

Managing Absence: the Missing Links

A practical guide to building effective absence procedures, improving reporting and cutting costs

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Executive Summary

While there's growing recognition across the private and public sectors of the huge costs associated with sickness absence, some of the basic steps for managing it are still poorly handled. Even as high-performing organisations develop comprehensive absence strategies – from long-term preventative measures to effective intervention procedures – many other organisations are prevented from following suit by rudimentary operational shortcomings.

This Briefing Paper argues that:

- Much of the focus in absence management falls – rightly – on the need to develop an effective strategy, covering factors such as preventative well-being programmes, occupational health, prompt intervention policies, and consistent disciplinary procedures. Yet these initiatives are hard to execute without first establishing an operational framework, built around effective data and procedure management
- Given that absence costs even mid-sized organisations hundreds of thousands of pounds each year - and has far-reaching consequences for both individuals and their employers - the return on investment from tackling data and workflow problems through software or outsourced services will often be rapid
- Research consistently indicates that HR is hindered by poor data management – in a recent survey by Webster Buchanan Research, almost four out of five HR managers agreed that the difficulty of getting relevant data together undermines their reporting and analytical capability. Conventional approaches to gathering and managing absence data tend to be inefficient at best, haphazard at worst. As such, they hinder every aspect of the discipline, from managing the immediate operational disruption that absence creates, to long-term sickness interventions and trend analysis
- There is always a risk with procedures that rely on human interactions and manual processes – such as setting up return-to-work interviews or planning long-term absence interventions – that actions will be forgotten or overlooked. By automating as many of the workflows that manage these processes as possible, organisations can introduce greater consistency into their absence programmes
- Many leading organisations take a holistic approach to absence, tackling it in the context of other HR disciplines such as performance management and employee engagement. The associated software and services strategies, however, are best approached on a two-tier basis. Absence management is largely a self-contained discipline, and the associated data and process issues can be tackled as a standalone initiative. At the same time, however, organisations need to ensure that there is sufficient data and process integration with other HR systems to feed into all relevant people management disciplines

Introduction: A Government and Business Priority

Absence management has shot up the agenda for business, the public sector and government in the past two years, prompting a wave of initiatives designed to tackle deep-seated challenges in the way sickness and related issues are managed.

In November 2008, the Department for Work and Pensions and the Department of Health issued the government's response¹ to recommendations from Dame Carol Black, who had been invited to carry out a wide-ranging review of the health of Britain's working population². It pointed to evidence showing that "in general, being in work is good for health, and worklessness leads to poorer health", and acknowledged Dame Carol's view that "we could do more to promote the benefits of work to health for individuals, employers, healthcare professionals, society and the economy".

The government's response included a number of initiatives, built around three key components:

- 'Creating new perspectives on health and work', including the well-publicised shift from the traditional doctor's 'sick notes' to electronic 'fit notes', which focus on what an individual is able to do while sick, rather than simply excusing them from the workplace
- 'Improving work and workplaces', including a healthcheck tool to help employers assess the costs of sickness absence and turnover, and a 'challenge fund' to encourage local initiatives that improve workplace health and well-being
- 'Supporting people to work', including a series of early intervention initiatives

In July, meanwhile, the Chartered Institute of Personnel and Development (CIPD) issued its latest annual Absence Management Survey³, showing the scale of the problem across the UK. While the survey indicated a significant drop in private sector absence compared to the previous year, there was no meaningful improvement in the public sector. Overall, the CIPD found that absence costs organisations on average £692 per employee per year, at an overall cost to the economy of £17.3 billion.

¹ "Improving health and work: changing lives: The Government's Response to Dame Carol Black's Review of the health of Britain's working-age population" published in November 2008

² "Working for a healthier tomorrow: Review of the health of Britain's working age Population" by Dame Carol Black, published in March 2008

³ "Annual Survey Report 2009: Absence Management", published by the Chartered Institute of Personnel and Development, July 2009

Amid these different initiatives, the debate has centred – rightly – on steps that organisations can take to reduce short- and long-term sickness absence, both as preventative measures and during sickness. There is a growing awareness of the impact of employee stress on absence, for example, and an acceptance of the need to encourage line managers to take responsibility for absence and for organisations to intervene faster in longer-term absence. Companies such as GlaxoSmithKline, the pharmaceuticals giant, have taken creative steps to tackle the problem, linking absence to performance management and employee ‘energy’. That approach has delivered measurable results, including significant reductions in work-related mental ill-health and associated work days lost.

