

Absence minded:

managing absenteeism



video artsTM

A Video Arts production
featuring Tim Vine, Nina
Wadia and Karen Taylor.



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managing absenteeism

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Titles in this series:

Absence minded: managing absenteeism
An inside job: meeting internal customer needs
Building the perfect team: Belbin's team role theory in action
Can you spare a moment?: counselling skills for managers
Demanding customers: customer care made perfect
Does the team work?: improving effectiveness through teamwork
First among equals: leading a team
How am I doing?: the performance review
How to lose customers without really trying: keeping the customer satisfied
I wasn't prepared for that: overcoming the fear of making presentations
I'd like a word with you: the discipline interview
If looks could kill: the power of behaviour
It's your choice: selection skills for managers
Meetings, bloody meetings: making meetings more productive
More bloody meetings: the people side of meetings
Negotiating - tying the knot: a skill for life
No complaints?: complaints and the customer
On the receiving end: making call centres more effective
Performance matters: the importance of praise
Performance matters: the need for constructive criticism
Project management: leading a project team
Report writing: the art of writing a good report
Selecting the perfect team: utilising internal and external resources
Sell it to me! parts 1 & 2: essential skills for a salesperson
Straight talking: the art of assertiveness
Talking to the team: how to run a team meeting
Team spirit?: how to be an effective team member
Telephone behaviour: the rules of effective communication
The balance sheet barrier: the basics of business finance
The best of motives, parts 1 & 2: informing and involving
The dreaded appraisal: both sides of the appraisal interview
The grapevine: communicating in a world of change
The helping hand: coaching skills for managers
The paper chase: cutting back on paperwork
The unorganised manager, parts 1 & 2: damnation and salvation
The unorganised manager, part 3: divine intervention
The ultimate change show: managing change
The ultimate stress show: managing stress
Who sold you this, then?: effective after-sales service
You'll soon get the hang of it: the techniques of one-to-one training

Contents

4-5 Video-based training from Video Arts

6-8 Introduction

9-11 What the pack contains

12-28 Course leader's guide

GTW-1-GTW-12 Group training workbook*

SSW-1-SSW-25 Self-study workbook*

OHP-1-OHP-9 Presentation 'slides'/OHPs*

Certificate*

*Copies of these resources are also available in the enclosed packacking in electronic formats to allow you to customise them to your specific requirements and to print the required number of copies from the master fro the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts

Congratulations on choosing **Absence minded: managing absenteeism** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 video, DVD and e-learning programmes covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



Michael (Tim Vine) gets a lesson in managing absence from Vanita (Nina Wadia).

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success; people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video-based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us have an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

- A storehouse of professional knowledge and expertise, developed over 30 years and drawing on some of the best minds in the business
- The highest possible production values, both in the videos we produce and in the support material that goes with them
- The magic ingredient - humour - which can make a delight of the dullest subject

Introduction

Absences from work cost companies millions every year. Therefore, it is important to understand the root cause of absenteeism and to take remedial action. By taking a positive approach the levels of absenteeism can be significantly reduced in any organisation.

The key to this approach hinges on three stages - **acknowledging the problem, identifying the reasons** and **agreeing a solution**. There is more to absenteeism than just sickness. Clearly when people are genuinely sick it is important for them to recover as quickly as possible and this is best done by staying away from work.

However, there is a range of factors, many of which may be associated with the working environment, which cause absence from work.

Using this course programme based on the video **Absence minded: managing absenteeism** will help you to deal with such situations and help you to take a positive leadership role when absenteeism is at an unacceptably high level.

Objectives

Those who work their way through the **Absence minded: managing absenteeism** programme will be able to:

- Take strong leadership action to examine the underlying reasons for absenteeism
- Acknowledge, prepare and implement appropriate procedures
- Develop a series of actions that will help to implement effectively an agreed solution

Using Absence minded: managing absenteeism

- **Dual use.** The programme can be used either as a conventional training course with a small group, or for self-study by individuals. The pack contains guidance and appropriate materials for each use
- **Electronic resources .** Most of the support materials, such as the OHPs and the workbooks, are supplied on disc. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

The target audience

This programme is designed to be of use to any person who wants to address absenteeism in their team or organisation. It is particularly suitable for:

- Team leaders and supervisors
- Middle managers
- Senior managers

The course leader

You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts which will help you implement new procedures include:

