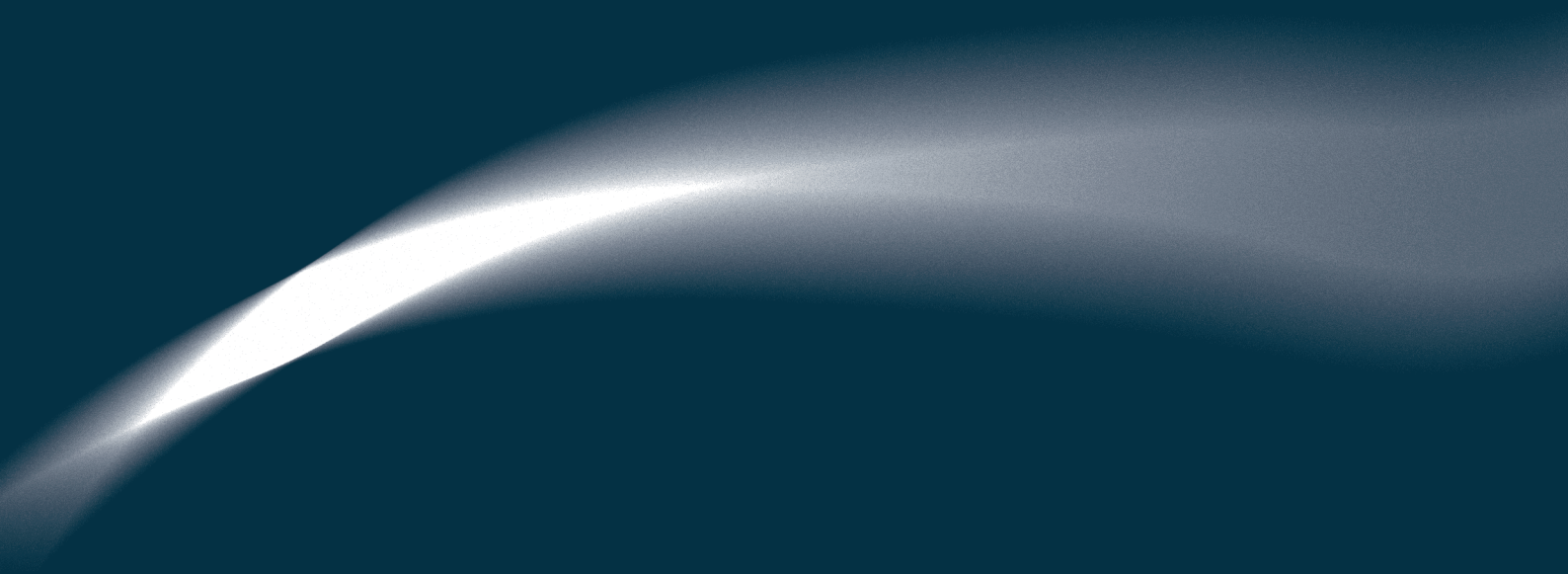
KLM × TU Delft



# The Future of Leave-taking (Appendix)

*Research and design for leave-taking experience in an aviation context*

Ginny Yang | Master Graduation Thesis | August 2019 | Industrial Design Engineering

IPD Master Thesis
August 22, 2019

Graduate student
C.T. Yang
Ginnyctyang@gmail.com

Company
KLM Royal Dutch Airlines

Supervisory team
Ir. J.D. van der Meer (Chair)
M.M.E.M. Oonk MSc (Mentor)
T. Kiemel (Comany mentor)

# Appendix

## A. The Recap of Kick-off Meeting

# Design for leave-taking

*Create a pleasant and self-steering leave-taking experience*

### Problem & Goal

KLM HR has a vision to empower their employees. Ultimately, their goal is to encourage their employees to become self-steering. This vision applies to not only employees' daily job, but also to the occasionally situations, among which leave-taking is the main scope of this project.

According to the Global Payroll of the Netherlands, there are three types of leave-taking: pay leave, unpaid leave and sickness. Paid leave includes vacation, reduced working hours and maternity; unpaid leave includes strikes and special leaves; sickness includes disability and accident. While the categories are clear in the Dutch laws; in the real situations, not all the cases can be easily classified and processed. In many cases, the situations are complicated, and it could be difficult for the employees, their managers and the employer to define the type of every single leaves with no ambiguity.

What makes the problem even more difficult to tackle is the emotions and the sensitivities of leave-taking employees. When an employee is taking a leave for an emotionally negative reasons, one could be very fragile and sensitive, consequently leads to a poor working performance even when they get back to work. Such situations are hardly improved with any rational management, but can only be approached with empathy and supports. The main challenge is to figure out what kind of role the KLM HR can play in those cases.

Having observed these difficulties, KLM HR wants to know what they can do to support the employees better. Based on the vision of self-steering employees, HR wants to create pleasant and flexible leave-taking experiences. In this project, the first goal is to empathise with employee's leave-taking experiences and to understand the practical restrictions from manager's perspective. And then, to generates some ideas that could solve some of the problems. In the end, to create a design that improves the leave-taking experience aiming at inducing some more self-steering employees.

### Assignment & Deliverable

**Exploration**
Understand the leave-taking experience, needs and wishes of employees.

Understand the experience of supervising leave-taking and the practical restrictions from the managers.

Understand the implementation restrictions and possibilities from HR people.

**Creation**
Design a concept prototype, including user interfaces and the entire flow. Provide other possibilities and suggestions.

**Reflection**
Evaluate with employees and the clients. Present the results and provide future recommendations.

**Implementation**
Involve the people who will possibly implement the concept in the entire process. Provide implementation methods and recommendation.

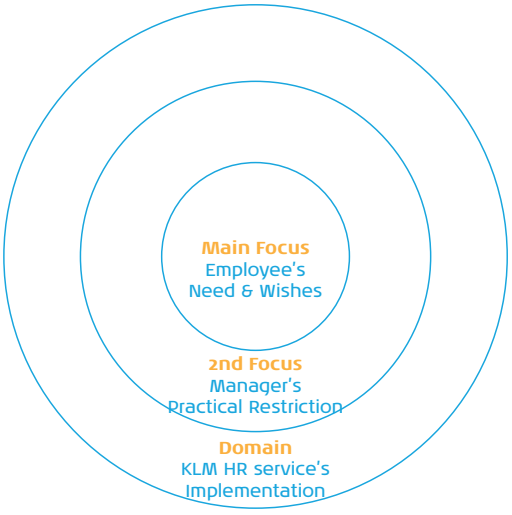
### Focus of the research & The research order

The main focus of the project is to understand the experiences and the needs/wishes of the employees.

The second focus is to understand the practical restrictions the managers have.

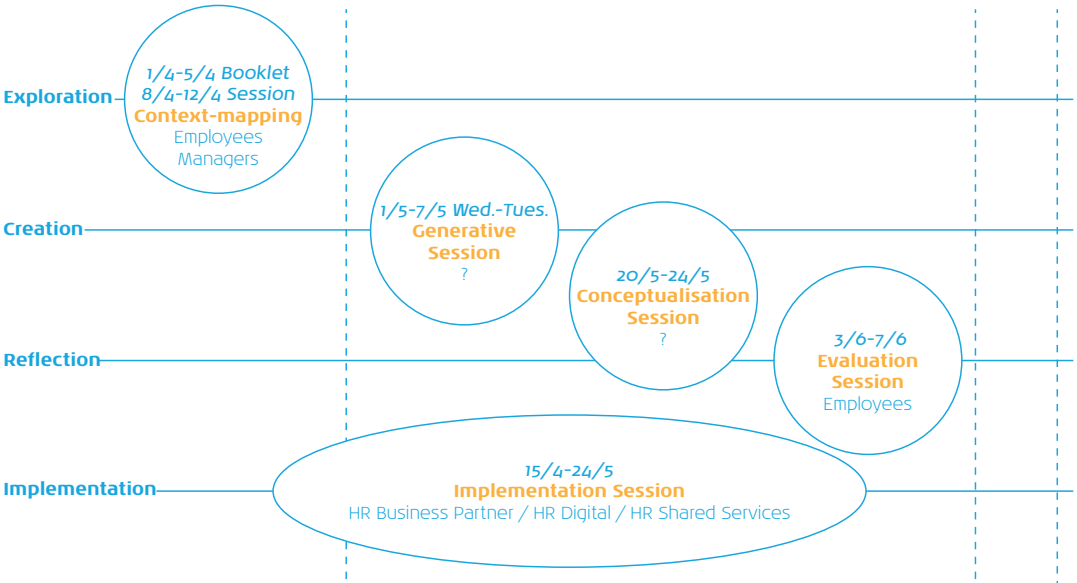
The third focus, which is also the domain of the project, is to understand what is within the scope of KLM HR services, what can be implemented and how to implement the ideas.

The research of the first and second focus will be done simultaneously due to the time limit. The research about the implementation will be done after that and till the end of the project.



## Planning

The question mark means the date/participant is not yet decided.




## Meetings

The time and date of the midterm meeting should quickly be arranged.
*Fridays are not convenient for most of the people, thus are excluded in the following dates.

**Midterm Meeting@KLM**
22/4-25/4
Problem Definition

**Green Light Meeting@KLM**
10/6-13/6
Concept Evaluation

**Graduation Presentation@TU Delft**
8/7-10/7
Whole Process & Concept Presentation

## Context mapping

***Keep in mind, it is not about the job title, but about whether you are the one who takes leave or the one who supervises leave-taking.***

### Employee who takes leave

**Goal**
The goal is to understand employee's leave-taking experience and their needs and wishes from KLM HR services.

**Dates**
1/4-5/4 fill in the booklet themselves
Any time in 8/4-12/4 for the interview sessions

**Requirement**
6 people who are willing to...

1. Share their experience of leave-taking. It is even better if they had difficult leave-taking experience to share.
2. Write and speak English. Not necessarily have to be fluent.
3. Fill in the booklet and participate the 1 hr context mapping interviews.

### Manager who supervises leave taking

**Goal**
The goal is to understand manager's leave-taking supervision experience and their needs and wishes from KLM HR services.

**Dates**
1/4-5/4 fill in the booklet themselves
Any time in 8/4-12/4 for the interview sessions

**Requirement**
6 people who are willing to...

1. Share their experience of supervising leave-taking. It is even better if they had difficult supervision experience to share.
2. Write and speak English. Not necessarily have to be fluent.
3. Fill in the booklet and participate the 1 hr context mapping interviews.

# B. Consent From for Context-mapping Research

## Introduction to the research project

Thank you for participating in this research project. I am an Industrial Design Engineering student researching the topic of leave-taking in KLM. This project aims at creating a pleasant and self-steering leave-taking experience.

Using "context-mapping" design techniques, my goal is to gain a better understanding of employee's work activities and your experiences of taking leave. With your help, we develop a better HR services for leave-taking management in KLM, together in co-creating sessions.

Your participation to the research consists of the following activities:
- Receiving a personal booklet
- Using the booklet to map out your work activities and your leave-taking experiences
- And finally being invited to a one-hour recorded interview in which you will explain what you fill in the booklet and do a short exercise.

Thanks again for your participation. Feel free to contact me if you have any question.

Ginny Yang

## Consent statement

You are being invited to participate in a research study performed by Ginny Yang from TU Delft. The purpose of the research is to understand employee's leave taking experience and the needs and wishes from KLM. The data will be used for creating leave-taking journeys and designing new experiences/services for the employees in KLM.