Yet while this combination of thought-leadership and effective execution provides a blueprint for absence management, there are also more prosaic issues at play. For many organisations, talk of ‘employee energy’ is of little help when they struggle to deal with far more mundane issues, such as the difficulty of monitoring how many days they’re losing to absence and the associated costs. To preach early intervention to these organisations ignores the constraints of their current situation, where HR frequently isn’t even aware when employees have called in sick, and where the processes required to trigger occupational health interventions and back-to-work interviews simply aren’t in place. Worse, in many cases organisations believe they have absence under control – but if they can be convinced to analyse their procedures and processes, they realise that there are in fact fundamental flaws. As research carried out by Webster Buchanan Research indicates, HR often struggles to get its hand on the most basic data it needs to carry out fundamental people management disciplines.

This Briefing Paper investigates these fundamental issues, explaining how efficient data and process management underpin effective absence strategies. Written for HR managers rather than IT specialists, it suggests that a pragmatic approach to addressing these infrastructure issues, usually requiring only a limited investment, can provide organisations with a solid platform to manage absence far more effectively.

Part 1: The Business Impact of Absence

1.1 The financial burden

With the wealth of evidence now available to them, few HR managers would dispute that absence represents a significant cost to both the public and private sector.

The Chartered Institute of Personnel and Development (CIPD) has long tracked the cost of absence through its annual Absence Management Survey⁴. In its latest survey of employers, published in July 2009, it reported a sharp drop in year-on-year private sector absence from 7.2 days to 6.4 days per employee per year – although public sector absence remained virtually unchanged at 9.7 days. Combined, this represents an average of 7.4 days absence at a cost of £692 per employee per year. The CIPD argues that this equates to 185 million working days lost per year (based on a total UK working population of 25 million people) at a cost to the economy of £17.3 billion.

It's not hard to extrapolate from the CIPD's figures what these figures might mean for mid-sized and large organisations. An employer with 200 people on its books could expect to lose over £138,000 per year through absence; a 500-strong organisation would lose £346,000; and a workforce of 1500 would breach the million pound mark.

These figures have to be treated with some care, of course, since organisations differ in the way they measure the cost of absence. The CIPD's research shows that the three most common metrics are occupational sick pay, Statutory Sick Pay and the cost of replacement labour, but other measures include overtime costs, cost of administration and the cost of reduced performance. If organisations surveyed by CIPD had included all of the costs associated with absence in their calculations rather than selecting favoured metrics, it's reasonable to assume that the true cost of absence is even higher than the survey calculations suggest. It's also worth considering other factors: a reduction in the volume of health insurance claims, for example, could in theory lead to lower premiums.

1.2 The broader business impact

In addition to these 'hard' costs, absence of course creates other burdens that can be more difficult to measure yet potentially have far-reaching consequences. Absence among key personnel can create significant business difficulties, whether it's a key salesperson missing a live pitch, high rates of absence in a call centre impacting the quality of customer service, or absence

⁴ "Annual Survey Report 2009: Absence Management", published by the Chartered Institute of Personnel and Development, July 2009

disrupting completion of a client project. Dealing with each new absence creates distractions for line managers as they struggle to get cover, rearrange schedules and in some cases, placate affected customers. In the worst instances, repeated absence can damage the employer's public brand.

Absence also has a knock-on effect across the workforce. Employees are often asked to cover for absent colleagues, increasing their workload and stress levels, a problem that's exacerbated during a downturn when resources are thinly stretched. Over time, this can contribute to retention problems.

One other major factor, of course, is the well-being of sick and injured employees. When it issued its response to Dame Carol Black's review of the health of Britain's working population, the government stressed the social implications of tackling health and work issues: "People of working age are generally healthier when they are employed than when they are not... Everyone in working families is likely to live longer, healthier and more fulfilling lives than those in families where no one is in work."⁵

1.3 Inadequate absence reporting

Despite widespread publicity about the scale of the absence problem, however, most employers still have only a limited understanding of the impact of absence on their own organisation, from the effect on productivity to 'softer' issues relating to employee morale and engagement.

