

Apply the following formula to determine the percentage of available work time that was unscheduled sick leave.

$$\text{TH} - \text{PAL} = \text{AWH} \longrightarrow \frac{\text{USL}}{\text{AWH}} \times 100$$

Where:

- **TH** = total hours of regular work in the month
- **PAL** = pre-approved leave hours (annual leave, holidays, overtime, supported sick leave, approved medical and personal leaves of absence without pay, education leave, military leave, court/jury duty)
- **AWH** = available work hours
- **USL** = hours of unscheduled sick leave used

EXAMPLE:

$$160 - 20 = 140 \longrightarrow \frac{10}{140} \times 100 = 7\%$$

Apply the following formula for calculating the absence rate in your work unit:

$$\text{AR} = \frac{\text{WDL}}{\text{HC} \times \text{WD}}$$

Where:

- **AR** = the absence rate (monthly)
- **WDL** = worker days lost through absence that were not pre-approved (e.g., 640)
- **HC** = average employee headcount (e.g., 20)
- **WD** = number of workdays available per employee per month (e.g., 22)

EXAMPLE:

$$\begin{aligned} \text{AR} &= \frac{11.6}{20 \times 22} \\ &= \frac{11.6}{440} \\ &= 2.6\% \end{aligned}$$

Sources: Fitz-enz, J. (2002). *How to measure human resources management*. New York: McGraw-Hill; Source: West Virginia Division of Personnel, Employee Relations Section. (2005). *Supervisor's guide to attendance management*. Charleston, WV: Division of Personnel.