Your participation in this study is entirely voluntary and you can withdraw at any time. You are free to ask any question.

To the best of our ability your answers in this study will remain confidential. I will minimise any risk by storing all information solely and internally, share data and insights anonymously with only KLM project owner(s), participants and TU Delft supervisors, and adequately secure and store the research after the the completion of the project.

Signature

| _____ | _____ | _____ |
|---|---|---|
| Name of the participant | Signature | Date |

For questions or remarks, please contact Ginny at:
Email: ginnyctyang@gmail.com
Phone: +31626734699

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| _____ | _____ | _____ |
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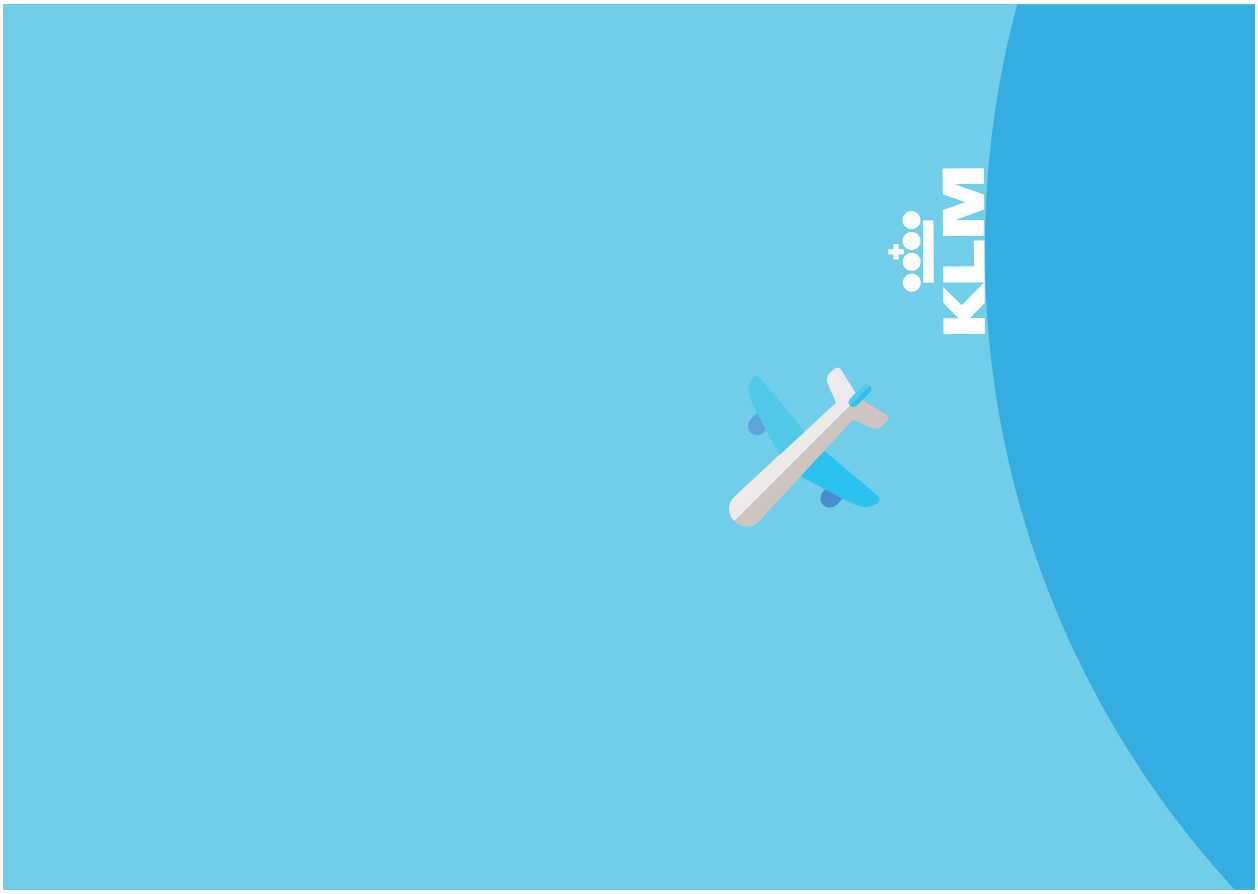
## C. Sensitising Booklet for Employees and Managers



**What is leave-taking?**
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# Welcome!

Thanks for contributing to this project!

In preparation of the interviews I have developed this booklet for you. Filling out the booklet will help you during the interview. Inside are short daily tasks that will only take you 5 to 10 minutes. The idea is to do the assignments spread out over one work week.

Have fun and good luck with your assignments this week. Remember: you can be as creative as you like!

## Hint 1

**Don't give the booklet to anyone, just bring it to the interview.**

## Hint 2

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# Who am I?

I'm Ginny Yang from Taiwan, a TU Delft Industrial Design Engineering student who focus on experience and service design. I'm currently doing graduation project about leave-taking experience in KLM. My goal is to create a better leave-taking experience with you and for you!

# Who are you?

**Your name:**

**Your date of birth:**

**Your department:**

**Your job title:**

**Your working years in KLM:**

**Numbers of people in your team:**

**Marital status:**

**How many children do you have:**

# Day 1 What are your work activities?

## Step 1

Think about all the activities you do in your work and place them on the pie chart according to how much time do you usually spend.

**Hint 1:** you can decide your own categories
**Hint 2:** trust your instinct. It doesn't need to be accurate

*e.g.*
*Reporting*
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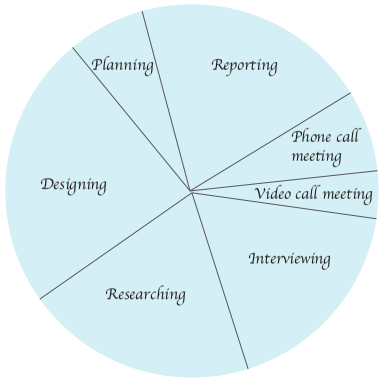
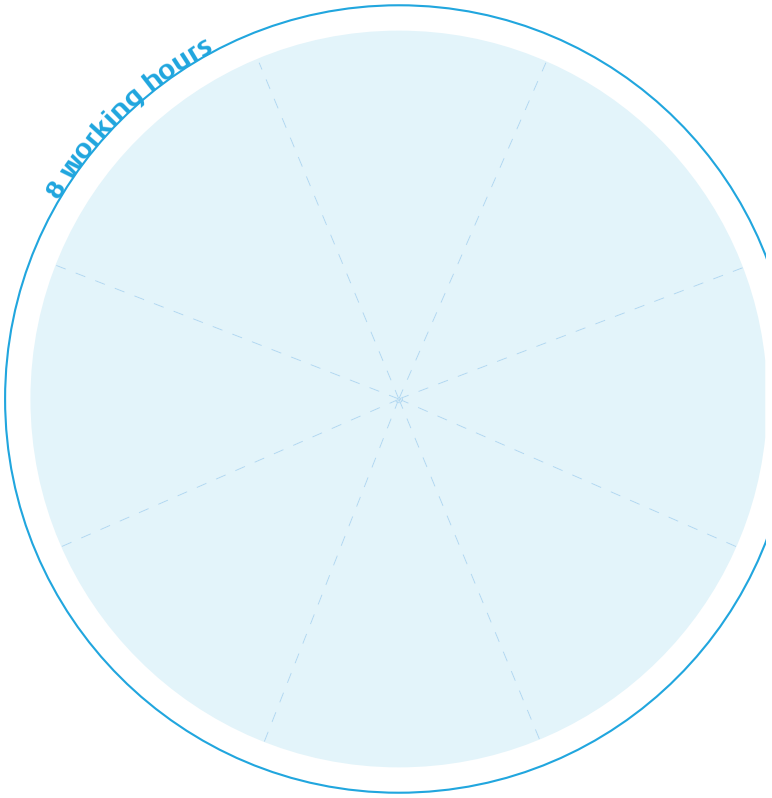
*Face-to-face talk*
*Emailing*
*Checking*
*Planning*
*Machine Operation*
*Solving staff's problem*
*Solving customer's problem*



# Day 2 Who are the people around you in KLM?

## Step 1

Think about the people around you in KLM, and place them on the chart according to how closely they are to you and whether you have personal connection with them.

**Hint 1:** please include your colleagues, boss, managers, staffs, HR people and whoever you usually work with/talk to.
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*e.g.*
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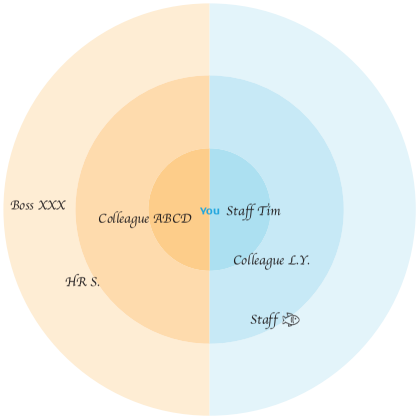
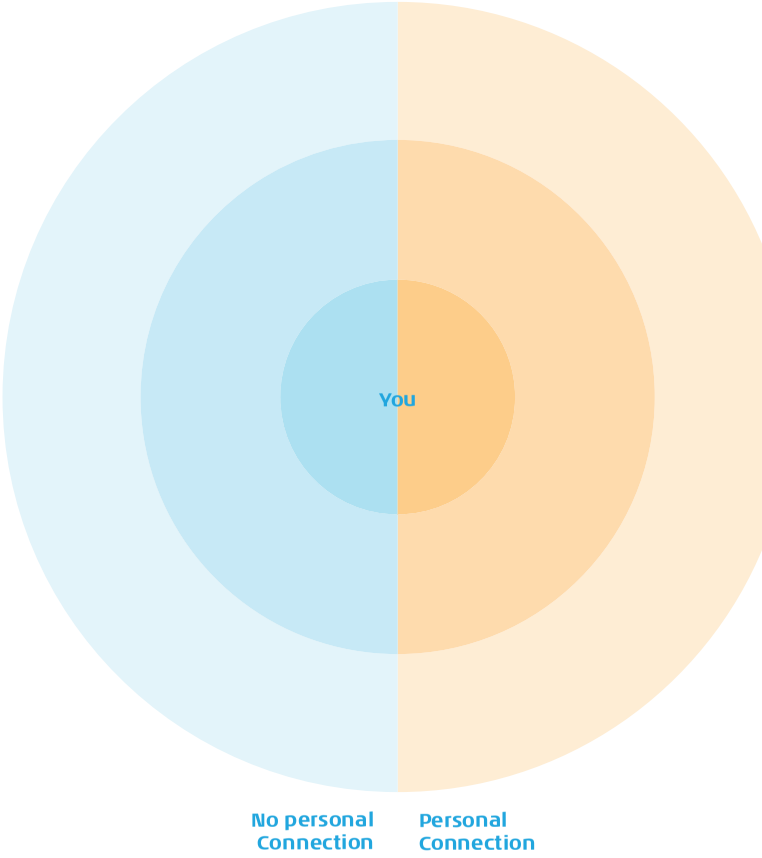
*Colleague L.Y.*
*Boss XXX*
*HR S.*

