

2004 Survey of County and Municipal Governments on Sick Leave Use and Misuse

I. Background and Objectives

A topic of growing concern among local government human resource managers in Alabama is the misuse and abuse of sick leave by employees. Public personnel administrators in Alabama have had little, if any; information collected within the State to identify trends in sick leave misuse or common practices in sick leave management. The objective of this study was to offer public personnel administrators the opportunity to share data and ideas that included the following:

- Sick leave policies currently in place in Alabama county and municipal governments.
- Observed trends in abuse/misuse of sick leave.
- The ability of personnel administrators to track and monitor sick leave usage patterns.
- Procedures for training staff in the workplace on sick leave policies and procedures.
- Common disciplinary practices, incentive programs, and their effectiveness toward reducing the misuse of sick leave.

II. Methodology

The Center for Governmental Services (CGS) developed a survey instrument (Appendix A) designed to take approximately ten minutes to complete. The survey was twenty questions in length and included a combination of multiple choice and free-response items. The survey instrument was tested in late June at a state-wide meeting of the AAPPA (Alabama Association Public Personnel Administrators). Approximately ten members reviewed the survey and provided comments and suggestions. This exercise proved very helpful for further development of the instrument.

On August 5, 2004 CGS mailed 230 surveys to Human Resource directors of Alabama county governments and municipalities with populations of 2000 or greater. (In municipalities without a Human Resource director, surveys were addressed to the City/Town Clerk). Respondents were asked to return completed surveys by August 24th. The sample consisted of:

- Human Resource Directors from all Alabama counties and municipalities with populations greater than 2,000. (In jurisdictions without an HR Director we mailed to the City/Town Manager or City/Town Clerk.)
- AAPPA members employed by local Alabama governments.

CGS distributed a total of 230 packets (67 to counties and 163 to municipalities). Each packet contained the questionnaire, cover letter, and a postage paid return envelope. The response rate from the first mailing was very high (n=141, 61.3%), eliminating the need for follow-up contacts and a second mailing.

III. Findings

A. Sample Characteristics

Two-thirds of the participants (66.7%) work for Alabama *municipal* governments, while the remaining one-third are employed by *county* government. The number of fulltime employees within each jurisdiction in the sample ranged from one employee to 3,740 (median = 125 employees). As shown in Table 1, the sample included good representation from small and large county and city governments. Almost all of the participating jurisdictions employ law enforcement officers (98.6%), administration and office staff (99.3%), and public works employees (82.3%). Forty-five percent employ fire fighters and 64% employ individuals in “other” types of job positions.

Table 1. Number of Fulltime Employees

	Type of Government		Total
	Municipality	County	
1 to 50	32 34.0%	1 2.1%	33 23.4%
51 to 100	21 22.3%	9 19.1%	30 21.3%
101 to 200	22 23.4%	24 51.1%	46 32.6%
Over 200	19 20.2%	13 27.7%	32 22.7%
Total	94 100.0%	47 100.0%	141 100.0%

B. Average Annual Usage of Sick Leave

Respondents were asked to provide the average number of sick leave days used annually per employee, and responses were compared to national averages for public and private organizations. It should be noted that 31.2% of the respondents were unable or unwilling to provide a response to this question. Among those responding, the average number of sick days used per Alabama government employee is 6.23 days per year, which is lower than the national average of ten days among public employees (See Table 2).

Table 2. Comparison of Local Government Sick Leave Usage in Alabama with National Sick Leave Averages

Employer	Average Days of Sick Leave Used¹
National Average: All industries	8.0
National Average: Public employees	10.2
National Average: Private employees	7.4
Alabama Local Governments (2004 Survey)	6.23

The number of reported sick leave days used by local government employees (municipal and county combined) ranged from a minimum of 0 days to a maximum of 15.1 days, and the distribution of sick leave frequencies is similar for municipalities and counties (See Table 3). On average, 41.7% of sick leave absences among local government employees are *unscheduled*. The reported percentage of unscheduled sick leave absences was higher among municipal governments (57.3%) compared to 33.3% among county government employees.

Table 3. Local Government Employee Usage of Sick Leave

	Type of Government		Total
	Municipality	County	
0-3 days	10 14.7%	4 13.8%	14 14.4%
4-7 days	42 61.8%	17 58.6%	59 60.8%
8-11 days	12 17.6%	7 24.1%	19 19.6%
12-15 days	4 5.9%	1 3.4%	5 5.2%
Total	68 100.0%	29 100.0%	97 100.0%
Mean	6.12	6.50	6.23

¹ "Public Sector Workers Head Absence Table" *Worklife Report*, Winter 2002 v14 il p14(l).

C. Sick Leave Benefits Provided by Alabama Local Governments

Almost all Alabama counties and municipalities provide their employees with traditional leave packages in which annual leave and sick leave are treated separately (See Table 4). Most local governments in Alabama provide employees with ***eleven to fifteen days of sick leave per year*** (See Table 5).

Table 4. Types of Sick Leave Policies Available for Employees

	Type of Government		Total
	Municipality	County	
Paid sick leave separate from vacation or annual leave	90 95.7%	46 97.9%	136 96.5%
Paid personal days used for any purpose	2 2.1%	1 2.1%	3 2.1%
No paid sick or medical leave policy	2 2.1%	0 .0%	2 1.4%
Total	94 100.0%	47 100.0%	141 100.0%

Table 5. Sick Leave Compensation Package (days per year)

	Type of Government		Total
	Municipality	County	
5 days or less	5 5.4%	0 .0%	5 3.6%
6-10 days	19 20.4%	3 6.5%	22 15.8%
11-15 days	65 69.9%	41 89.1%	106 76.3%
More than 15 days per year	4 4.3%	2 4.3%	6 4.3%
Total	93 100.0%	46 100.0%	139 100.0%

Generally, sick leave policies are the same for full-time employees across all county (91.5%) and municipal departments (95.6%). Among the few respondents who reported that their sick leave policies are not the same for all employees, three (3) mentioned

that their sheriff's departments have a different policy, two (2) indicated that firefighters are given more sick leave, and one (1) mentioned that salaried and non-salaried employees have different sick leave policies. When asked about policies regarding tardiness, at least three-fourths of counties (75.0%) and municipalities (83.3%) stated that they define tardiness as arriving **15 minutes late for work**.