According to the CIPD's Absence Management Survey, only four out of ten employers actually monitor the cost of absence. A survey of 100 UK HR managers carried out by Webster Buchanan Research in spring 2009 was more positive, but drew similar conclusions⁶. The overwhelming majority of respondents (86%) said they were good at reporting on sickness absence rates, a basic HR metric, with 76% saying the same about measuring the cost of absence. But only 58% claimed to be good at measuring the business impact of absence (e.g. on productivity), with 22% conceding they were poor.

Failing to monitor absence effectively has a number of significant repercussions. Firstly, it prevents organisations understanding the full scale of the problem they face, which in turn means there is less incentive to take steps to tackle it and insufficient evidence to justify a business case for doing so. Secondly, poor management of individual absence episodes creates problems in its own right, as we describe in Part Two.

⁵ "Improving health and work: changing lives: The Government's Response to Dame Carol Black's Review of the health of Britain's working-age population" published in November 2008, Crown Copyright

⁶ "From managing information to managing change: how HR is coping in today's challenging economy," published by Webster Buchanan Research, May 2009 www.websterb.com

Part 2: Building a Platform to Manage Absence

2.1 Strategic versus operational issues

Broken down into its core elements, effective absence management can be seen as a combination of ten strategic and operational activities.

Strategic

1. Taking preventative and educational measures to encourage employee well-being
2. Establishing policies to tackle long-term absence e.g. occupational health intervention
3. Managing absence in the context of other Human Capital Management disciplines, such as performance management
4. Establishing an effective disciplinary framework
5. Analysing trends and investigating root causes of absence

Operational

1. Gathering and distributing up-to-date information about absence to line managers, HR and other interested parties (e.g. insurance companies)
2. Actively managing and intervening in absence episodes, from arranging initial cover to offering rehabilitation programmes and conducting return-to-work interviews
3. Enforcing disciplinary procedures
4. Maintaining absence records
5. Calculating the costs (direct and indirect) to establish business impact

HR professionals instinctively recognise which of these components generates the greatest value from a people management perspective. After all, at heart absence management isn't about keeping records or distributing data – it's about prevention and intervention. Return-to-work interviews, trigger mechanisms to review attendance, the use of disciplinary procedures and encouraging line managers to take primary responsibility for managing absence are all identified by CIPD as effective approaches for managing short-term absence⁷. Meanwhile, the involvement of occupational health services and the provision of rehabilitation programmes, along with flexible working opportunities, are some of the options for managing those off work long-term.

In addition to providing support for employees who already face health problems, there is mounting evidence of the benefits of taking a proactive, preventative approach. A growing number of organisations are now focussing on promoting employee well-being as a means of reducing absence costs and

⁷ "Latest trends and challenges in managing absence", a presentation by Ben Willmott, CIPD at the CIPD's Absence Management conference, October 2008

boosting productivity – and some are even linking health and well-being promotion to management competences.

But these strategic issues can't be tackled in isolation, and an organisation's ability to develop and execute a high-value absence management programme rests in part on how successfully it completes the operational components – essentially, managing data and workflows. And in practice, for every sophisticated absence initiative launched by organisations such as GlaxoSmithKline (*see Part Three*), there are many more organisations struggling to get to grips with the basics.

Take the beginning of an absence episode. In many organisations, employees simply call into their department or send a text message to a colleague on the first day that they're sick. The line manager's immediate priority is to mitigate the business impact of the sickness, which usually means assessing workloads and priorities and where appropriate, arranging cover. At some stage HR will also be informed, perhaps by email or on a paper form.

Given that absence is usually unforeseen – early cold symptoms notwithstanding – and often creates significant short-term difficulties, it's not surprising that the process doesn't always work smoothly. Informing HR is unlikely to be top of mind for the line manager, so inter-departmental information flows are often haphazard – particularly if the manager is unaware of the different processes that need to be triggered in HR. In some cases, details of the absence don't even get from the message taker's desk to the line manager sufficiently quickly.

These problems percolate through the rest of the absence process. If basic absence data doesn't make it to HR, in turn the processes required to deal either with short-term absence (such as disciplinary hearings) or long-term episodes (such as occupational health interventions) won't be triggered on time, if at all. Similarly, if procedures aren't comprehensively enforced, important steps in the absence cycle – such as return-to-work interviews – are likely to be missed.