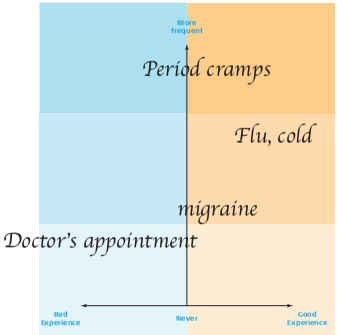


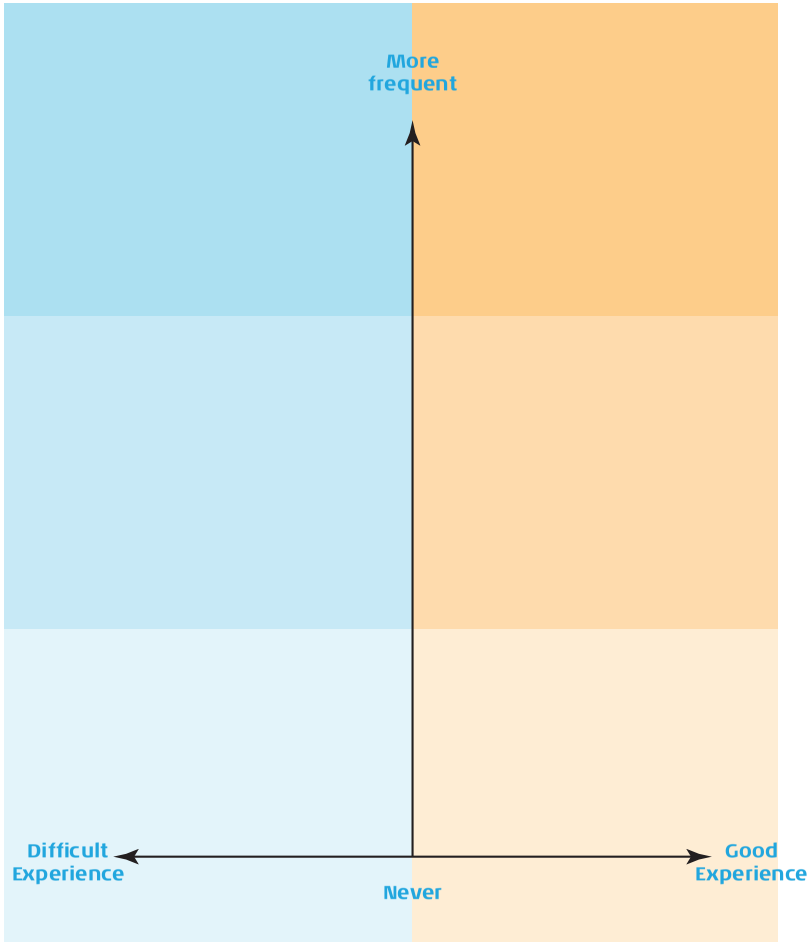



# Day 3 How were your leave-taking experiences?

## Step 1

Think about what leave-taking experiences you had in KLM. Put them on the chart according to how frequent you had them and how difficult the experiences were.



# Day 4 The most difficult leave-taking experience

## Step 1

Try to recall the most difficult leave-taking experience. What happen? Show the entire process on the timeline, from the time that the incident happened to the time that you came back to work.

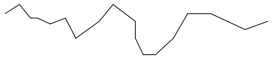
(What happened in the beginning?)

(What happened when you asked to take leave?)

(What happened when you were taking leave?)

(What happened after you come back to work?)

## Step 2 Draw your mood chart.



# Day 5 The future leave-taking experience

## Step 1

What do you wish to have/not have in the leave-taking process? Try to imagine what KLM HR and your manager can do better in the future.

**Hint:** be creative and bold!

1. When the incident happen...

| I wish... | I wish there's no.... |
| --- | --- |
| | |

2. When asking for leave..

| I wish... | I wish there's no.... |
| --- | --- |
| | |

3. When you are taking leave...

| I wish... | I wish there's no.... |
| --- | --- |
| | |

4. When you go back to work...

| I wish... | I wish there's no.... |
| --- | --- |
| | |

# My leave-taking supervising experience in KLM

My name:

***What is leave-taking?**
According to the Global Payroll of the Netherlands, there are three types of leave-taking: pay leave, unpaid leave and sickness. Paid leave includes vacation, reduced working hours and maternity; unpaid leave includes strikes and special leaves; sickness includes disability and accident.

***What is supervising leave-taking?**
According to the KLM Absence Policy, the manager is responsible for ensuring the employees do not take unnecessary leaves of absence, and is also responsible for a successful progression of the absence and re-integration trajectory.

# Welcome!

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# Who are you?

Your name:

Your date of birth:

Your department:

Your job title:

Your working years in KLM:

Numbers of people in your team:

What do you care more about:
(Make one of the circle)

Better performance of the team ○ ○ ○ ○ ○ ○ ○ Future development of the company

Team as a whole ○ ○ ○ ○ ○ ○ ○ Individual employee

# Day 1 What are your work activities?

## Step 1

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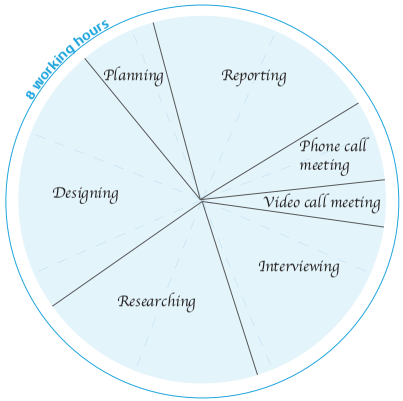


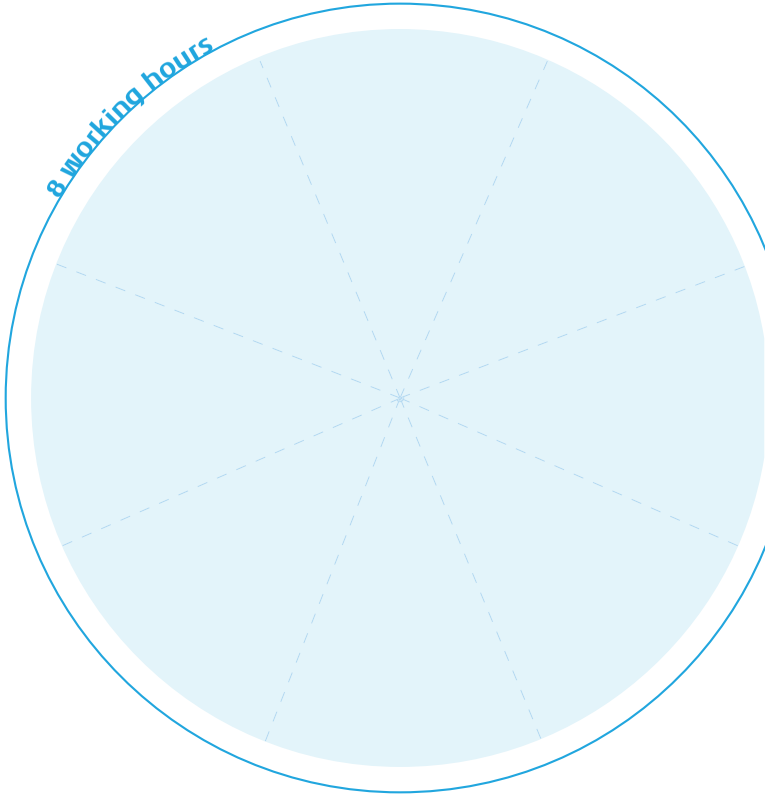

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## Step 1

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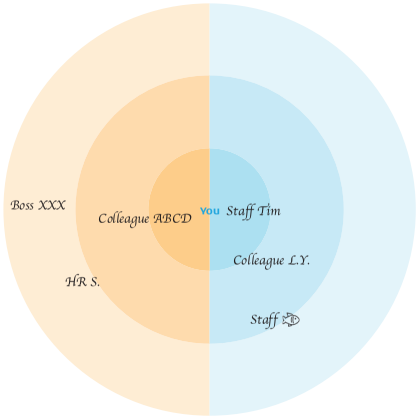
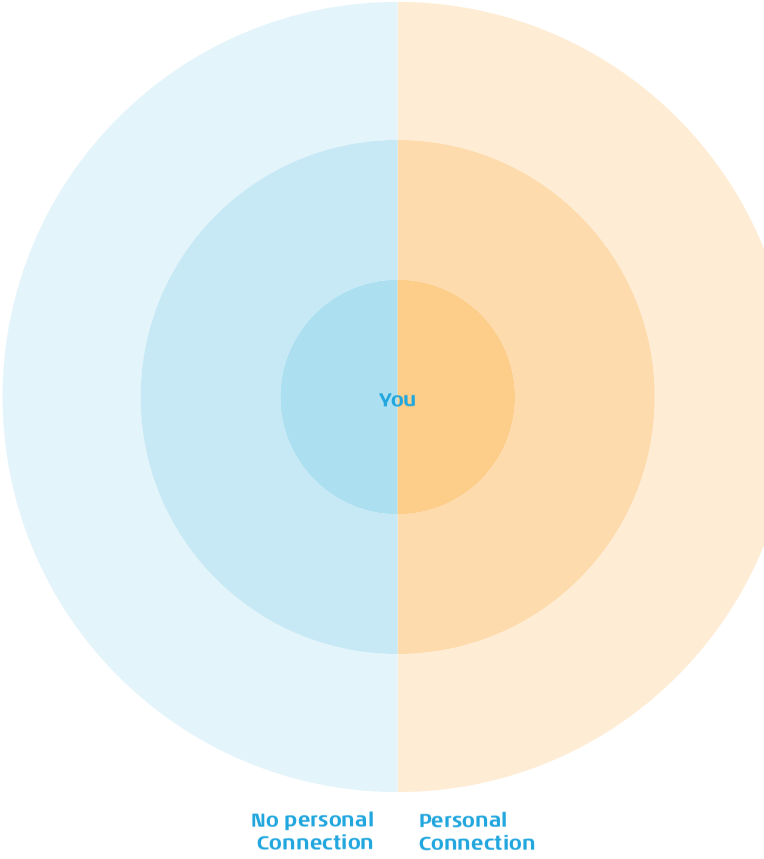
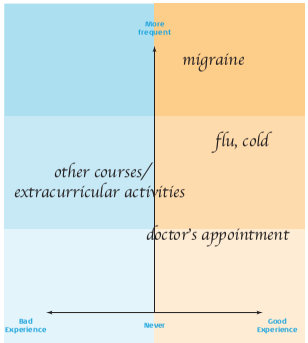


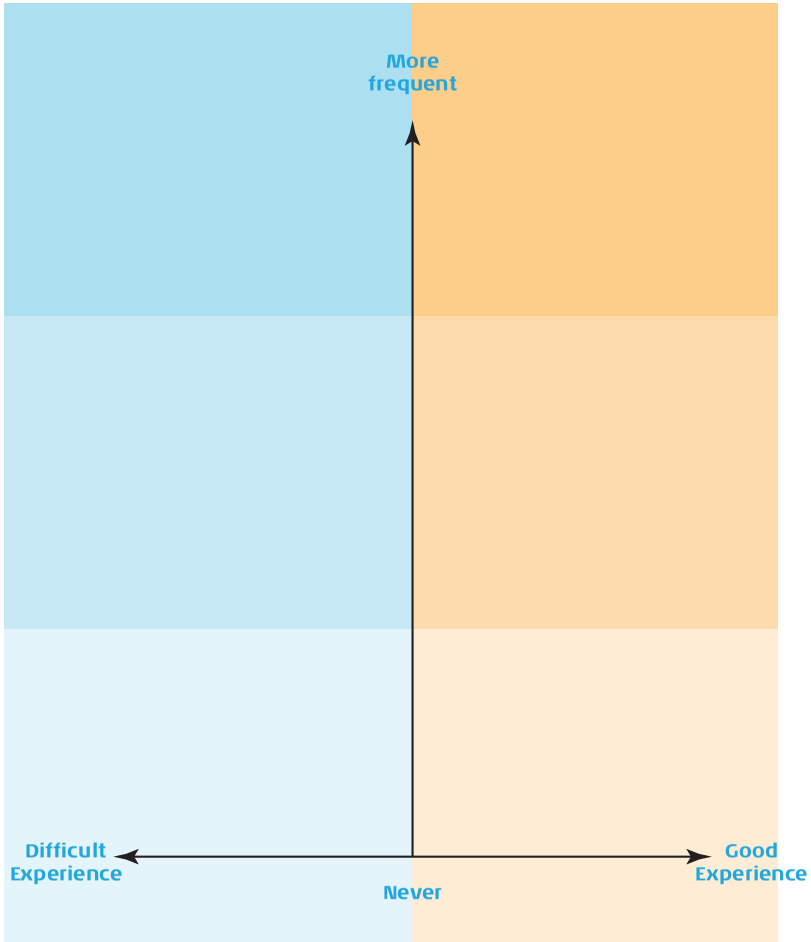



# Day 3 How were your leave-taking supervising experiences?

## Step 1

Think about what kind of leave-taking you have supervised in KLM. Put them on the chart according to how frequent you receive the requests/notifications and how difficult it was to supervising the leaves.