D. Record-Keeping

Three-fourths of municipalities (75.0%) and a majority of counties (59.6%) report that they are able to track and monitor sick leave usage patterns by at least one variable, and most (59.3%) track sick leave by **department** (See Table 6). Respondents were asked to rate the effectiveness of their record-keeping systems for documenting attendance and identifying patterns of sick leave abuse. Three-fourths (75.3%) of municipalities and the majority of counties (58.7%) indicated that their current record-keeping systems were at least **Fairly Effective**. Slightly more than one-fourth of both counties and municipalities rated their record-keeping systems as **Very Effective** (See Table 7).

Table 6. Sick Leave Tracking Variables

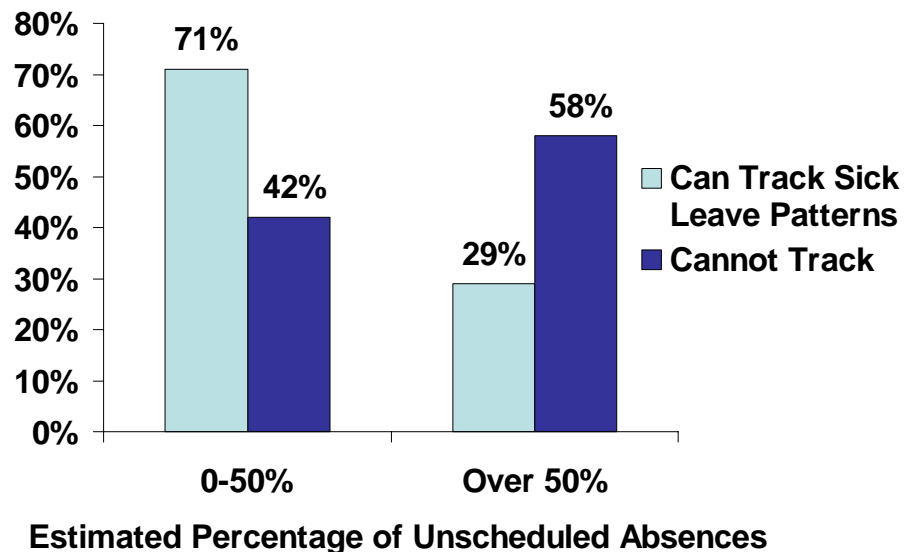
	Type of Government		Total
	Municipality	County	
By Department	55 62.5%	25 53.2%	80 59.3%
By Days of the Week	30 34.1%	19 40.4%	49 36.3%
By Month	19 21.6%	12 25.5%	31 23.0%
By Scheduled versus Unscheduled Absences	8 9.1%	4 8.5%	12 8.9%
By Gender	7 8.0%	8 17.0%	15 11.1%
By Age	6 6.8%	7 14.9%	13 9.6%
Unable to Track and Monitor Sick Leave Usage Patterns	22 25.0%	19 40.4%	41 30.4%
Total	88 100.0%	47 100.0%	135 100.0%

Table 7. Effectiveness of Record-Keeping Systems for Documenting Attendance

	Type of Government		Total
	Municipality	County	
Very effective	23 27.1%	13 28.3%	36 27.5%
Fairly effective	41 48.2%	14 30.4%	55 42.0%
Ineffective	10 11.8%	4 8.7%	14 10.7%
Very ineffective	1 1.2%	0 .0%	1 .8%
Unknown	10 11.8%	15 32.6%	25 19.1%
Total	85 100.0%	46 100.0%	131 100.0%

Among respondents who are **able to track** sick leave patterns, the reported number of sick days per employee per year (6.2 days) is very close to the number reported by participants who are **unable** to track sick leave patterns (6.6 days). However, there are notable differences between these two groups in the estimated percentage of unscheduled (versus scheduled) absences. As shown in Figure 1, participants who have the ability to track sick leave patterns are far more likely to indicate that unscheduled absences account for **50% or less** of total sick leave. Participants who are unable to track and monitor sick leave patterns are more likely to report that unscheduled absences account for **more than 50%** of total sick leave.

