| 1  | Industry  | COLLEGE                             |
| 2  | Gender  | FEMALE                              |
| 3  | Age   | 36                                  |
| 4  | Years of service  | 6                                   |
| 5  | Marital Status  | MARRIED                             |
| 6  | No. of Dependants   | TWO                                 |
| 7  | Current Position/Grade  | CLEANER                             |
| 8  | Permanent /Temporary /Part Time   | PERMANENT                           |
| 9  | No. of days absent in last 6 months   | 0                                   |
| 10 | No. of days absent in 2007  | 2                                   |
| 11 | Reason for absence:   | Please tick:                        |
|    | • Illness   | <input checked="" type="checkbox"/> |
|    | • Fatigue   | <input type="checkbox"/>            |
|    | • Force majeure   | <input type="checkbox"/>            |
|    | • Other- Please specify   | <input type="checkbox"/>            |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | YES                                 |
| 13 | Do you use an employee self certification form?   | NO                                  |

|    |   |              |
|----|---|--------------|
| 14 | After how many days is a doctor's note required?  | 2 DAYS       |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 12 WEEKS     |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick: |
|    | • Human Resources   |              |
|    | • Line Manager  | ✓            |
|    | • Occupational Health   |              |
| 17 | Is a return to work interview carried out?  | NO           |
| 18 | Are you aware of your company's absence policies?   | NO           |
| 19 | Do these policies include the roles & responsibilities of staff?                          | —            |
| 20 | What terms are stated in your contract regarding absence?                                 | DONT KNOW    |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | LINE MANAGER |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | DONT KNOW    |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | NO           |

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

| Question:  | Comments: |
|--|-----------|
| 1 Industry   | AVIATION  |
| 2 Gender   | MALE      |
| 3 Age  | 47        |
| 4 Years of service   | 2         |
| 5 Marital Status   | SINGLE    |
| 6 No. of Dependants  | ONE       |
| 7 Current Position/Grade   | MANAGER   |
| 8 Permanent /Temporary /Part Time  | PERMANENT |
| 9 No. of days absent in last 6 months  | NIL       |
| 10 No. of days absent in 2007  | NIL       |
| 11 Reason for absence:   |           |
| • Illness  |           |
| • Fatigue  |           |
| • Force majeure  |           |
| • Other- Please specify  |           |
| 12 Is a standardized form used to record absence stating the reason, length of time and condition? | NO        |
| 13 Do you use an employee self certification form?   | NO        |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 2  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | ON PROBATION - NO PAY<br>POST PROBATION - FULL PAY UP TO 3 MTHS    |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |  |
|    | • Human Resources   |  |
|    | • Line Manager  | ✓  |
|    | • Occupational Health   |  |
| 17 | Is a return to work interview carried out?  | ONLY AFTER LONG TERM   |
| 18 | Are you aware of your company's absence policies?   | YES  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | YES  |
| 20 | What terms are stated in your contract regarding absence?                                 | 2 DAYS WITHOUT CERT. 2+ CERT AFTER 3 MTHS 1/2 PAY. AFTER 6 OFF PAY |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | LINE MANAGER   |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | BRADFORD FACTOR USED *   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | NO   |

\* NUMBER OF DAYS IN A YEAR  
MULTIPLIED BY NUMBER OF OCCASIONS  
MULTIPLIED AGAIN BY NUMBER OF OCCASIONS.

### ABSENTEEISM QUESTIONNAIRE

**Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:    |
|----|---|--------------|
| 1  | Industry  | Aviation     |
| 2  | Gender  | Female       |
| 3  | Age   | 30           |
| 4  | Years of service  | 4            |
| 5  | Marital Status  | single       |
| 6  | No. of Dependants   | 0            |
| 7  | Current Position/Grade  | Manager.     |
| 8  | Permanent /Temporary /Part Time   | permanent    |
| 9  | No. of days absent in last 6 months   | 1            |
| 10 | No. of days absent in 2007  | 17           |
| 11 | Reason for absence:   | Please tick: |
|    | • Illness   | y            |
|    | • Fatigue   |              |
|    | • Force majeure   |              |
|    | • Other- Please specify   |              |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | no           |
| 13 | Do you use an employee self certification form?   | no           |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 3  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | see policy doc   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:   |
|    | • Human Resources   | not sure   |
|    | • Line Manager  |  |
|    | • Occupational Health   |  |
| 17 | Is a return to work interview carried out?  | no   |
| 18 | Are you aware of your company's absence policies?   | would have to refer to HR  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | not sure   |
| 20 | What terms are stated in your contract regarding absence?                                 | I don't recall a reference, however, contract not on hand for referral |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | line mgr   |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | has not been used but can be   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no   |



### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:    |
|----|---|--------------|
| 1  | Industry  | Airline      |
| 2  | Gender  | Male         |
| 3  | Age   | 30           |
| 4  | Years of service  | 5            |
| 5  | Marital Status  | Single       |
| 6  | No. of Dependants   | 0            |
| 7  | Current Position/Grade  | Supervisory  |
| 8  | Permanent /Temporary /Part Time   | Permanent    |
| 9  | No. of days absent in last 6 months   | 2            |
| 10 | No. of days absent in 2007  | 3            |
| 11 | Reason for absence:   | Please tick: |
|    | • Illness   | Y            |
|    | • Fatigue   |              |
|    | • Force majeure   |              |
|    | • Other- Please specify   |              |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | No           |
| 13 | Do you use an employee self certification form?   | No           |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |   |
|----|---|---|
| 14 | After how many days is a doctor's note required?  | 3   |
| 15 | What are the qualifying periods & amounts which are paid?                                 | Full pay for all sick absence   |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:  |
|    | • Human Resources   |   |
|    | • Line Manager  | Y   |
|    | • Occupational Health   |   |
| 17 | Is a return to work interview carried out?  | No  |
| 18 | Are you aware of your company's absence policies?   | Yes   |
| 19 | Do these policies include the roles & responsibilities of staff?                          | No  |
| 20 | What terms are stated in your contract regarding absence?                                 | Doctors note after 3 days/all absence payable/all absence assessed using breadford factor and disciplinary measures envoked depending on points accrued |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | VIP - Absence report program that accounts for all leave including absence  |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | Yes   |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | No  |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:    |
|----|---|--------------|
| 1  | Industry  | construction |
| 2  | Gender  | male         |
| 3  | Age   | 28           |
| 4  | Years of service  | 2            |
| 5  | Marital Status  | married      |
| 6  | No. of Dependants   | 0            |
| 7  | Current Position/Grade  | operative    |
| 8  | Permanent /Temporary /Part Time   | permanent    |
| 9  | No. of days absent in last 6 months   | 2            |
| 10 | No. of days absent in 2007  | 4            |
| 11 | Reason for absence:   |              |
|    | • Illness   |              |
|    | • Fatigue   |              |
|    | • Force majeure   |              |
|    | Other - please specify  | injury       |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | n            |
| 13 | Do you use an employee self certification form?   | n            |

|    |   |  |
|----|---|--|
| 14 | After how many days is a doctor's note required?  | 3  |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 3 days uncertified - remainder certified |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |  |
|    | • Human Resources   |  |
|    | • Line Manager  | x  |
|    | • Occupational Health   |  |
| 17 | Is a return to work interview carried out?  | n  |
| 18 | Are you aware of your company's absence policies?   | yes                                      |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes                                      |
| 20 | What terms are stated in your contract regarding absence?                                 | 3 days uncertified - remainder certified |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager then HR                     |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | y  |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | n  |

**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question  | Comments    |
|----|---|-------------|
| 1  | Industry  | health care |
| 2  | Gender  | female      |
| 3  | Age   | 35          |
| 4  | Years of service  | 12          |
| 5  | Marital Status  | married     |
| 6  | No. of Dependants   | 2           |
| 7  | Current Position/Grade  | nurse       |
| 8  | Permanent /Temporary /Part Time   | permanent   |
| 9  | No. of days absent in last 6 months   | 0           |
| 10 | No. of days absent in 2007  | 1           |
| 11 | Reason for absence:   |             |
|    | • Illness   |             |
|    | • Fatigue   |             |
|    | • Force majeure   | x           |
|    | • Other- Please specify   |             |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | y           |
| 13 | Do you use an employee self certification form?   | n           |

|    |   |                      |
|----|---|----------------------|
| 14 | After how many days is a doctor's note required?  | 1                    |
| 15 | What are the qualifying periods & amounts which are paid?                                 | unsure               |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |                      |
|    | • Human Resources   | x                    |
|    | • Line Manager  |                      |
|    | • Occupational Health   |                      |
| 17 | Is a return to work interview carried out?  | y                    |
| 18 | Are you aware of your company's absence policies?   | yes                  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes                  |
| 20 | What terms are stated in your contract regarding absence?                                 |                      |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager then HR |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | y                    |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | YES-                 |