# Day 4 The most difficult leave-taking supervising experience

## Step 1

Try to recall the most difficult leave-taking supervising experience. What happen? Show the entire process on the timeline, from the time that you were notified of the leave to the time that your employee came back to work.

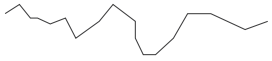
(How were you notified of the leave?)

(What happened when the employee were taking leave?)

(What happened after the employee came back to work?)

## Step 2

Draw your mood chart.



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Signature

| _____ | _____ | _____ |
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| Name of the participant | Signature | Date |

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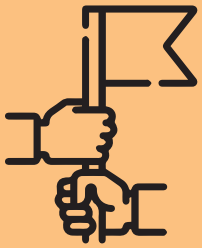
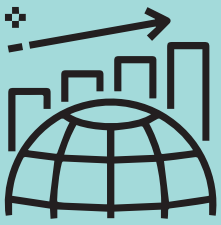
Phone: +31626734699

## D. Printable Toolkit

| | | | |
|---|---|---|---|
| I'm understood & trusted<br>Need | I'm appreciated & supported<br>Need | I'm empowered & encouraged<br>Need | I'm in control & enable<br>Need |
| <br>Need | Optimal staff behavior<br>Reach out<br>Take ownership<br>Be competent<br>Go further<br>Value | Optimal leadership<br>Connect<br>Set-up for success & result<br>Guide<br>Challenge & inspire<br>Value |  <br>Value |
| System & Flow<br>Integration<br>Seamless connection<br>Differentiation<br>Predictability<br>Automatic<br>Adaptability<br>Transparency | Culture & Orgnaisation<br>Flex employees<br>Teaming<br>Leadership<br>Trend | Agreement<br>Health<br>Simplification<br>Flexibility<br>Principle<br>Personalisation<br>Trend | Service<br>Connection<br>Flexibility<br>Self-serving<br>Personalisation<br>Trend |
| System & Flow<br>Integration<br>Seamless connection<br>Differentiation<br>Predictability<br>Automatic<br>Adaptability<br>Transparency | Information<br>Digitalization<br>Accessibility<br>Presentation<br>Trend |  <br>Trend | 1<br>When to use it? |

| | | | |
|---|---|---|---|
| **I am a manager**<br>I have full control of the situations. KLM provides me the tools and information I need.<br><br>**I am an employee**<br>I have full control of my life and my work. KLM and my manager provide me the tools and information I need. | **I am a manager**<br>KLM believes me and empowers me to manage and develop my team. I'm encouraged to try, to improve and to go further.<br><br>**I am an employee**<br>My manager believes me and encourages me to improve and go further. | **I am a manager**<br>KLM understands my difficulties, needs & wishes and is willing to provide me as much support as possible.<br><br>**I am an employee**<br>My manager understands my difficulties, needs & wishes and is willing to provide me as much support as possible. | **I am a manager**<br>My staff understand the goals and the tasks of the team. They know the reasons behind my decisions and will support and cooperate with me.<br><br>**I am an employee**<br>My manager and colleagues understand me as a person and my work attitude. They trust me and are willing to help me when I need to take a leave. |
| bring out<br>**KLM Value**<br><br>**Discover the values**<br>- What are the values behind the vision?<br><br>**Check the values**<br>- Does the new implementation bring out KLM Value?<br>- What does it bring out?<br>- Does it conflict with anything?<br>- How to reduce the conflict? | **For manager**<br>Managers are expected to be able and willing to connect employees, to set-up for success, to guide employees and to challenge and inspire the team. | **For both employee and manager**<br>They are both expected to be able and willing to reach out to customers, to take ownerships, to be competent and to go further. | fulfill<br>**Basic Needs**<br><br>**Discover the needs**<br>- What are the needs behind the problems?<br><br>**Check the needs**<br>- Does the design fulfill the basic needs of managers and employees?<br>- What does it fulfill?<br>- Does it conflict with anything?<br>- How to reduce the conflict? |
| **Connection**<br>e.g. Yammer for Inflight Services, myRoster for Ground Services<br><br>**Flexibility**<br>e.g. Shift replacement for making holiday planning more flexible in Passenger Services<br><br>**Self-serving**<br>e.g. Employees can change their contract in SAP by HR Digital Base<br><br>**Personalisation** | **Health**<br>e.g. Regulations about night shifts became more strict<br><br>**Simplification**<br>e.g. 5 types of leaves became only KLM Leave & Employee Leave<br><br>**Flexibility**<br>e.g. Cabin crews can save some of their travel leave days for later<br><br>**Principle**<br>e.g. Correction of the misused leave rules in some hangars in E&M<br><br>**Personalisation** | **Flex workers**<br>e.g. Flex workers in Ground Services & Inflight Services<br><br>**Teaming**<br>e.g. Teaming concept in Engineering & Maintenance<br><br>**Leadership**<br>e.g. Manager have to take more of the leadership after HPO | **Integration**<br>e.g. Multiple functions in myHR by Future rostering<br><br>**Seamless Connection**<br>e.g. Multiple functions in myHR by Future rostering<br><br>**Differentiation**<br>e.g. Outlook Calendar, Office 365 and MyRoster for different agenda usages<br><br>**Predictability**<br>e.g. Workload/workforce prediction with machine learning by Future Rostering |
| Two timings for using the<br>**Leave-taking Design Toolkit**<br><br>**Timing A**<br>When you want to solve a problem<br><br>**Timing B.**<br>When you are responsible for designing/developing something that is related to leave-taking | Understand<br>**Trends**<br><br>**Generate ideas**<br>- A problem can be solved by system/service/agreement/... solution. How are you going to solve the problem? Generate ideas for different areas.<br>- You can learn from the trends.<br><br>**Check the trends**<br>- What are the trends I can consider? | **Digitalization**<br>e.g. HR information digitalisation by HR Digital<br><br>**Accessibility**<br>e.g. Leave balance displayed in SAP and myRoster<br>Absenteeism data dashboard by HR Analytics<br><br>**Presentation**<br>e.g. Absenteeism data dashboard by HR Analytics | **Automatic**<br>e.g. RPA-tool for leave-registration by Future Rostering<br><br>**Adaptability**<br>e.g. The systems sould be adaptable for possible rules & development in the future<br><br>**Transparency**<br>e.g. Employees should be able to check the availability of leave-taking by themselves |

### Information

Information of leave-taking rules, sickness resources, leave balance, present/absent situation, absenteeism data

Responsibility

### Agreement

The agreement, policy, rule, regulation regarding leave-taking, rostering and sickness

Responsibility

### Service

The service for managers and for employees regarding leave-taking, rostering and sickness

Responsibility

B

*Timing B*

*Let's check the design!*

### System & Flow

The system for planning, rostering, swapping and leave-taking

Responsibility

### Culture & Orgnaisation

The composition of teams, the organization structure, the working culture

Responsibility

*Responsibility*

A

*Timing A*

*Let's generate some ideas!*

**Leave-taking Design Toolkit**

Researched & Designed by Ginny Yang

2

*How to use it?*

| | | | |
|---|---|---|---|
| - ***My responsibilities***<br>*responsibility-identify the responsibility*<br><br>- ***The trends of the area I'm responsible for:***<br>*trend-check the trends*<br><br>- ***The main target group***<br>*target group-identify the target group*<br><br>- ***The problems I should consider***<br>*problem-check the problems*<br><br>- ***The needs I could fulfill:***<br>*need-check the needs*<br><br>- ***The values I could bring:***<br>*value-check the values* | **Rostering Services**<br>- Self-rostering<br>**Leave-taking Services**<br>- Leave taking<br>- Holiday planning<br>**Swapping Services**<br>- Roster sharing<br>- Shift swapping<br>- Shift replacing<br>- Holiday swapping<br>**Health Services**<br>- Health programs<br>**Others**<br>- Community platforms<br><br>**Related people**<br>KLM Health Services, KLM Shared Services, ATM managers, Future rostering, MPS | **CLA agreement**<br>ATM manager<br>Labour union<br><br>**HR policy**<br>HR Shared Services | **Absenteeism data**<br>HR Analytics<br><br>**HR information**<br>HR Digital<br>HR Shared Services<br><br>**Time & Attendance information**<br>ATM managers |
| - ***The problem I want to solves***<br>*problem-discover the problems*<br><br>- ***The needs behind the problems***<br>*need-discover the needs*<br><br>- ***The main target group***<br>*target group-identify the target group*<br><br>- ***Ideas***<br>*trend-generate ideas*<br><br>- ***The values of the design***<br>*value-check the values*<br><br>- ***The responsible people***<br>*responsibility-understand where responsibility belongs* | identify<br>**Responsibility**<br><br>**Identify the responsibility**<br>- What is your responsibility<br><br>**Understand where responsibility belongs**<br>- Who owns the responsibility or resources of the solutions? | **Labour Time Management**<br>Cooperated ATM<br>ATM Cargo<br>ATM Ground Services<br>ATM E&M<br><br>**Management Team**<br>Unit-manager<br>Team lead<br><br>**Culture**<br>Culture lead | **Rostering Systems**<br>- Workload/workforce prediction<br>- Self-rostering<br>- Roster checking<br><br>**Leave-taking Systems**<br>- Leave taking<br>- Leave registration<br>- Holiday planning<br><br>**Swapping Systems**<br>- Roster sharing<br>- Shift swapping<br>- Shift replacing<br>- Holiday swapping<br><br>**Related people**<br>ATM managers, Future rostering, MPS |

# Leave-taking Design Toolkit

**Researched & Designed by Ginny Yang**

**Follow the five steps**

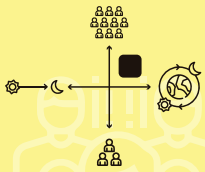
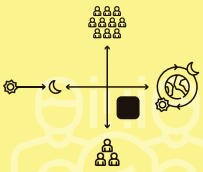
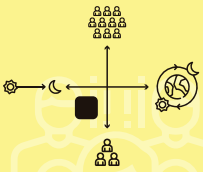
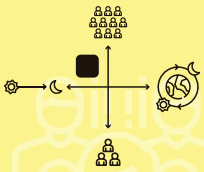
1. Sort the cards according to the colours.