Figure 1. Estimated Percentage of Unscheduled Absences by Tracking Ability



E. Perceptions of Sick Leave Misuse

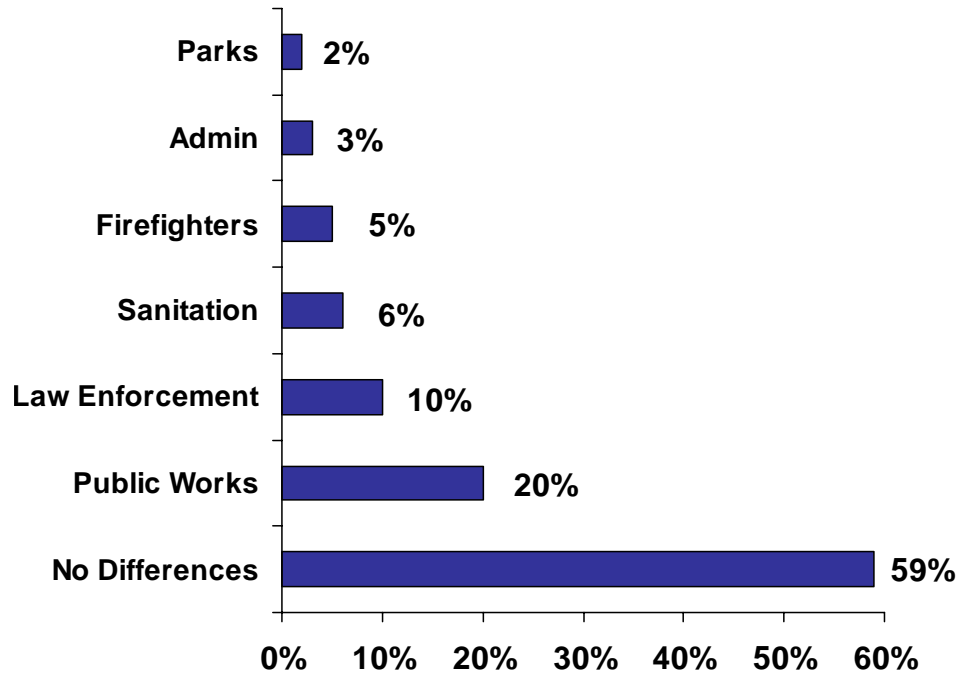
Personnel administrators were asked to rate how they would characterize their employees' use of sick leave, and perceptions were fairly positive. As reflected in Table 8, most indicate that their local government employees ***used sick leave at a reasonable rate***. Municipalities were more likely than counties to describe their sick leave usage as ***excessive***.

Table 8. Perceptions of Sick Leave Usage

	Type of Government		Total
	Municipality	County	
Excessive, resulting in hardship on staff & task completion	5 5.4%	0 .0%	5 3.6%
Excessive, but manageable	22 23.9%	4 8.5%	26 18.7%
Used at a reasonable rate	47 51.1%	36 76.6%	83 59.7%
Has not been a problem	17 18.5%	4 8.5%	21 15.1%
Don't know	1 1.1%	3 6.4%	4 2.9%
Total	92 100.0%	47 100.0%	139 100.0%

Respondents were asked whether the misuse of sick leave was more extensive in some departments than others. Forty-one percent of counties and municipalities indicated that there are differences in the levels of sick leave abuse across departments. ***Public works employees*** are most frequently cited as having a higher level of sick leave misuse (See Figure 2).

Figure 2. Departments with the Highest Levels of Unscheduled Sick Leave

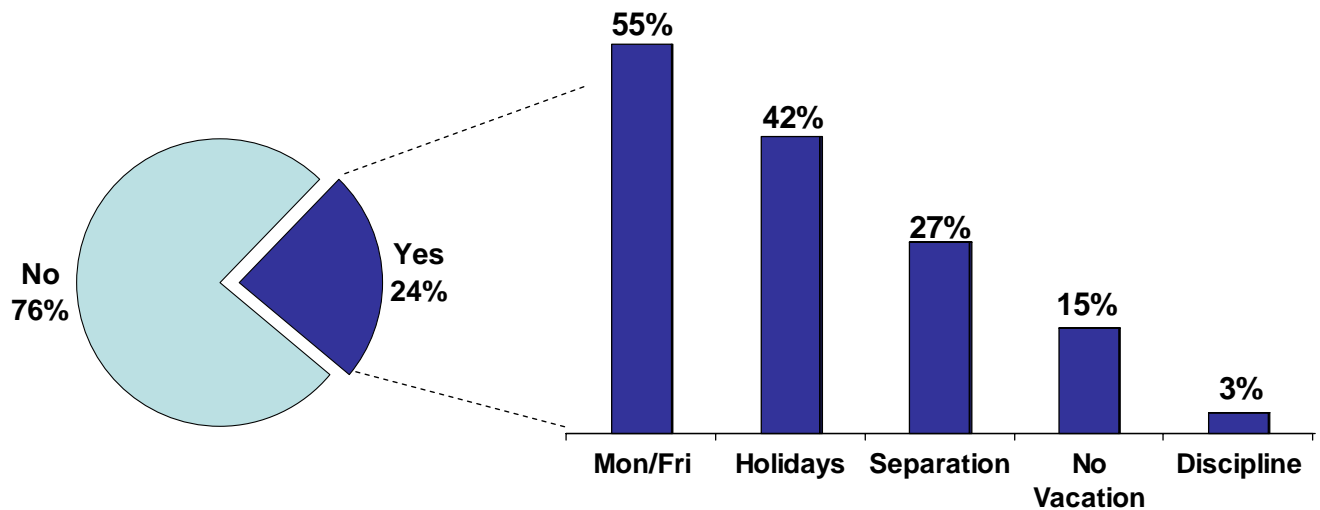


Participants were asked to describe any trends or patterns of sick leave abuse that they have observed within their organizations (e.g. employees calling in on Fridays and Mondays, etc.). About one-fourth (24%) of the participants were able to report trends or patterns of sick leave (25 municipalities and 8 counties). The most frequently observed patterns of unscheduled of sick leave are ***Mondays and Friday absences***, and ***call-ins before and after holidays*** (as shown in Figure 3 below).

Figure 3. Trends/Patterns of Sick Leave Usage

Noticed Patterns of Sick Leave Abuse?