Prepared by: Stefan

10  
30

Date: 2/15/08

## ABSENTEEISM QUESTIONNAIRE

### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments: |
|----|---|-----------|
| 1  | Industry  | Finance   |
| 2  | Gender  | female    |
| 3  | Age   | 26        |
| 4  | Years of service  | 3         |
| 5  | Marital Status  | single    |
| 6  | No. of Dependants   | 0         |
| 7  | Current Position/Grade  | manager   |
| 8  | Permanent /Temporary /Part Time   | permanent |
| 9  | No. of days absent in last 6 months   | 0         |
| 10 | No. of days absent in 2007  | 3         |
| 11 | Reason for absence:   |           |
|    | • Illness   | x         |
|    | • Fatigue   |           |
|    | • Force majeure   |           |
|    | • Other- Please specify   |           |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | yes       |
| 13 | Do you use an employee self certification form?   | no        |

|    |   |                                      |
|----|---|--------------------------------------|
| 14 | After how many days is a doctor's note required?  | 1                                    |
| 15 | What are the qualifying periods & amounts which are paid?                                 | unsure                               |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |                                      |
|    | • Human Resources   |                                      |
|    | • Line Manager  | x                                    |
|    | • Occupational Health   |                                      |
| 17 | Is a return to work interview carried out?  | yes                                  |
| 18 | Are you aware of your company's absence policies?   | yes                                  |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes                                  |
| 20 | What terms are stated in your contract regarding absence?                                 | all absence must be certified        |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager                         |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | y                                    |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | yes- "sickie early in my employment" |



## ABSENTEEISM QUESTIONNAIRE

### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:                 |
|----|---|---------------------------|
| 1  | Industry  | Manufacturing             |
| 2  | Gender  | male                      |
| 3  | Age   | 26                        |
| 4  | Years of service  | 1                         |
| 5  | Marital Status  | single                    |
| 6  | No. of Dependants   | 1                         |
| 7  | Current Position/Grade  | operative                 |
| 8  | Permanent /Temporary /Part Time   | temporary 9 mnth contract |
| 9  | No. of days absent in last 6 months   | 1                         |
| 10 | No. of days absent in 2007  | n/a                       |
| 11 | Reason for absence:   |                           |
|    | • Illness   | x                         |
|    | • Fatigue   |                           |
|    | • Force majeure   |                           |
|    | • Other- Please specify   |                           |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | yes                       |
| 13 | Do you use an employee self certification form?   | no                        |

|    |   |                  |
|----|---|------------------|
| 14 | After how many days is a doctor's note required?  | 1                |
| 15 | What are the qualifying periods & amounts which are paid?                                 | 3 days certified |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |                  |
|    | • Human Resources   |                  |
|    | • Line Manager  | x                |
|    | • Occupational Health   |                  |
| 17 | Is a return to work interview carried out?  | yes              |
| 18 | Are you aware of your company's absence policies?   | yes              |
| 19 | Do these policies include the roles & responsibilities of staff?                          | no               |
| 20 | What terms are stated in your contract regarding absence?                                 | all of the above |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager     |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | yes              |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no               |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:     |
|----|---|---------------|
| 1  | Industry  | Manufacturing |
| 2  | Gender  | male          |
| 3  | Age   | 42            |
| 4  | Years of service  | 11            |
| 5  | Marital Status  | married       |
| 6  | No. of Dependants   | 3             |
| 7  | Current Position/Grade  | supervisor    |
| 8  | Permanent /Temporary /Part Time   | permanent     |
| 9  | No. of days absent in last 6 months   | 0             |
| 10 | No. of days absent in 2007  | 2             |
| 11 | Reason for absence:   |               |
|    | • Illness   | x             |
|    | • Fatigue   |               |
|    | • Force majeure   |               |
|    | • Other- Please specify   |               |
|    |   |               |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | y             |
| 13 | Do you use an employee self certification form?   | n             |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |              |
|----|---|--------------|
| 14 | After how many days is a doctor's note required?  | 1            |
| 15 | What are the qualifying periods & amounts which are paid?                                 | unsure       |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |              |
|    | • Human Resources   |              |
|    | • Line Manager  | x            |
|    | • Occupational Health   |              |
| 17 | Is a return to work interview carried out?  | y            |
| 18 | Are you aware of your company's absence policies?   | y            |
| 19 | Do these policies include the roles & responsibilities of staff?                          | y            |
| 20 | What terms are stated in your contract regarding absence?                                 | unsure       |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | y            |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | no           |