These issues are frequently compounded by data management problems. With manual systems, data that's already been entered once in an email often needs to be rekeyed by an administrator into the HR system, which brings in the potential for errors and is inherently inefficient. In addition, many companies have no central information store for their absence data, with information distributed across emails, spreadsheets and different HR management systems. Even if absence data is successfully captured at the start of an episode, it's a common mistake for absence records to be left open after the employee has returned to work, undermining the accuracy of historical data. It's no coincidence that when organisations come to upgrade

their HR systems and look to 'clean up' their data, incomplete absence records is usually one of the biggest headaches.

Nor is it a surprise that in Webster Buchanan's survey of HR managers earlier this year, 78 per cent of respondents agreed that the difficulty of getting relevant data together undermines their reporting and analytical capability.⁸

Combined, these data and process failings create both operational and strategic problems. They make absence management processes clumsy and inefficient, causing unnecessary difficulties for both HR and line managers. They derail efforts to tackle unacceptable absences through disciplinary procedures. They undermine HR's ability to make effective interventions in order to reduce both short- and long-term absences. And they thwart organisations' efforts to understand and tackle the true causes of absence. In short, they're costly to employees, costly to line managers, costly to HR – and costly to the organisation.

2.2 Simple processes, basic data management

While the potential impact of poor absence management can be significant, the remedy isn't necessarily costly, in terms of either resource or cash. True, high levels of expertise and professionalism will be required for many of the strategic components of absence management, such as occupational health interventions. But the underlying infrastructure for effective operational management is relatively straightforward to implement.

In fact, most organisations will already have some of the components in place, even if they're not necessarily taking advantage of them. Rudimentary absence recording capability is built into most HR management systems, enabling organisations to keep central records in their HR database. Broader capability – particularly in terms of data gathering and workflow management – is provided by specialist absence management software and services. They tend to be distinguished by the way they enable initial data to be gathered, how they route it to the appropriate people and systems, the ease with which alerts can be set up – and the tools they offer to analyse trends.

From a data gathering perspective, organisations ideally need to put in place a system that meets both HR and line managers' immediate requirements. Some organisations use their employee portal, giving employees and line managers a single data entry point to record absence, whether their own or a colleague's – an approach that removes the need for multiple messages or data rekeying. Others tackle the problem by imposing centralised procedures for absence reporting, requiring employees to call into HR first to report an absence and then relying on HR to feed the information out to the line of business. This

⁸ "From managing information to managing change: how HR is coping in today's challenging economy," published by Webster Buchanan Research, May 2009 www.websterb.com

centralised approach is particularly helpful if organisations seek to relay calls onto an internal or external health professional (such as a nurse) but it does require administrators to field calls and therefore incurs cost. Automation is more cost-effective: one option, for example, is to use an automated voice system that can take calls from employees 24 hours a day and alert relevant personnel electronically.

Alongside their data capture techniques, absence systems typically use workflow engines that can manage all of the activities associated with an absence episode, triggering actions at each critical milestone and enforcing compliance with internal procedures. The design of these workflow engines is important: HR managers need to be able to configure them upfront with minimal technical expertise and also make changes as their procedures evolve. It's also important that the workflows close off the absence episode when the employee returns to work.

When weighing up the benefits of an automated system, it's worth keeping in mind that data and process management aren't distinct activities – they go hand-in-hand. One of the main advantages of automating manual absence processes is that doing so generates electronic data, which can be stored and centrally managed far more easily than a collection of spreadsheets, emails and sticky paper notes.

2.3 From HR reporting to business intelligence

As we indicated in Part 2.1, poor data access is an important underlying cause of absence management problems. Once they start to gather information in a central repository and eliminate data duplication, organisations are able to get a faster, more accurate feel for day-to-day absence using the standard reporting tools that typically come bundled with their HR management system. Using specialist analytical tools, they can go several steps further, moving from standard HR reporting on absence rates to providing business intelligence on the causes of absence and underlying trends.

Some specialist reporting tools, for example, enable organisations to analyse absence trends from multiple dimensions – looking at absence by age, department, line manager, season and so on. Investigating these trends can generate important insights. If absence rates are particularly high in one department, for example, it may indicate deep-seated problems in the form of low morale, poor line management or insufficient staffing levels. Likewise, repeated absence on a Friday among a cluster of younger employees may indicate too much partying on a Thursday night.