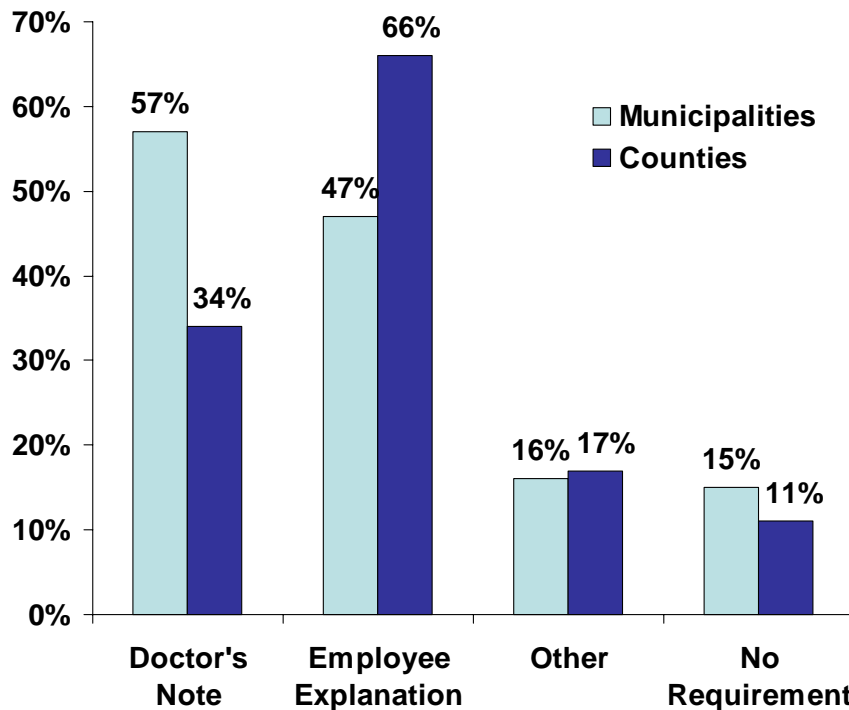
If "Yes", What Were the Patterns?



F. Policies and Incentives to Reduce Sick Leave Misuse

Respondents were asked to indicate whether their local governments currently follow specific **policies or protocols to manage unscheduled sick leave** and to reduce the misuse of sick leave. Two-thirds (66.0%) of county respondents indicate that they require an **explanation from the employee** for unscheduled sick leave absences, while one-third require a **doctor's excuse** (See Figure 4). Municipalities are more likely to require a **doctor's excuse** (57.1%), followed by an **explanation from the employee** (47.3%). Only fifteen percent of municipalities and eleven percent of counties report having **no requirements** for employees to justify unscheduled sick leave.

Figure 4. Most Common Procedures to Manage Unscheduled Sick Leave



Respondents were also asked whether or not they have taken **specific actions in direct response to perceived sick leave abuses** within their organizations. A little more than one-fourth (29.7%) have taken action in response to perceived abuses. The most frequent response (61.3%) has been to require a **doctor's excuse** (if the employee missed a certain number of days or the supervisor had reason to be suspicious), followed by **disciplinary action** (for excessive use of sick leave or failure to follow reporting/reporting/notification procedures) (29.0%). Most respondents describe these types of actions as being either **Fairly Effective** (48.8%) or **Very Effective** (28.6%) in reducing sick leave abuse.

In cases where sick leave abuse has been established, participants were asked to indicate the types of disciplinary action taken in response (e.g. **written reprimand, verbal reprimand, verbal warning, and notation on performance evaluation**). As

shown in Table 9, more than one-fourth of counties (27.7%) and municipalities (28.4%) report having *no specific protocol* for disciplinary actions to be taken in response to sick leave abuse. Local governments with more than 100 employees were somewhat less likely to report having no procedures in place to address sick leave abuse. However, even among these larger government employers, one-fifth (21.1%) have no established procedures for dealing with the misuse of unscheduled sick leave (compared to 37.3% among smaller local governments).

Table 9. Types of Disciplinary Action Procedures Currently Used to Address Sick Leave Abuse

	Type of Government		# of Employees		Total
	Municipal	County	≤ 100	101+	
Written Reprimand	49 55.7%	18 38.3%	25 42.4%	42 55.3%	67 49.6%
Verbal Reprimand	38 43.2%	14 29.8%	22 37.3%	30 39.5%	52 38.5%
Verbal Warning	39 44.3%	16 34.0%	22 37.3%	33 43.4%	55 40.7%
Notation on Performance Evaluation	28 31.8%	13 27.7%	14 23.7%	27 35.5%	41 30.4%
Other	15 17.0%	18 38.3%	8 13.6%	25 32.9%	33 24.4%
No Procedures	25 28.4%	13 27.7%	22 37.3%	16 21.1%	38 28.1%

About one-fourth (24.4%) of local governments report that they have only one procedure in place for addressing sick leave abuse, while almost one-half (47.4%) utilize two or more levels of disciplinary action, possibly structured within a progressive discipline policy. Among both small and large local government employers, the most common combination of disciplinary procedures reported was the combination of a *verbal warning, verbal reprimand, and written reprimand* (23.8% of small governments and 31.6% of large governments). Some participants rely solely upon the combination of these three procedures, while others also utilize other actions such as *notations on performance appraisals*.

Table 10 shows respondents' perceptions of sick leave abuse within their own organizations cross-tabulated by the number of disciplinary actions currently in place to address sick leave misuse. Local governments that currently have a progressive discipline policy in place to respond to sick leave abuse are *less likely* to perceive that sick leave abuse *has not been a problem* (6.3%), and are more likely than other