2. Choose either timing A or B, follow the steps.

3. Read the action cards and read the cards that are related to the questions on the action cards.

4. Write down the answers and insights on paper.

5. Select the ideas that are more relevant or potential, and create a coherent concept out of it.

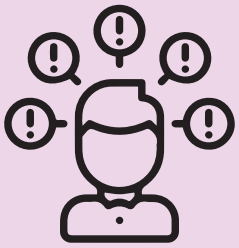
| | | | |
|---|---|---|---|
|  **Big team & Shift** A big team with employees who work in shifts. *Target group* |  **Small team & Shift** A small team with employees who work in shifts. *Target group* |  **Small team & Non-shift** A small team with employees who work in regular working hours. *Target group* |  **Big team & Non-shift** A big team with employees who work in regular working hours. *Target group* |
| #24 **Leave-taking supervising** Presence status monitor *Problem* | #25 **Leave-taking supervising** 'Family relation' problems *Problem* | #26 **Leave-taking supervising** Unshared knowledge and experience *Problem* | *Target group* |
| #8 **Shift Swapping** No shift-swapping facilitation *Problem* | #9 **Shift Swapping** No effective roster sharing *Problem* | #10 **Shift Swapping** Discrete systems and information *Problem* | #11 **Leave Regulations** Untitled leave types *Problem* |
| #12 **Agenda** Leave-taking system and agendas are independent *Problem* | #13 **Leave registering** Leave without registration *Problem* | #14 **Leave approving** Meaningless leave approval *Problem* | #15 **Leave requesting/ approving/ registering** Redundant manual operations *Problem* |

| | | | |
|---|---|---|---|
| - Flexibility of leave-taking & holiday planning: **Very high**<br>- Frequency of interaction between managers and employees: **Low**<br>- Sense of teamwork: **Very low**<br>- Rules & Regulation requirement: **clear, accessible**<br>- System & Service requirement: **self-serving, self-explanatory, automatic** | - Flexibility of leave-taking & holiday planning: **Very high**<br>- Frequency of interaction between managers and employees: **Very high**<br>- Sense of teamwork: **High**<br>- Rules & Regulation requirement: **flexible but principled**<br>- System & Service requirement: **Flexible, adaptable** | - Flexibility of leave-taking & holiday planning: **Low**<br>- Frequency of interaction between managers and employees: **High**<br>- Sense of teamwork: **Very high**<br>- Rules & Regulation requirement: **flexible butt principled**<br>- System & Service requirement: **predictable, integrated, flexible, adaptable** | - Flexibility of leave-taking & holiday planning: **Very low**<br>- Frequency of interaction between managers and employees: **Very low**<br>- Sense of teamwork: **Very low**<br>- Rules & Regulation requirement: **clear, accessible**<br>- System & Service requirement: **predictable, integrated, transparent, self-serving, self-explanatory, automatic** |
| **Identify your target group**<br>**Target group**<br><br>**Identify the target groups**<br>- Who are the main target group of the problems/you are responsible for?<br>- What are their features?<br>- What do they need?<br><br>**Check the target groups**<br>- Do the design meet the requirements of the target group? | - Managers do not share their way of management frequently. There are lack of opportunity for them to learn from each other and improve their managing skills.<br><br>- The leave taking procedures and systems are very different across various departments in KLM. These developments and experiences in leave-taking flow are not shared knowledge between different teams. | Some managers have a close relation with their staff. This kind of 'family relations' makes it difficult for them to be strict to their staff such as making an unwelcome decision. | For managers who want to check the staff's presence status, they can only go through the system one-by-one. This could be impractical for managers with a large team. |
| There are important or emergent events, such as the graduation ceremony of their children, that employees really want or need to take a leave. These events, however, do not belong to any entitled leave categories. For staff without a roster it is not a problem as they have little restriction in taking a normal employee leave. The problem occurs to staff work in shifts: They cannot take an employee leave if the minimum on-duty personnel has reached on the desired day. In the end, whether they can take the leave depends on their managers to make exceptions for them or not. | The CLA regulations, the rostering system, the leave-taking system and the overview of employees and their skills are all separate in E&M. Such discrete systems and the disconnected information hinder roster planners, managers and employees from doing shift swaps. | Employees in E&M cannot check the rosters of their colleagues of the same function, leading to yet another barrier to swap the shift | Shift swapping is not facilitated in some divisions such as in-flight. |
| The leave-taking request, approval and register systems are now require several manual inputs which could be generated accordingly. For example, employees have to fill in their own email, manager's name and for how long they are taking the leave which should be automatically calculated when they input the start and end time of the leave. | Most of the leave requests have nothing to do with managers. The managers only check the quota for leave and approve accordingly. Such an approval control does not mean anything to the manages while it troubles them and employees in leave taking process. | Some people, especially those in high positions, do not need to report to anyone when they take leave. If they forget to register their leave, which happens frequently, HR will not be able to track their leave days. | The leave-taking system and the agenda systems are not connected. When employees take leave, they have to mark that they are away manually in their agendas, which is not convenient for them, especially when they use multiple work agendas. |

#1
**Rostering**
Unpredictable rostering result
↓
difficult private life planning
Problem

#2
**Rostering**
Aging issue
↓
difficult rostering
Problem

#3
**Shift Swapping**
Inefficient communication for swapping shift
Problem


*Problem*

#4
**Holiday Planning**
Popular holiday season
Problem

#5
**Holiday Planning**
Imbalanced holiday planning
Problem

#6
**Leave Availability**
Poor workload/workforce prediction
Problem

#7
**Leave Availability**
Non-transparent leave-availability system
Problem

#16
**Health**
Choosing between health and salaries: part-time or full-time contract
Problem

#17
**Health**
Choosing between health and salaries: work in shift or in regular working hours
Problem

#18
**Health**
Occupational Hazard
Problem

#19
**Sickness**
Distant relations of employees and managers
Problem

#22
**Leave-taking supervising**
Scattered absenteeism information
Problem

#23
**Leave-taking supervising**
Unclear leave balance
Problem

#20
**Sickness**
Bad consequences of high sickness
Problem

#21
**Sickness**
Lack of information for support resources
Problem

| | | | |
|---|---|---|---|
| Understand<br>**Existing Problems**<br><br>**Discover the problems**<br>- What are the problems existed in your responsible group?<br>- What is more severe?<br>- What do you want to solve first?<br><br>**Check the problems**<br>- What problems/wishes I should consider in the design?<br>- What can I solve?<br>- What can't I solve? | After they receive a new rostering, employees frequently swap shifts with their colleagues for a better personal planning. At current stage, they can only communicate through emails and thus pollute their email boxes. | In E&M, the regulation states that one does not need to work in night shift if one becomes 60. But as the average age of employees has reached 57, it has become difficult for them to arrange enough people in night shift, especially in the teaming settings. | The rosters are unforeseeable to work-in-shift staff, it is therefore inconvenient for them to plan their private life in advance. They do not feel they have enough grip on their life. |
| There is a system that predicts the workload/workforce and thereby determines the quota of leave-taking. This quota and the status is not visible to the employees. They need to rely on their managers to check the leave-availability for them. This is inconvenient for both employees and managers, consequently leaving employees feel unpleasant when they do not get their leave without a clear reason. | - The workload is not well predicted enough in E&M.<br><br>- The workforce is not well predicted enough in Ground Services.<br><br>- Managers find it difficult to grant their staff leave due to the poor workload or workforce prediction. | Most employees are anxious about not getting the holiday they want, so they plan it way ahead and use up all the leave days early in the year. The consequence is that they do not have spare leave days for unforeseen or emergent situation. On the other hand, the other employees cannot take a leave when necessary as all the quota of leave-taking are fully claimed. | It is not easy to plan holidays on popular season for everyone. This is particularly a great deal for those who wish to enjoy the summer vacation with their young children. |
| Not all of the managers can meet their staff regularly. Some managers have to supervise excessive employees and some have different agendas than their staff. It is hard for those managers to know their staff personally or to empathise with their difficult situations. As a consequence, employees do not feel supported by their managers and have no one to talk to about their problems. | Employees with certain jobs are more likely to have certain health issues. For example, there is a greater portion of cabin crews having back pain issue than the other staff. KLM Health Services are trying to solve these problems but the effect so far is limited. | The employees who work in shifts are more likely to be ill when they turn older as it can be seen from the relatively high sick rate in the shift work departments. Some managers suggest these elder employees to switch to regular working hours, but not everyone is willing to change, considering the payment is less. | Every employee has different needs, problems and wishes in different stages of his/her life. This means that a stationary working contract doesn't always match their lifestyles. For the employees who have young offspring tend to be overloaded with taking care of their children. This could be a struggle between working more but less healthy and working less but less disposable income. |
| It is not easy for managers and for employees to know what resources KLM have for sick employees. | Some teams have higher sick rates, this inevitably reduces the quota of normal leave-taking constantly. | - Whenever managers want to arrange KLM leave for their staff, they can only check the leave balance of the staff from mailbox.<br><br>- The KLM leave balance is presented differently to employees from it does to managers. The unit shown to employees is in 'percent' while the unit shown to managers is in 'day'.<br><br>- The amounts of leave balance derived from two different units (percent and day) do not meet each other in small digits. | Various kinds of leaves are scattered in different systems. Managers do not have an overview over absenteeism status of their staff. |

Presentation + Workshop

# The future of leave-taking

*Ginny Yang*

## Outline

1. Introduction
2. Method
3. Research result
4. Hands-on session

# Introduction

## Introduction Ginny Yang

**Ginny Yang**
-From Taiwan
-MSc in Industrial Design Engineering in TU Delft
-Graduation internship in KLM
-From the beginning of March to the end of August

# Introduction Assignment

**Assigners**
-From Odette Wagemans & Caroline Janssens

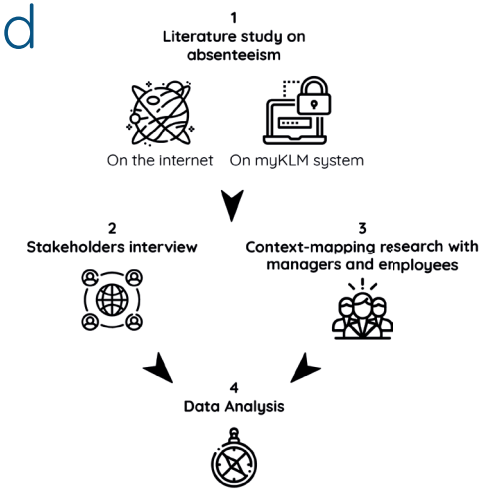
**Assignment**
-Understanding leave-taking (supervising) experience in KLM

**Problem definition**
-Untitled leave

**Deliverable**
-Suggestions & Service Design Concepts for HR people *(and other stakeholders)*

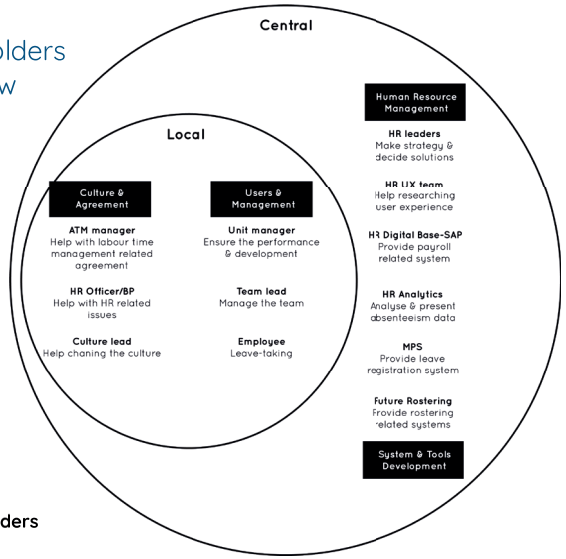
# Method

# Method




# Stakeholders interview

## Stakeholders interview




18 stakeholders

# Stakeholders interview

- Responsibility?
- How are they related to leave-taking experience?
- Done? Doing?
- Which part of the study they are interested in?