There are a number of business intelligence tools on the market that enable this kind of analysis. Available at very different price points, two of the key factors that distinguish them are ease of use and the quality of the user

interface. Some business intelligence tools were designed primarily with IT or statistical experts in mind, and may be too complex for HR or line managers. By contrast, others allow users to view data graphically and drill down using simple 'point and click' techniques, which puts the analytical capability firmly in the hands of HR rather than IT.⁹

It's also important to keep in mind that ease of use alone isn't enough: HR also needs to have the expertise to use the data that's generated. In Webster Buchanan's recent survey, 62% of respondents agreed that they do not have the software tools they need to do anything beyond basic HR reporting – but almost half (46%) agreed that even if they had the right software to carry out more sophisticated reporting and analysis, they don't have sufficient analytical skills within HR to take advantage of them. This is why some software tool vendors are starting to wrap consultancy services around their products, carrying out the data analysis and interpretation on behalf of the customer.

Two other aspects of data management and reporting will help determine how effectively an organisation understands the root causes of absence. Firstly, HR isn't the only source of relevant information. When it comes to assessing the cost of absence, for example, organisations may need to import data from external systems to determine factors such as the cost of temporary labour.

Secondly, much of the power of analytical data lies in the way it's distributed. Absence information is typically shared between HR, payroll and senior management teams, with occasional one-off interactions with line managers. Some organisations have found, however, that there are benefits in sharing it across the workforce, either as a personalised record for each employee or an aggregated statistic for a department or region. If the first thing you see when you log onto your employee portal each morning is a chart tracking your year-to-date absence and a comparison with organisational averages, it can send a powerful message. Just as the mere act of checking employee expenses tends to reduce exaggerated claims, so the fact that absence is being monitored may make employees wary of taking unnecessary days off.

2.4 Outsourced absence management services

As we demonstrate in Part Three, absence is ideally managed as part of a broader performance management, development and employee well-being strategy. But as a day-to-day HR discipline, to a large extent it can be run as a self-contained process – which means that from a technology perspective, it can also be handed over relatively easily to a third party. Absence management is, after all, primarily a linear process: so long as data can be fed into the central HRMS repository and workflows can be easily integrated with other HR systems, there's little reason why it shouldn't be outsourced.

⁹ See 'People-based business intelligence: from HR efficiency to business trend analysis', published by Webster Buchanan Research in July 2008 www.websterb.com

Typically this will be done in one of two ways: via a hosted service – otherwise known as Software as a Service (SaaS) – or as a managed service.

SaaS is a pure IT outsourcing model, where the vendor runs the absence software on its own IT infrastructure and the customer accesses it over the internet, using it in the same way as if they were accessing an in-house server. This style of outsourcing has several potential advantages. For one thing, it frees the customer from the aggravation of maintaining and upgrading the software. For another, because the service is internet-based, it can be accessed by employees and HR anywhere they have online access, whether at home, in the office or on the road. In addition, SaaS services are typically charged via a regular repeat fee rather than requiring an upfront investment in a software licence, which spreads out the cost and eases the cash implications. There are of course potential challenges, as Webster Buchanan pointed out in a research report last year¹⁰, and issues such as IT governance, security and privacy need to be addressed upfront. That said, however, it's becoming an increasingly popular form of outsourcing in the HR sector.

In a managed services set-up, meanwhile, as well as running the software the provider also takes on some level of operational responsibility for absence management. This might mean, for example, that in addition to providing reporting tools, the vendor may take on responsibility for analysing the customer's data on its behalf.

In practice, the lines between these kinds of services will often be blurred. One plausible scenario might see HR using a hosted voice service for employees to notify it of new absence: a specialist telephone nursing service for specific cases that are referred on by HR: hosted software to manage workflows and alerts; a managed service to carry out trend analysis: and an in-house HRMS database to store absence data. The issue is less about the principles of on-premise systems and outsourcing, and more about establishing which combination of services best meets HR's needs.

¹⁰ See "From automation to business intelligence: the next generation of hosted services", published by Webster Buchanan Research, November 2008

Part 3: An Integrated Approach

3.1 Absence in a broader context

Once organisations have an appropriate infrastructure in place to gather absence data and manage the associated processes, it's easier to migrate from a tactical, reactive approach to a more proactive, integrated philosophy. Many of the factors that contribute to absence episodes and employee well-being are linked to broader Human Capital Management priorities, particularly in terms of employee engagement, development and performance management. In an era where stress-related illnesses are on the increase and there is far greater understanding of the impact of lifestyle choices on personal health, this explains why many pioneering organisations are starting to tackle absence as part of a more holistic employee management philosophy.