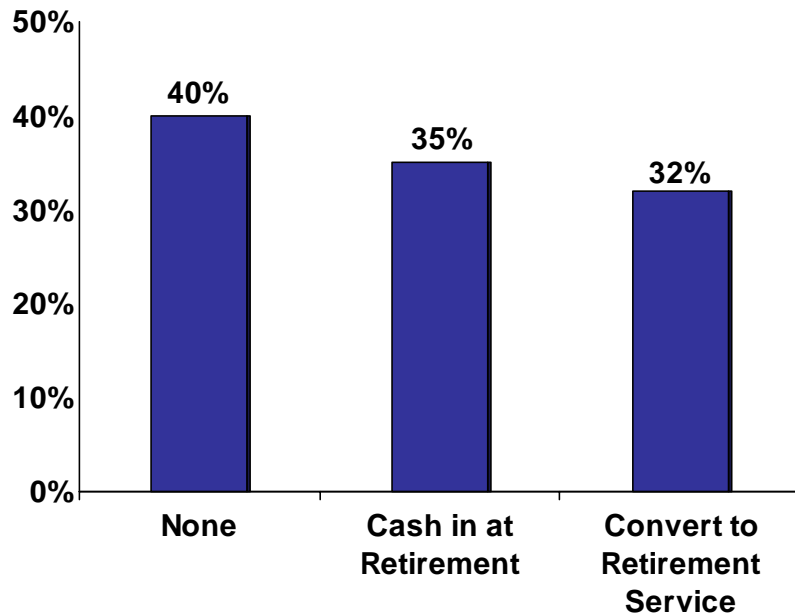
organizations to characterize their use of sick leave as being either **reasonable** (65.6%) or **excessive but manageable** (23.4%).

Table 10. Perceptions of Sick Leave by # of Disciplinary Actions Available to Respond to Sick Leave Abuse

Perceptions of Sick Leave Within Organization	# of Disciplinary Actions In Place to Respond to Sick Leave Abuse		
	None	1 Action	2 + Actions (Progressive Discipline)
Excessive, resulting in hardship	2 5.3%	2 6.1%	1 1.6%
Excessive, but manageable	3 7.9%	7 21.2%	15 23.4%
Used at a reasonable rate	19 50.0%	19 57.6%	42 65.6%
Has not been a problem	13 34.2%	4 12.1%	4 6.3%
Don't know	1 2.6%	1 3.0%	2 3.1%
Total	38 100.0%	33 100.0%	64 100.0%

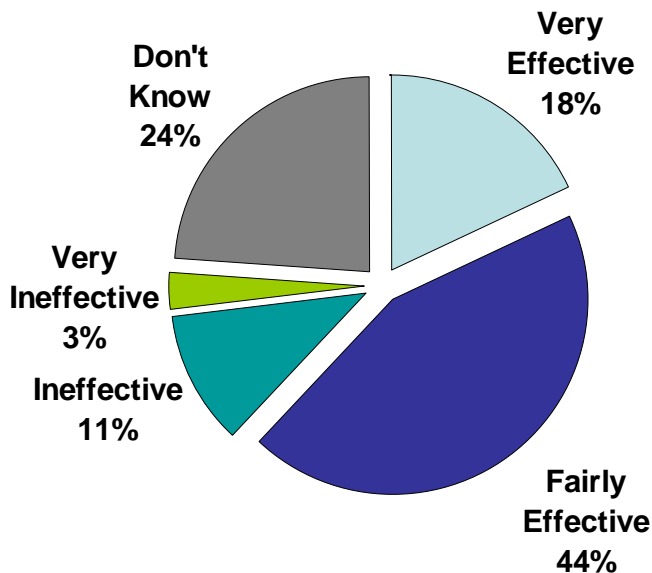
Respondents were asked to indicate whether or not they currently provide specific types of incentives to discourage misuse of sick leave (e.g. **cash awards, annual events such as dinners, option to cash in sick leave at retirement, conversion of sick leave to service credit at retirement, and the option to transfer unused sick leave to vacation days at the end of a year**). Most local governments (60.1%) provide at least one type of reward for not using sick leave. As shown in Figure 5, the most commonly offered incentives are the **ability to cash in sick leave at the time of retirement** (34.8%) and **converting unused sick leave to retirement service** (31.9%). (Percentages were similar for counties and municipalities.)

Figure 5. Provisions for Rewarding Employees Who Do Not Use Sick Leave



Respondents from counties and municipalities that offer incentives to discourage sick leave abuse were asked to rate the effectiveness of their reward provisions. Most participants reported that their attendance incentives were either **fairly effective** (44.3%) or **very effective** (17.7%) (See Figure 6). One-third of the counties (33.3%) and 19% of municipalities do not know whether or not their attendance incentives have been successful at reducing sick leave abuse.

Figure 6. Effectiveness of Attendance Incentives



G. The Communication Process/Employee Training

The primary method for communicating information about sick leave policies and procedures to local government employees is through the distribution of a printed employee handbook. Almost all county governments (95.7%) and municipalities (84.4%) rely upon the employee handbook to disseminate this information. In addition to the handbook, about one half of local governments (47.8%) communicate information about sick leave procedures during new employee orientations. This practice is most common among municipalities (53.3%) and local governments with more than 100 employees (57.9%).

Table 11. Methods of Communicating Sick Leave Policy Information by Type and Size of Local Government

	Type of Government		# of Employees		Total
	Municipal	County	≤ 100	101+	
Printed Employee Handbook	76 84.4%	44 95.7%	50 83.3%	70 92.1%	120 88.2%
New Employee Orientation	48 53.3%	17 37.0%	21 35.0%	44 57.9%	65 47.8%
Form/Agreement Signed by Employee	12 13.3%	1 2.2%	8 13.3%	5 6.6%	13 9.6%
Periodic Employee Training	12 13.3%	0 0.0%	3 5.0%	9 11.8%	12 8.8%
Signage in Buildings	5 5.6%	1 2.2%	3 5.0%	3 3.9%	6 4.4%
Online	2 2.2%	1 2.2%	0 0.0%	3 3.9%	3 2.2%
Other	4 4.4%	2 4.3%	3 5.0%	3 3.9%	6 4.4%

Appendix A: Survey Instrument

Alabama Sick/Medical Leave Usage Survey
CGS - AAPPA
August 2004

Place Mail Label Here

Phone # _____

E-mail _____

The purpose of the following survey is to seek information concerning how Alabama local governments manage sick/medical leave use by employees. Please complete the following survey using information from the operation of your city/county/agency.