## stakeholders interview responsibility

## stakeholders interview responsibility

Problem ——— Solution(s) ——— Responsibility

**Communication & Cooperation**

## stakeholders interview responsibility

**e.g.**

Shift-swapping ———— Systems integration
(service) (system&flow)

## stakeholders interview responsibility

**e.g.**

Teaming concept ———— Night-shifts regulation
(culture & organisation) (agreement)

## stakeholders interview trends

**Information**

- Digitalisation
- Accessibility
- Presentation

**System & Flow**

- Integration
- Seamless connection
- Differentiation
- Predictability
- Automatic
- Adaptability
- Transparency

**Service**

- Personalisation
- Connection
- Flexibility
- Self-serving

**Agreement**

- Health
- Simplification
- Flexibility
- Personalisation
- Principle

**Culture & Organisation**

- Flex workers
- Teaming
- Leadership

# User research

# User research Context-mapping

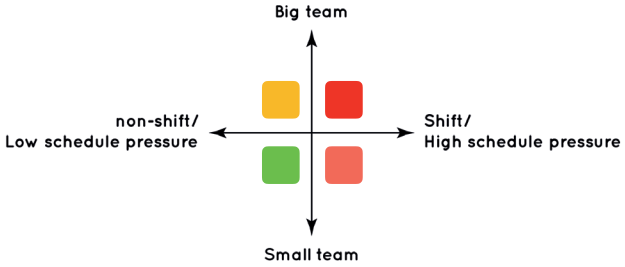
- the experts of their experiences
- Small exercises
- Latent needs

# User research

**10 managers+employees in**

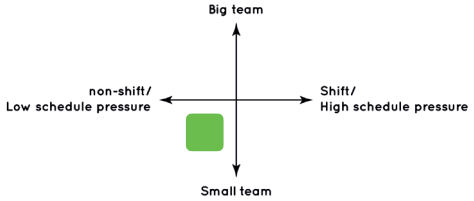
- Inflight Services
- Ground Services (Passenger Services & Planning)
- E&M (Hangar 14)
- Commercial
- Digital, IT & Technology

# User research groups & patterns




# Non-shift & Small team

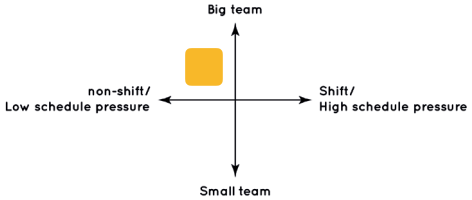
e.g. Commercial, IT, HR




- Flexibility of leave taking & holiday planning: **very high**
- Frequency of Interaction between employees & managers: **high**
- Sense of teamwork: **high**
- Regulation & System & Workflow requirement: **flexible but principled**

# Non-shift & Big team

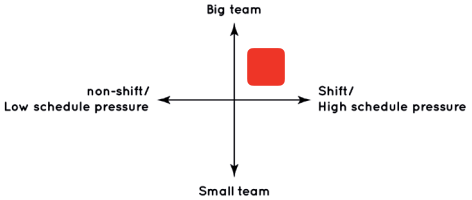
e.g. Commercial, IT




- Flexibility of leave taking & holiday planning: **very high**
- Frequency of Interaction between employees & managers: **low**
- Sense of teamwork: **very low**
- Regulation & System & Workflow requirement: **clear, accessible, self-serving, self-explanatory**

# Shift & Big team

e.g. Inflight, ground services, E&M

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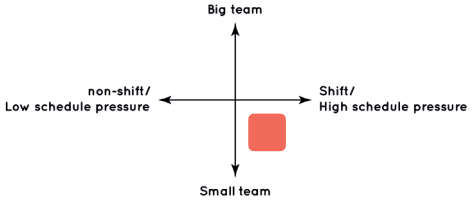
- Regulation & System & Workflow requirement: **clear, accessible, self-serving, self-explanatory, predictable, integrated**

# Shift & Small team

e.g. E&M, IT




- Flexibility of leave taking & holiday planning: **low**
- Frequency of Interaction between employees & managers: **high**
- Sense of teamwork: **very high**
- Regulation & System & Workflow requirement: **flexible but principled, predictable, integrated, adaptable**

# User research problems & wishes

| | |
|---|---|
| **Rostering** | Unpredictable rostering result > difficult private life planning |
| **Shift-swapping** | Inefficient communication for swapping shift |
| **Holiday planning** | Imbalanced holiday planning |
| **Leave regulations** | Untitled leave types |
| **Leave availability** | Poor workload/workforce prediction |
| **Leave taking** | Redundant manual operations |
| **Agenda** | Leave-taking system and agendas are independent |
| **Health** | Choosing between health and salaries |
| **Sickness** | Bad consequences of high sickness |
| **Leave-taking supervision** | Unclear leave balance |

Future rostering team

## problems & wishes▸requirements

| | |
|---|---|
| **Rostering** | Unpredictable rostering result > difficult private life planning |
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| **Sickness** | Bad consequences of high sickness |
| **Leave-taking supervision** | Unclear leave balance |

# Needs & KLM Values

## Needs in leave-taking

- I am understood & trusted (e.g. making decisions)
- I am appreciated & supported (e.g. difficult situations)
- I am empowered & encouraged (e.g. go further, try)
- I am in control & enable (e.g. work & life)

## KLM values KLM Compass

**Optimal staff behaviour**
- Reach out
- Take ownership
- Be competent
- Go further

**Optimal leadership**
- Connect
- Set-up for success & result
- Guide
- Challenge & inspire

## Needs in leave-taking & KLM values

Needs > Problems > Design > Values

## When/How can we use the research result?

## Hands-on Session

## When to use it?

# How to use it?

2

***How to use it?***

**Follow the five steps**

1. Sort the cards according to the colours.

2. Choose either timing A or B, follow the steps.

3. Read the action cards and read the cards that are related to the questions on the action cards.

4. Write down the answers and insights on paper.

5. Select the ideas that are more relevant or potential, and create a coherent concept out of it.

# How to use it?

**Follow the five steps**

1. Sort the cards according to the colours.

2. Choose either timing A or B, follow the steps.

# How to use it?

A

***Timing A***

***Let's check your design!***

- ***The problem I want to solve***
*problem-discover the problems*

- ***The needs behind the problems***
*need-discover the problems*

- ***The main target group***
*target group-identify the target group*

- ***Ideas***
*trend-generate ideas*

- ***The values of the design***
*value-check the values*

- ***The responsible people***
*responsibility-understand where responsibility belongs*

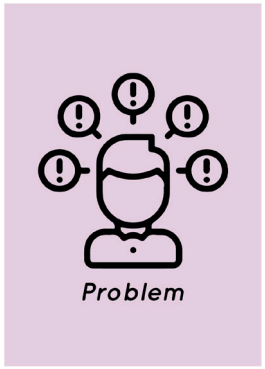
# How to use it?

- ***The problem I want to solve***
*problem-discover the problems*

- ***The needs behind the problems***
*need-discover the problems*

- ***The main target group***
*target group-identify the target*

# How to use it?




Understand

**Existing Problems**

**Discover the problems**
- What are the problems existed in your responsible group?
- What is more severe?
- What do you want to solve first?

**Check the problems**
- What problem could I solve?

# How to use it?

**Problem #11 #16 #14 #13**

# How to use it?

- ***The problem I want to solve***
*problem-discover the problems*

- ***The needs behind the problems***
*need-discover the problems*

- ***The main target group***
*target group-identify the target*

# How to use it?

fulfill

**Basic Needs**

**Discover the needs**
- What are the needs behind the problems?

**Check the needs**
- Does the design fulfill the basic needs of managers and employees?
- What does it fulfill?
- Does it conflict with anything?
- How to reduce the conflict?

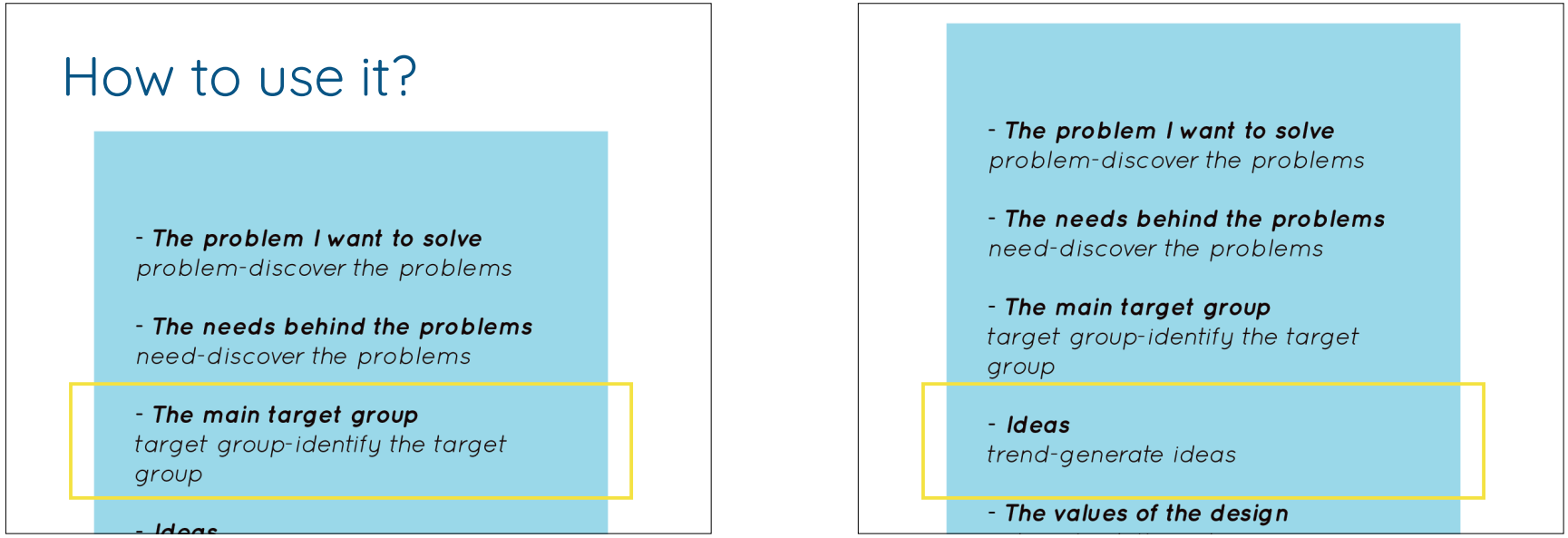
## How to use it?