The idea of employers taking care of their employees is nothing new, of course. Companies such as Cadbury and Boots have corporate histories steeped in good employee relations. John Boot was involved in schemes to improve living conditions in his local community and embedded employee welfare into the corporate culture, going as far as giving each member of staff an allotment to grow fresh produce and organising staff outings to Skegness to take the sea air. The Cadbury family created Bournville, a site for the company's new factory which also provided housing, sports facilities, schools and gardens for its workers.

Modern-day equivalents to these paternalistic employers are now emerging. The term 'employee welfare' may have been replaced by 'well-being' but the approach is essentially the same. While they may not be driven by a desire to engineer social reform, today's executives are aware of the benefits to be had from investing in the personal well-being of staff – and themselves.

Telecoms giant BT is one organisation that has been leading the way in health promotion. Its Work Fit programme, launched in 2005, was driven by the alarming statistic that one BT person was dying prematurely every two weeks. Work Fit provides information to employees on major health issues such as heart disease, cancer, diabetes, high blood pressure, mental well-being, smoking and physical exercise. By last summer, the BT workforce had shed around 33 tonnes of weight since the Work Fit launch, mental health sickness absence had been reduced by a third, more than 300 staff had either given up or cut down on smoking and thousands have made lifestyle changes to fend off life-threatening disease and illnesses.

Some organisations now go further, as witnessed by the holistic approach taken by pharmaceutical giant GlaxoSmithKline (GSK). It has adopted an

integrated approach to absence management that takes into account how well people perform at work and what gives them their sense of passion in life. The approach has generated tangible results: the company reported a 60 per cent global reduction in work-related mental ill-health from 2001 to 2005, with a 29 per cent drop in associated days lost. In the UK alone, from 2005-2006 there was a 12 per cent reduction in days lost and a 24 per cent decline in reported cases related to mental ill-health.¹¹

GSK's efforts to improve health and performance are built around personal resilience programmes – which range from smoking cessation to 'waist management' initiatives – and team resilience, where groups of six or more people get together in a facilitated process to identify and clarify issues. The outcomes have been significant. At an individual level, employees who have been through the programme report a ten per cent reduction in fatigue and a 16 per cent fall in frustration, while at a team level, pressure due to work/life conflicts fell by 25 per cent, satisfaction climbed 21 per cent and there was a 14 per cent increase in staff willingness to experiment with new work practices.

3.2 Integrated philosophy, integrated platform

Executing this kind of integrated philosophy requires the support of a similarly integrated people management platform, one that moves beyond the silos of conventional HR thinking to provide a joined-up view of every aspect of the people equation. Just as it's impossible to build an effective Talent Management¹² strategy without understanding the interaction between different people management disciplines, so it's difficult to tackle absence without bringing in information from associated activities.

From a practical perspective, the HR Management System should once again be the central platform for this integrated approach, providing a single data repository where all information related to absence, performance, employee development, engagement, succession planning and associated disciplines are stored for cross-reference. In a fully integrated human capital management system, activities from one discipline will be referenced in another (absence disciplinary action, for example, will feature in performance reviews) and in some cases will be configured to automatically trigger actions. Workforce stress is a good example: identified during a return-to-work interview, it might trigger actions that span performance reviews, learning and career development.

From a software perspective, opting for a fully-integrated system from a single HR software vendor or service provider should ensure that these different

¹¹ Source: Presentation by Nicola Riley, health strategy and vendor manager at GlaxoSmithKline, speaking at the CIPD's Absence Management conference, October 2008

¹² "The new realities of Talent Management," published by Webster Buchanan Research, December 2008 www.websterb.com

disciplines can be managed from a single database. It's important, however, to keep an open mind and be prepared to integrate other specialist systems, either from the same vendor or third parties. As we outlined in Part 2.4, providing the vendor can demonstrate that data can be inputted and extracted easily – and if necessary, that workflows can be handed over from system to system - there's no reason why absence shouldn't be managed via a specialist third party software application or as a hosted service feeding into the core HRMS.

End Notes

About the Authors

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