1. How many fulltime employees work for your governmental jurisdiction? _____

2. Does your governmental jurisdiction employ the following employees (*Check all that apply.*)?
 - Law enforcement officers
 - Fire fighters
 - Public works employees
 - Administration/Office staff
 - Others

3. What best describes the policy that your governmental jurisdiction provides for its employees who become sick or ill?
 - Paid *sick leave* (separate from *vacation* or *annual leave*) for employees who are ill and unable to report to work, accrued on an annual, monthly, or bi-weekly basis.
 - Paid *personal days* for employees that can be used for any purpose, accrued on an annual, monthly, or bi-weekly basis (combined sick and vacation leave).
 - No paid sick or medical leave policy. (*Please return survey and proceed no further.*)

4. How many paid sick or medical leave days per year are provided for full-time employees?
 - 5 days or less
 - 6-10 days
 - 11-15 days
 - More than 15 days per year

5. Do identical sick leave policies apply to all employees?

- Yes
- No, (*Please explain*)

6. Have you implemented a specific sick leave program or technique in response to perceived sick leave abuse?

- Yes, (*Please explain*)

- No (*Skip to Question 8*)

7. In so, how effective has it been in reducing the use of sick leave?

- Very effective
- Fairly effective
- Ineffective
- Very Ineffective
- Don't know

8. What is the policy for abuse/misuse of sick/medical leave (*Check all that apply.*)?

- Written reprimand
- Verbal reprimand
- Verbal warning
- Notations on performance evaluations
- No policy
- Other (*Please describe.*)

9. Overall, how would you characterize employee use of sick/medical leave in your governmental jurisdiction?

- Excessive, resulting in hardship on other staff and task completion
- Excessive, but manageable
- Used at a reasonable rate
- Has not been a problem
- Don't know

10. Is misuse of sick leave more extensive in some departments than others?

- Yes (*Which departments, and how severe is it?*)

- No

11. Is there any provision for rewarding employees who do not use sick leave (*Check any that apply.*)?

- Cash awards
- Annual events (*e.g. dinners, etc*)
- Cashing in of sick leave at time of service credit at retirement
- Conversion to retirement service credit at retirement
- Option of transfer of sick leave days to vacation days at the end of year
- Other recognition (*Please describe*):

- None (*Please skip to Question 13.*)

12. How effective are the provisions for rewarding employees who do not use sick leave?

- Very effective
- Fairly effective
- Ineffective
- Very ineffective
- Don't know

13. How does your governmental jurisdiction define *tardiness*?

- Is not concerned with tardiness
- 15 minutes late (*or less*)
- 30 minutes late
- 1 hour
- Other, (*Please describe*)

14. What is the policy for unscheduled sick absences?

- Requires a note from the doctor
- Requires an explanation from the employee
- No requirement or explanation required
- Other (*Please explain.*)

15. Are you able to track and monitor sick leave use patterns utilizing the following criteria (*Please check all that apply.*)?

- Department (*e.g. law enforcement, public works, offices,*)
- Scheduled vs. unscheduled sick leave absences
- Days of the week that sick leave is used
- Months
- Gender
- Age
- Unable to track and/or monitor

16. What is an approximate percentage of unscheduled absences vs. scheduled sick leave absences? _____

17. What is the overall average number of sick days used per employee per year?

18. How do you communicate details of the sick leave policy to employees (*Check all that apply.*)?

- On-line
- Printed employee handbook
- Form/agreement signed by employee
- Orientation provided to employee upon hire
- Periodic employee trainings
- Signage posted in building
- Other (*Please describe*)

20. If your governmental jurisdiction has identified patterns of sick leave abuse or misuse, what were the trends/patterns of abuse (*e.g. Specific days of the week, months of the year, before and after holidays, before retirement, etc.*)?

21. Please rate the effectiveness of the record-keeping system for documenting attendance and sick leave of employees to identify patterns of misuse or abuse:

- Very effective
- Fairly effective
- Ineffective
- Very effective
- Unknown

Appendix B: Response Frequencies

Appendix B: Response Frequencies

February 2005

Number of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 to 50	33	23.4	23.4	23.4
51 to 100	30	21.3	21.3	44.7
101 to 200	46	32.6	32.6	77.3
Over 200	32	22.7	22.7	100.0
Total	141	100.0	100.0	

Does your governmental jurisdiction employ law enforcement officers?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	139	98.6	98.6	98.6
No	2	1.4	1.4	100.0
Total	141	100.0	100.0	

Does your governmental jurisdiction employ fire fighters?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	64	45.4	45.4	45.4
No	77	54.6	54.6	100.0
Total	141	100.0	100.0	

Does your governmental jurisdiction employ public works employees?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	116	82.3	82.3	82.3
No	25	17.7	17.7	100.0
Total	141	100.0	100.0	

Does your governmental jurisdiction employ administration/office staff?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	140	99.3	99.3	99.3
No	1	.7	.7	100.0
Total	141	100.0	100.0	

Does your governmental jurisdiction employ others?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	90	63.8	63.8	63.8
No	51	36.2	36.2	100.0
Total	141	100.0	100.0	

What best describes the policy that your governmental jurisdiction provides for its employees who become sick

February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Paid sick leave separate from vacation or annual leave	136	96.5	96.5	96.5
	Paid personal days used for any purpose	3	2.1	2.1	98.6
	No paid sick or medical leave policy	2	1.4	1.4	100.0
	Total	141	100.0	100.0	

How many paid sick leave days per year are provided for full time employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 days or less	4	2.8	2.9	2.9
	6-10 days	22	15.6	15.9	18.8
	11-15 days	106	75.2	76.8	95.7
	More than 15 days per year	6	4.3	4.3	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
	Total	141	100.0		