- **The dreaded appraisal: both sides sides of the appraisal interview** This programme demonstrates how to turn performance review interviews into a positive experience for both manager and employee. There is also a 3-minute appraisee preparation programme. This programme is also available as an e-learning product
- **I'd like a word with you: the discipline interview** This programme presents a systematic, three-stage approach to conducting discipline interviews to improve poor performance. It shows three managers, each with a particular fault which they learn to overcome. This programme is also available as an e-learning product
- **The best of motives: informing and involving** This programme is in two parts, each focused on one of the two common reasons why people fail to feel motivated at work. The first is that Nobody ever tells us and the second is that Nobody ever asks us. This programme is also available as an e-learning product
- **Can you spare a moment?: counselling skills for managers** This programme will help managers to improve the necessary skills needed to run a counselling interview and show the positive benefits of good counselling. This programme is also available as an e-learning product
- **Performance matters: the importance of praise** This programme makes the point that giving praise where it's due is a management tool that's powerful, cheap and easy to use. This programme is also available as an e-learning product
- **Performance matters: the need for constructive criticism** This programme helps managers understand that criticism is an essential part of their responsibilities and shows that people should only be criticised for what they've done, not what they are. This programme is also available as an e-learning product
- **First among equals: leading a team** This programme demonstrates how to lead a team effectively by understanding the purpose of the team leader's role, and recognising the different skills of individuals in the team
- **The ultimate stress show: managing stress** This energetic and innovative programme teaches eight key learning points to managing stress
- **The counselling interview** This is one of the Video Arts World Series titles in which the counsellor and psychotherapist Philip Hodson presents a structure for handling counselling sessions and demonstrates its use by role playing three interviews
- **Motivating the team** This programme demonstrates how to meet the motivational needs of a team by using the SPUR approach - providing work which is Self-determined, Purposeful, Useful and Rewarding
- **The Stress pocketbook, Controlling absenteeism pocketbook, Motivation pocketbook and Problem behaviour pocketbook** are all titles from the hugely successful Management pocketbook series

What the pack contains

The **Absence minded: managing absenteeism** video

Absence minded: managing absenteeism is a 22-minute video that demonstrates the causes of absenteeism and how to manage it successfully.

The video features Michael, a departmental manager, played by Tim Vine.

He has the assistance of a consultant called Vanita, played by Nina Wadia. She has persuaded him to keep a video diary of the staff in which they air their thoughts on the department. Michael's assistant Toby is heading the project.

Michael has three members of staff who have recently been absent for varying reasons - Glen, whose absenteeism is the result of job worries; Charlie who is absent for no good reason; and Angela, a single mum with domestic problems. Vanita shows Michael how to handle each of these situations.

Course clips (for users accessing the programme on VHS)

A course clips version of the programme appears at the end of the main video. The course clips are isolated scenes from the main video and are referred to in the training course programme within this manual.

The course clips can be used by the course leader running a particular session or by an individual working through the Self-study workbook.



course clips

This symbol will appear to indicate when to play the course clips version.

Course leader's guide

- A copy of the leader's guide is supplied on the computer disks in Adobe® Acrobat®
- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied on computer disc.

It also contains a copy of the course objectives and programme and a set of notes that summarise the main points from **Absence minded: managing absenteeism**.

Self-study workbook

This workbook, which is supplied in an electronic format on computer disc, contains detailed instructions that enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes that summarise the main points from **Absence minded: managing absenteeism**.

Presentation 'slides'/OHPs

These are master copies supplied both in the electronic format Microsoft® PowerPoint® on computer disc for printing onto acetate or for use as a computer-driven 'slide' show.

Certificate

Within the packaging is an electronic format of a blank certificate, which users can customise and issue to those who have completed the course based on **Absence minded: managing absenteeism.**

Computer disks

As explained above, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft® Word®)
- Leader's guide (Adobe® Acrobat®)

(Microsoft® Word®, and PowerPoint®, are registered trademarks of Microsoft Corporation.)

(Adobe® Acrobat® is a registered trademark of Adobe Systems Incorporated.)

Course leader's guide

Course programme

How to prepare the programme

How to run the programme

Session 1 Introduction

Session 2 Look for warning signs and patterns

Session 3 The process for absenteeism

Session 4 Tackle the issue immediately

Session 5 Discuss face-to-face having prepared your emotions and the facts

Session 6 Probe into the reasons

Session 7 Get them to take responsibility and be flexible

Session 8 Agree an action plan and monitor the solution

Session 9 Action plan



Course programme

This is a suggested programme for a half-day course based on **Absence minded: managing absenteeism**.

You may choose to incorporate additional sessions to cover points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of **Absence minded: managing absenteeism** individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

**Video Arts Training Services
can be contacted at:**
Tel: 020 7400 4800
Email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.

Glen felt his problems were not being heard which built up stress and as a result led to absenteeism.



Session no.	Session content	Approx. timing
Session 1	Introduction <ul style="list-style-type: none"> • Welcome and housekeeping • Objectives • Structure of the course 	<i>20 mins</i>
Session 2	Look for warning signs and patterns <ul style="list-style-type: none"> • Varying signs and patterns • Discussion • Video 	<i>50 mins</i>
Session 3	The process for absenteeism <ul style="list-style-type: none"> • Video excerpt • Discussion • Exercise • Discussion 	<i>30 mins</i>
Break		<i>15 mins</i>
Session 4	Tackle the issue immediately <ul style="list-style-type: none"> • Video excerpt • Discussion • Exercise • Discussion 	<i>25 mins</i>
Session 5	Discuss face-to-face having prepared your emotions and the facts <ul style="list-style-type: none"> • Video excerpt • Exercise • Discussion 	<i>25 mins</i>
Session 6	Probe into the reasons <ul style="list-style-type: none"> • Video excerpt • Discussion 	<i>25 mins</i>
Session 7	Get them to take responsibility and be flexible <ul style="list-style-type: none"> • Video excerpt • Discussion 	<i>30 mins</i>
Session 8	Agree an action plan and monitor the solution <ul style="list-style-type: none"> • Video excerpt • Exercise • Discussion 	<i>20 mins</i>
Session 9	Action plan <ul style="list-style-type: none"> • Action plans • Course summary 	<i>15 mins</i>
Total:		<i>4 hours 15 minutes (including break)</i>