- ***The problem I want to solve***
*problem-discover the problems*

- ***The needs behind the problems***
*need-discover the problems*

- ***The main target group***
*target group-identify the target group*

- ***Ideas***




## Feedback & Follow-up

Presentation + Workshop

# The future of leave-taking

*Ginny Yang*

# Outline

1. Introduction
2. Method
3. Research result
4. Hands-on session

# Introduction

# Introduction Ginny Yang

**Ginny Yang**
-From Taiwan
-MSc in Industrial Design Engineering in TU Delft
-Graduation internship in KLM
-From the beginning of March to the end of August

# F. Evaluation Form for the Participatory session

1. **The research provides me a clear overview of leave-taking**

   totally disagree 1 2 3 4 5 6 7 totally agree

2. **The research provides me clear insights into the needs & wishes in leave-taking experience**

   totally disagree 1 2 3 4 5 6 7 totally agree

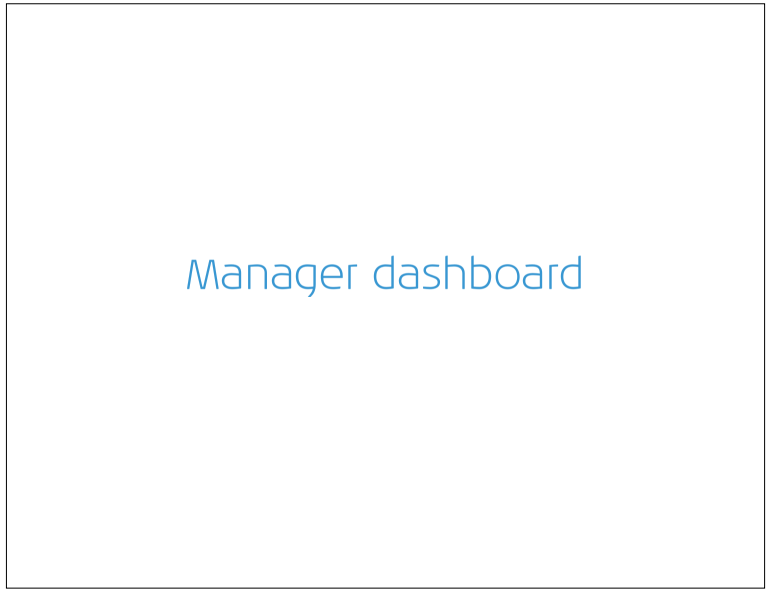
3. **The creative session provides me a useful way to generate ideas**

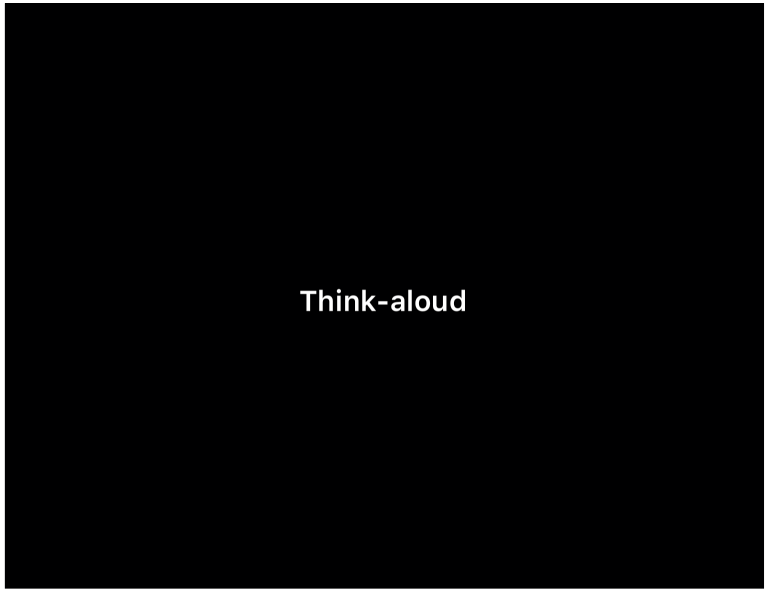
   totally disagree 1 2 3 4 5 6 7 totally agree

4. **The research and the creative session help me with what I'm doing**

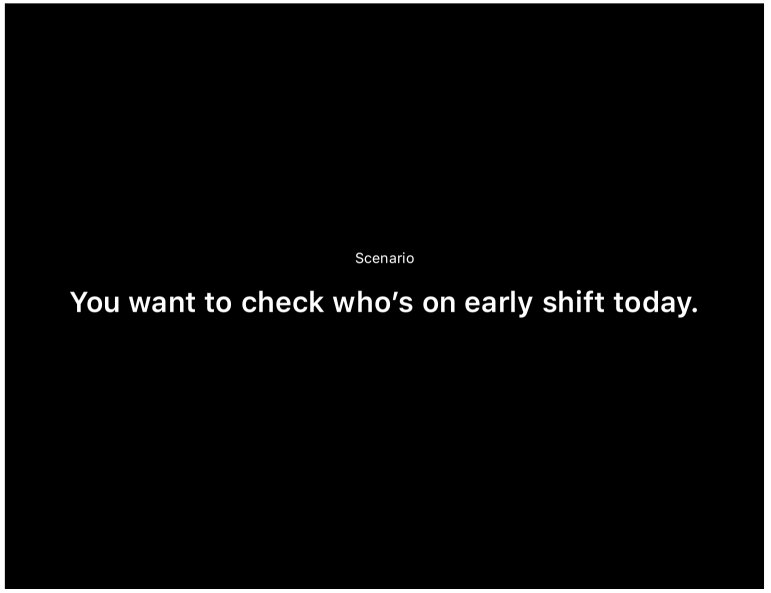
   not applicable / totally disagree 1 2 3 4 5 6 7 totally agree

5. **I'm _____ and this is my feedback on the research and the creative session:**

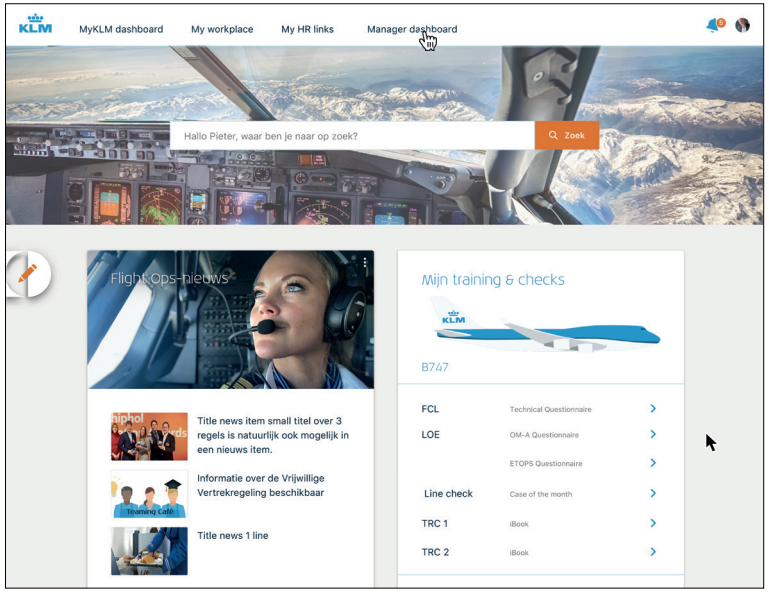

Manager dashboard

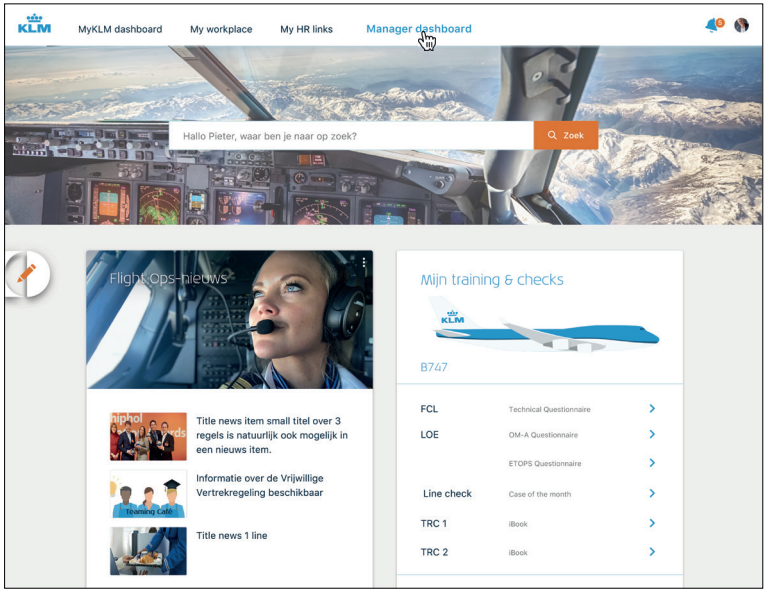

Think-aloud

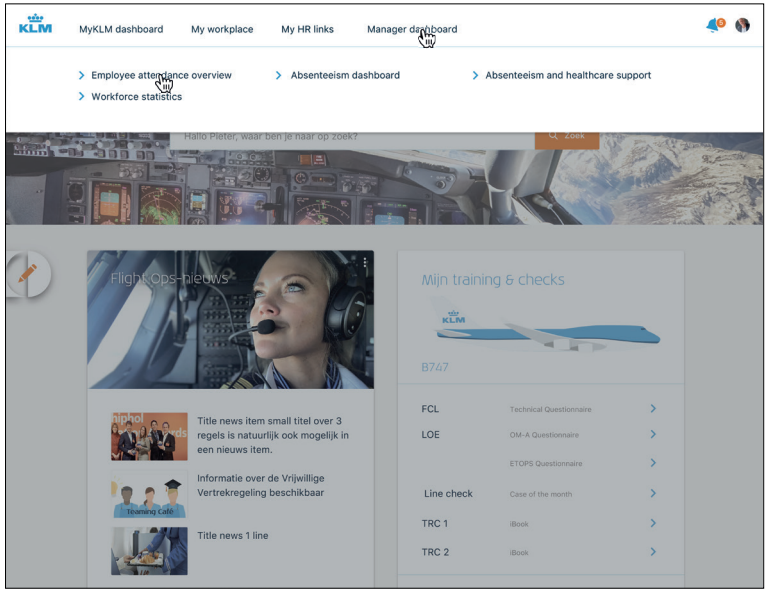
First product
Employee attendance overview

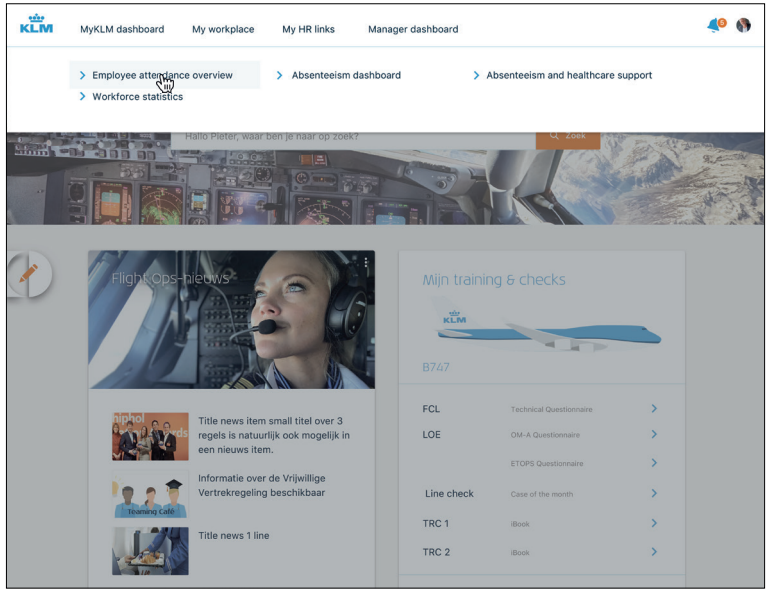

Scenario
You want to check who’s on early shift today.