Do identical sick leave policies apply to all employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	129	91.5	94.2	94.2
	No	8	5.7	5.8	100.0
	Total	137	97.2	100.0	
Missing	System	4	2.8		
	Total	141	100.0		

Differences in Sick Leave Policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Firefighters awarded additional SL hours.	2	1.4	33.3	33.3
	Sheriff's dept; have different policy.	3	2.1	50.0	83.3
	Salaried personnel have different policy.	1	.7	16.7	100.0
	Total	6	4.3	100.0	
Missing	System	135	95.7		
	Total	141	100.0		

Have you implemented a specific sick leave program in response to perceived sick leave abuse? February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	29.1	29.7	29.7
	No	97	68.8	70.3	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Policies in Response to Sick Leave Abuse

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dr.'s note is required under specific circumstances	19	13.5	61.3	61.3
	Incentives when SL is not used.	1	.7	3.2	64.5
	Disciplinary action for excessive use or failure to report	9	6.4	29.0	93.5
	Sick & annual leave are combined.	1	.7	3.2	96.8
	Personal days must be used before sick leave is taken.	1	.7	3.2	100.0
	Total	31	22.0	100.0	
Missing	System	110	78.0		
Total		141	100.0		

If so, how effective has it been in reducing the use of sick leave?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very effective	10	7.1	24.4	24.4
	Fairly effective	20	14.2	48.8	73.2
	Ineffective	4	2.8	9.8	82.9
	Don't know	7	5.0	17.1	100.0
	Total	41	29.1	100.0	
Missing	System	100	70.9		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? Include written reprimand?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	69	48.9	50.7	50.7
	Yes	67	47.5	49.3	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? Include verbal reprimand?

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	84	59.6	61.8	61.8
	Yes	52	36.9	38.2	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? Include verbal warning?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	81	57.4	59.6	59.6
	Yes	55	39.0	40.4	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? Include notations on performance evaluations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	95	67.4	69.9	69.9
	Yes	41	29.1	30.1	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? No policy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	98	69.5	72.1	72.1
	Yes	38	27.0	27.9	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

What is the policy for abuse/misuse of sick/medical leave? Other?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	102	72.3	75.6	75.6
	Yes	33	23.4	24.4	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Overall, how would you characterize employee use of sick/medical leave in your governmental jurisdiction? February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excessive, resulting in hardship on staff & task completion	5	3.5	3.6	3.6
	Excessive, but manageable	26	18.4	18.7	22.3
	Used at a reasonable rate	83	58.9	59.7	82.0
	Has not been a problem	21	14.9	15.1	97.1
	Don't know	4	2.8	2.9	100.0
	Total	139	98.6	100.0	
Missing	System	2	1.4		
Total		141	100.0		

Is misuse of sick leave more extensive in some departments than others?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	39.0	41.0	41.0
	No	79	56.0	59.0	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in public works dept?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	107	75.9	79.9	79.9
	Yes	27	19.1	20.1	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in law enforcement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	120	85.1	89.6	89.6
	Yes	14	9.9	10.4	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in sanitation dept?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	126	89.4	94.0	94.0
	Yes	8	5.7	6.0	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive among firefighters?

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	128	90.8	95.5	95.5
	Yes	6	4.3	4.5	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in parks & recreation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	131	92.9	97.8	97.8
	Yes	3	2.1	2.2	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in administrative offices?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	130	92.2	97.0	97.0
	Yes	4	2.8	3.0	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is misuse of SL extensive in "other" depts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	129	91.5	96.3	96.3
	Yes	5	3.5	3.7	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Cash Awards?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	2.1	2.2	2.2
	No	135	95.7	97.8	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Annual Events? February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	.7	.7	.7
	No	137	97.2	99.3	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Cashing in of sick leave at time of retirement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	34.0	34.8	34.8
	No	90	63.8	65.2	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Conversion to retirement service at time of retirement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	31.2	31.9	31.9
	No	94	66.7	68.1	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Option of transfer of sick leave days to vacation days at end of year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	2.8	2.9	2.9
	No	134	95.0	97.1	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

Is there any provision for rewarding employees who do not use sick leave? Other recognition?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	6.4	6.5	6.5
	No	129	91.5	93.5	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

None (No provision for rewarding employees who do not use sick leave)

February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	39.0	39.9	39.9
	No	83	58.9	60.1	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

How effective are the provisions for rewarding employees who do not use sick leave?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very effective	14	9.9	17.7	17.7
	Fairly effective	35	24.8	44.3	62.0
	Ineffective	9	6.4	11.4	73.4
	Very ineffective	2	1.4	2.5	75.9
	Don't know	19	13.5	24.1	100.0
	Total	79	56.0	100.0	
Missing	System	62	44.0		
Total		141	100.0		

How does your governmental jurisdiction define tardiness?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Is not concerned with tardiness	15	10.6	11.2	11.2
	15 minutes late (or less)	108	76.6	80.6	91.8
	30 minutes late	3	2.1	2.2	94.0
	Other	8	5.7	6.0	100.0
	Total	134	95.0	100.0	
Missing	System	7	5.0		
Total		141	100.0		

What is the policy for unscheduled sick absences? Require a note from Doctor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	68	48.2	49.3	49.3
	No	70	49.6	50.7	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

What is the policy for unscheduled sick absences? Requires an explanation from employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	52.5	53.6	53.6
	No	64	45.4	46.4	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

What is the policy for unscheduled sick absences? No requirement or explanation required? February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	13.5	13.8	13.8
	No	119	84.4	86.2	100.0
	Total	138	97.9	100.0	
Missing	System	3	2.1		
Total		141	100.0		