### ABSENTEEISM QUESTIONNAIRE

#### Introduction:

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:  |
|----|---|------------|
| 1  | Industry  | retail     |
| 2  | Gender  | female     |
| 3  | Age   | 21         |
| 4  | Years of service  | 2          |
| 5  | Marital Status  | single     |
| 6  | No. of Dependants   | 0          |
| 7  | Current Position/Grade  | supervisor |
| 8  | Permanent /Temporary /Part Time   | permanent  |
| 9  | No. of days absent in last 6 months   | 1          |
| 10 | No. of days absent in 2007  | 3          |
| 11 | Reason for absence:<br>• Illness<br>• Fatigue<br>• Force majeure                                | x          |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | n          |
| 13 | Do you use an employee self certification form?   | n          |

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

|    |   |                             |
|----|---|-----------------------------|
| 14 | After how many days is a doctor's note required?  | 3                           |
| 15 | What are the qualifying periods & amounts which are paid?                                 | no sick pay scheme in place |
| 16 | For long term absence or recurrent absence which department gets involved initially?      |                             |
|    | • Human Resources   |                             |
|    | • Line Manager  | x                           |
|    | • Occupational Health   |                             |
| 17 | Is a return to work interview carried out?  | yes                         |
| 18 | Are you aware of your company's absence policies?   | yes                         |
| 19 | Do these policies include the roles & responsibilities of staff?                          | yes                         |
| 20 | What terms are stated in your contract regarding absence?                                 | no sick pay scheme in place |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | Line manager then HR        |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | y                           |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | n                           |

**ABSENTEEISM QUESTIONNAIRE****Introduction:**

Thank you for taking the time to participate in this questionnaire. The information that you supply will be treated in the strictest confidence and will only be used for the purpose of inclusion in my dissertation.

|    | Question:   | Comments:      |
|----|---|----------------|
| 1  | Industry  | Pharmaceutical |
| 2  | Gender  | MALE           |
| 3  | Age   | 32             |
| 4  | Years of service  | 1.5            |
| 5  | Marital Status  | SINGLE         |
| 6  | No. of Dependants   | 0              |
| 7  | Current Position/Grade  | TECHNICIAN     |
| 8  | Permanent /Temporary /Part Time   | PERMANENT      |
| 9  | No. of days absent in last 6 months   | 7              |
| 10 | No. of days absent in 2007  | 7              |
| 11 | Reason for absence:   | Please tick:   |
|    | • Illness   | X              |
|    | • Fatigue   |                |
|    | • Force majeure   |                |
|    | • Other- Please specify   |                |
| 12 | Is a standardized form used to record absence stating the reason, length of time and condition? | YES            |
| 13 | Do you use an employee self certification form?   | YES            |

|    |   |                              |
|----|---|------------------------------|
| 14 | After how many days is a doctor's note required?  | 3                            |
| 15 | What are the qualifying periods & amounts which are paid?                                 | unsure                       |
| 16 | For long term absence or recurrent absence which department gets involved initially?      | Please tick:                 |
|    | • Human Resources   |                              |
|    | • Line Manager  | X                            |
|    | • Occupational Health   |                              |
| 17 | Is a return to work interview carried out?  | AFTER LONG TERM ABSENCE      |
| 18 | Are you aware of your company's absence policies?   | YES                          |
| 19 | Do these policies include the roles & responsibilities of staff?                          | YES                          |
| 20 | What terms are stated in your contract regarding absence?                                 | unsure                       |
| 21 | How is absence reported?<br>e.g. initial report to HR or your Line manager?               | ENGINEER                     |
| 22 | Is there a dismissal policy regarding recurring or frequent absence?                      | YES                          |
| 23 | Have you ever given your employer false reasons for being absent?<br>If so please specify | YES- SICK DAYS USED FOR REST |