

# Growth towards a sustainable positive absenteeism policy in 5 steps

Advice and strategy

“Tackle absenteeism with a clear approach, a listening ear, *and* a good conversation.”



**Bart Teuwen**  
Managing Director Certimed  
- Absenteeism expert

## Our vision

Everyone in your organisation plays a role on the road to a sustainable positive absenteeism policy. There is no ready-made absenteeism policy. This requires time and individual effort. We foresee **3 keys** to successful growth towards a sustainable positive absenteeism policy:

- **Be ambitious** in your policy, but give your organisation the time to grow
- **Express the impact** of your policies and measures concretely
- **Adopt a pleasant business approach** as the foundation of your policies

Rolling out a good absenteeism policy starts with a solid project plan. Therefore, it's essential to know your current approach to absenteeism and the goals you are pursuing. You determine the steps that are important and useful for your organisation and where you want to go.

# Where does your organisation stand? Where do you want to go?

Or rather here?

## Sustainable positive absenteeism policy

Mutual trust between managers and employees ensures every employee actively participates in the roll-out of a sustainably substantiated wellbeing policy. Health, vitality and resilience are central to this.

## Positive absenteeism policy

In your integrated absenteeism policy, the positive attitude predominates and you focus on the prevention of overload. Managers and employees enter into dialogue in a warm, business-like manner at work, in the event of absenteeism, and then upon resumption of work.

## Absenteeism policy

You ensure everyone adheres to the rules and take action when they don't. These measures are part of a broader welfare policy that complies with legal obligations.

## Absenteeism procedures

You have crystal-clear agreements about absenteeism, which are known and implemented by your entire organisation.

*Want to know more about our growth model?  
Go to [www.absencecharter.be/vision](http://www.absencecharter.be/vision)*

# We will draw up a project plan together with you

That plan focuses on your challenges and has a clear view of actions to be taken, a practical timeline, and the Return on Investment (ROI).

## How do we proceed?

### 1 Intake:

We conduct an **in-depth interview** with your HR manager.

### 2 ROI calculator:

We **determine the potential ROI** of a positive absenteeism policy.

### 3 Project plan:

Based on the survey and your priorities, we'll draw up a project plan to **realise a positive absenteeism policy**.

After the meeting, you'll receive **a presentation with the results**. You can use it to present the project plan to your management, committee, works council, etc.



You can use this project and budget plan to immediately start discussing the next steps in your absenteeism policy with your management.”

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**Managing Director Certimed - Absenteeism expert**



## The 5-step plan

Based on your project plan, you then tackle the implementation of your absenteeism policy in phases. We developed our 5-step plan for this, which we can adapt to the needs of your organisation.





Our absenteeism quadrant summarises the figures and the content analysis. That way, everyone is clear on the necessary actions to be taken.”

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## 1 Analyse

### How is your organisation really doing?

Every company is different. A positive absenteeism policy tailored to your organisation can therefore only be achieved with objective data. **A thorough analysis gives you more insight into the absenteeism in your organisation**, including in which department or age group more absenteeism occurs.

You decide what we measure. We can analyse the causes of absenteeism, screen existing procedures, etc. This is how we map out the concrete action points for your organisation together.

### How do we help you with this step?

- We carry out a **quantitative analysis** of the average duration of absenteeism, frequency of absenteeism, zero absenteeism, absenteeism rates, etc.
- We determine a **benchmark** for your organisation, which we incorporate into our clear absenteeism quadrant.
- We help you to define **the right KPIs** with which to monitor your absenteeism actions.
- We do a **cause analysis** based on the management of absence certificates.

### In addition, we also provide qualitative analyses

- An **inventory** of your current procedures and documents.
- We interview a number of **stakeholders** to gain insight into your current absenteeism policy, as well as any obstacles and challenges.



## 2 Inspire

### Creating support within your organisation

In order to reduce absenteeism in your organisation with a positive approach, **everyone must be on the same page**. Then the entire management and supervisory staff must be in agreement on the exact definition of absenteeism, on roles and responsibilities, etc.

#### How do we help you with this step?

We'll tailor and present an **inspiration session** to your company: The managers receive a clear explanation of absenteeism, which creates the necessary awareness and support to start working with absenteeism. They get answers to questions like, 'How can you avoid absenteeism through caring business dialogue?' and 'What is the role of management and managers in an absenteeism policy?'. Our inspiration sessions are a starting point and provide food for thought.

In addition, we provide **support in preparing and giving presentations** to managements, the Committee for Prevention and Protection at Work, the works council, etc.





It's important that the steering committee supports the positive absenteeism policy."

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Managing Director Certimed - Absenteeism expert



### 3 Shape An absenteeism policy tailored to your organisation

As an HR manager, you are often alone when developing an absenteeism policy. However, tackling absenteeism positively only works **with the full support and commitment of the management**. During practical workshops, we go through all the steps that contribute to a positive absenteeism policy.

#### How do we help you with this step?

In a **commitment session**, we discuss the outlines of a positive absenteeism policy with the management. What are the roles and responsibilities? What targets are we aiming for?

During the **workshop 'Creating an absenteeism policy'**, we work with a steering committee to develop absenteeism procedures tailored to your organisation. This workshop forms the basis for further communication and implementation of the positive absenteeism policy within your organisation.



## 4 Implement

### Communicating, training, or coaching

Talking works. Even if you want to approach absenteeism positively through a caring business approach. We provide your managers with practical and in-depth training on **interview techniques for conducting effective absenteeism meetings**. We also train them to listen actively and to make real contact because... you can also resolve absenteeism by having a good chat and really listening to what the other person has to say.

#### How do we help you with this step?

- **Training on interview techniques:** the (direct) managers play a key role in the approach and management of absenteeism. Therefore, it's essential that they are adequately trained to perform this role.
- **One-on-one coaching:** during this individual coaching course, a manager discusses the stumbling blocks they experience with an absenteeism coach. It gives practical advice on how to tackle the bottlenecks.
- **'Interpreting absenteeism figures and turning them into actions' training course:** managers start working on their absenteeism figures, learning to interpret them and turning them into concrete actions.



Thanks to the techniques learned in the training course, you can still bring difficult conversations to a successful conclusion.”

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## 5 Follow-up

### Keeping your absenteeism policy strong and anchored

A positive absenteeism policy evolves together with your organisation and is therefore never completely finished. That's why good follow-up is crucial. We help you to **anchor and improve your policy where possible**. This way, a positive absenteeism policy can grow into a sustainable positive absenteeism policy.

#### How do we help you with this step?

- **Intervision sessions:** we organise Intervision sessions with managers, during which; they discuss what problems they still face and what successes they have already achieved.
- **TeamFlows absenteeism management software:** our software ensures efficient administration of absence certificates and supports managers in conducting absenteeism interviews.



## Start working on a sustainable positive absenteeism policy now

Can you resolve absenteeism? Yes!

Can you get a clear picture of absenteeism in your organisation? Yes!

Can you tackle absenteeism yourself? Yes!

Can you help by listening and talking? Yes!

And can you tackle absenteeism once and for all? Yes!

That is five yeses and **five good reasons to start working on a sustainable positive absenteeism policy today.**

✉ Send an email to [verzuim@mensura.be](mailto:verzuim@mensura.be).  
We're happy to make time for you.

For more information, please visit  
[www.absencecharter.be](http://www.absencecharter.be)



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