What is the policy for unscheduled sick absences? Other?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	15.6	16.1	16.1
	No	115	81.6	83.9	100.0
	Total	137	97.2	100.0	
Missing	System	4	2.8		
Total		141	100.0		

What is the policy for unscheduled sick absences? Describe "other" response to q14d.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		134	95.0	95.0	95.0
	A Dr's certificate may be required at the discretion of the dept. head.	1	.7	.7	95.7
	Depends on employee's history.	1	.7	.7	96.5
	Dept head may request Dr.'s statement.	1	.7	.7	97.2
	Discretion of department.	1	.7	.7	97.9
	This varies on each situation like a child's sickness.	1	.7	.7	98.6
	Unexplained absences are not compensated.	1	.7	.7	99.3
	Varies by department	1	.7	.7	100.0
	Total	141	100.0	100.0	

Are you able to track/monitor sick leave use patterns by department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	56.7	59.3	59.3
	No	55	39.0	40.7	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Are you able to track/monitor sick leave use patterns by scheduled vs. unscheduled absences? February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	8.5	8.9	8.9
	No	123	87.2	91.1	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Are you able to track/monitor sick leave use patterns by days of the week that sick leave is used?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	34.8	36.3	36.3
	No	86	61.0	63.7	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Are you able to track/monitor sick leave use patterns by months of usage?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	22.0	23.0	23.0
	No	104	73.8	77.0	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Are you able to track/monitor sick leave use patterns by gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	10.6	11.1	11.1
	No	120	85.1	88.9	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Are you able to track/monitor sick leave use patterns by age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	9.2	9.6	9.6
	No	122	86.5	90.4	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Unable to track and/or monitor sick leave use patterns?

February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	29.1	30.4	30.4
	No	94	66.7	69.6	100.0
	Total	135	95.7	100.0	
Missing	System	6	4.3		
Total		141	100.0		

Percentage of unscheduled absences (grouped)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-25% of days	28	19.9	42.4	42.4
	26-50% of days	14	9.9	21.2	63.6
	51-75% of days	10	7.1	15.2	78.8
	over 75%	14	9.9	21.2	100.0
	Total	66	46.8	100.0	
Missing	System	75	53.2		
Total		141	100.0		

Average number SL days used per employee (grouped)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 days	14	9.9	14.4	14.4
	4-7 days	59	41.8	60.8	75.3
	8-11 days	19	13.5	19.6	94.8
	12-15 days	5	3.5	5.2	100.0
	Total	97	68.8	100.0	
Missing	System	44	31.2		
Total		141	100.0		

How do you communicate details of the sick leave policy to employees? On-line?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	2.1	2.2	2.2
	No	133	94.3	97.8	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

How do you communicate details of the sick leave policy to employees? Printed employee handbook?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	120	85.1	88.2	88.2
	No	16	11.3	11.8	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

**How do you communicate details of the sick leave policy to employees?
Form/agreement signed by employee?**

February 2005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	9.2	9.6	9.6
	No	123	87.2	90.4	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

**How do you communicate details of the sick leave policy to employees?
Orientation provided to employee upon hire?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	46.1	47.8	47.8
	No	71	50.4	52.2	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

How do you communicate details of the sick leave policy to employees? Periodic employee trainings?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	8.5	8.8	8.8
	No	124	87.9	91.2	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

How do you communicate details of the sick leave policy to employees? Signage posted in building?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	4.3	4.4	4.4
	No	130	92.2	95.6	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

How do you communicate details of the sick leave policy to employees? Other?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	4.3	4.4	4.4
	No	130	92.2	95.6	100.0
	Total	136	96.5	100.0	
Missing	System	5	3.5		
Total		141	100.0		

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	136	96.5	96.5	96.5
Performance reviews	1	.7	.7	97.2
Performance reviews	1	.7	.7	97.9
Through the department heads to discuss with employees.	1	.7	.7	98.6
Verbal by supervisor	1	.7	.7	99.3
Written policy is not available.	1	.7	.7	100.0
Total	141	100.0	100.0	

Identified Trends in Sick Leave Abuse?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	33	23.4	23.7	23.7
No	106	75.2	76.3	100.0
Total	139	98.6	100.0	
Missing System	2	1.4		
Total	141	100.0		

Have specific days such as Mondays/Fridays been identified as trends for SL usage?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	18	12.8	54.5	54.5
No	15	10.6	45.5	100.0
Total	33	23.4	100.0	
Missing System	108	76.6		
Total	141	100.0		

Has SL been used around the holidays?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	14	9.9	42.4	42.4
No	19	13.5	57.6	100.0
Total	33	23.4	100.0	
Missing System	108	76.6		
Total	141	100.0		

Has SL been taken at retirement/resignation?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	6.4	27.3	27.3
No	24	17.0	72.7	100.0
Total	33	23.4	100.0	
Missing System	108	76.6		
Total	141	100.0		

Has SL been taken when vacation is denied or exhausted?

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	3.5	15.2	15.2
	No	28	19.9	84.8	100.0
	Total	33	23.4	100.0	
Missing	System	108	76.6		
Total		141	100.0		

Has SL been taken after disciplinary action?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	.7	3.0	3.0
	No	32	22.7	97.0	100.0
	Total	33	23.4	100.0	
Missing	System	108	76.6		
Total		141	100.0		

Please rate the effectiveness of the record-keeping system for documenting attendance and sick leave of employees to identify patterns of misuse or abuse:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very effective	36	25.5	27.5	27.5
	Fairly effective	55	39.0	42.0	69.5
	Ineffective	14	9.9	10.7	80.2
	Very ineffective	1	.7	.8	80.9
	Unknown	25	17.7	19.1	100.0
Total		131	92.9	100.0	
Missing	System	10	7.1		
Total		141	100.0		