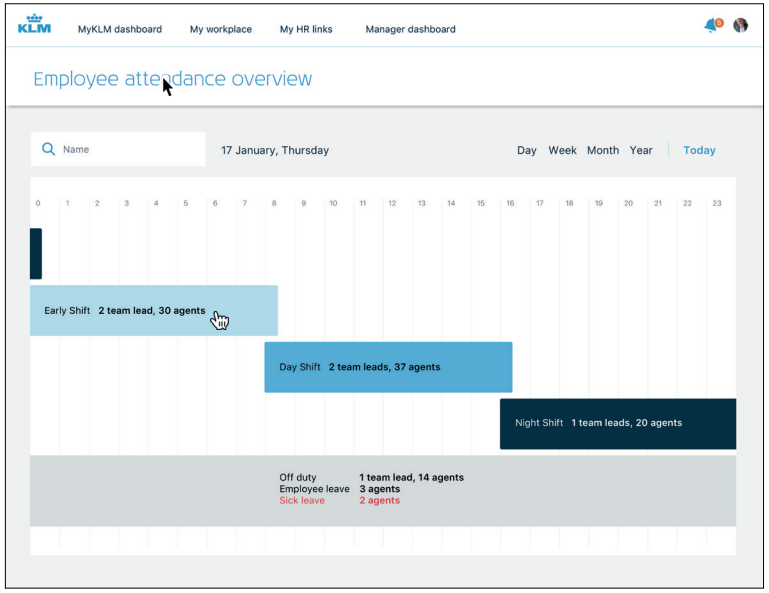
After login to myKLM...

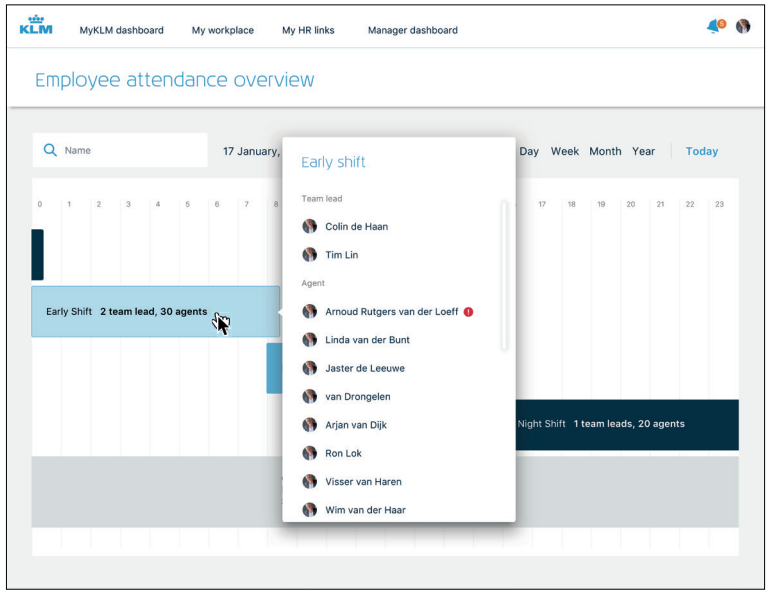


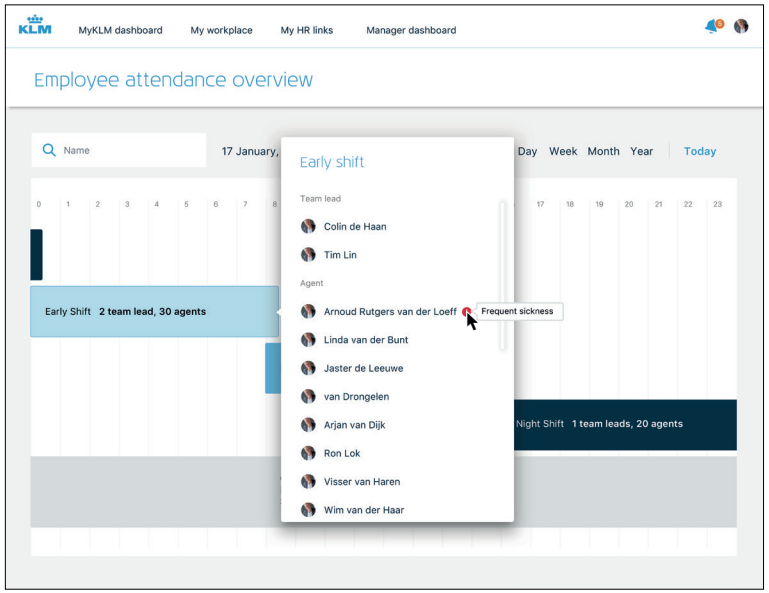



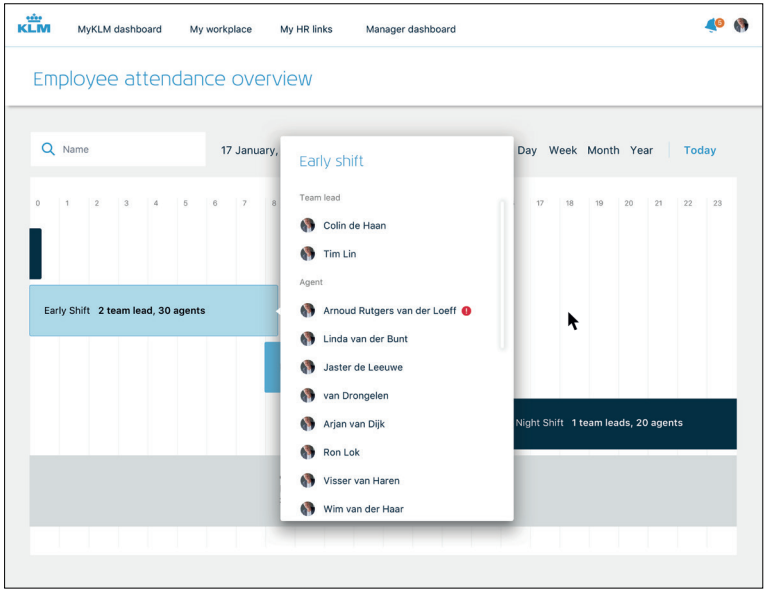



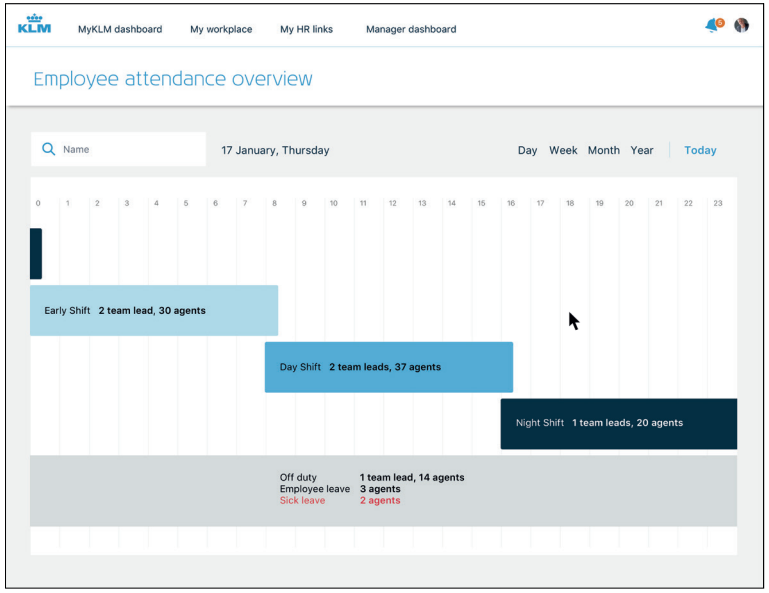

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Absenteeism dashboard
Absenteeism and healthcare support
Workforce statistics
Flight Ops-nieuws
Mijn training & checks
B747
FCL
Technical Questionnaire
LOE
OM-A Questionnaire
ETOPS Questionnaire
Line check
Case of the month
TRC 1
iBook
TRC 2
iBook
Title news item small titel over 3 regels is natuurlijk ook mogelijk in een nieuws item.
Informatie over de Vrijwillige Vertrekregeling beschikbaar
Title news 1 line


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Name
17 January, Thursday
Day
Week
Month
Year
Today
Early Shift 2 team lead, 30 agents
Day Shift 2 team leads, 37 agents
Night Shift 1 team leads, 20 agents
Off duty 1 team lead, 14 agents
Employee leave 3 agents
Sick leave 2 agents


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Name
17 January,
Day
Week
Month
Year
Today
Early shift
Team lead
Colin de Haan
Tim Lin
Agent
Arnoud Rutgers van der Loeff
Linda van der Bunt
Jaster de Leeuwe
van Drongelen
Arjan van Dijk
Ron Lok
Visser van Haren
Wim van der Haar
Early Shift 2 team lead, 30 agents
Night Shift 1 team leads, 20 agents

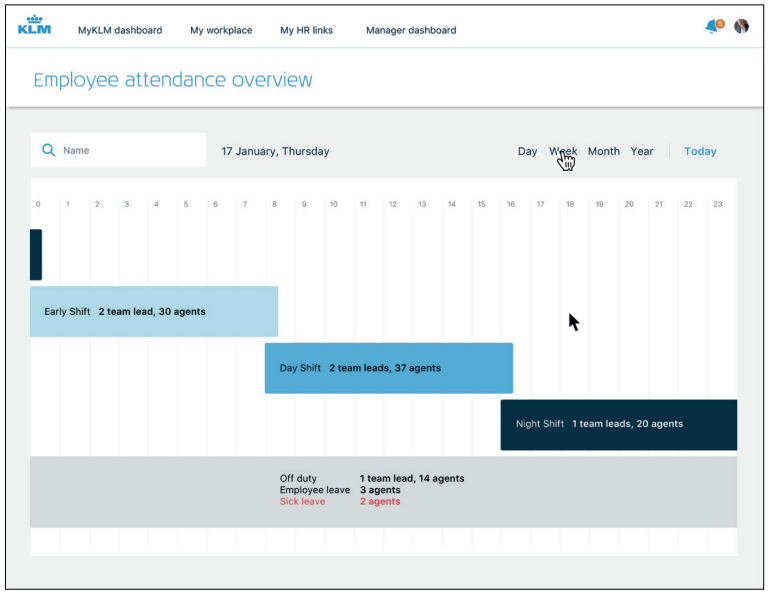

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Name
17 January,
Day
Week
Month
Year
Today
Early shift
Team lead
Colin de Haan
Tim Lin
Agent
Arnoud Rutgers van der Loeff
Frequent sickness
Linda van der Bunt
Jaster de Leeuwe
van Drongelen
Arjan van Dijk
Ron Lok
Visser van Haren
Wim van der Haar
Early Shift 2 team lead, 30 agents
Night Shift 1 team leads, 20 agents

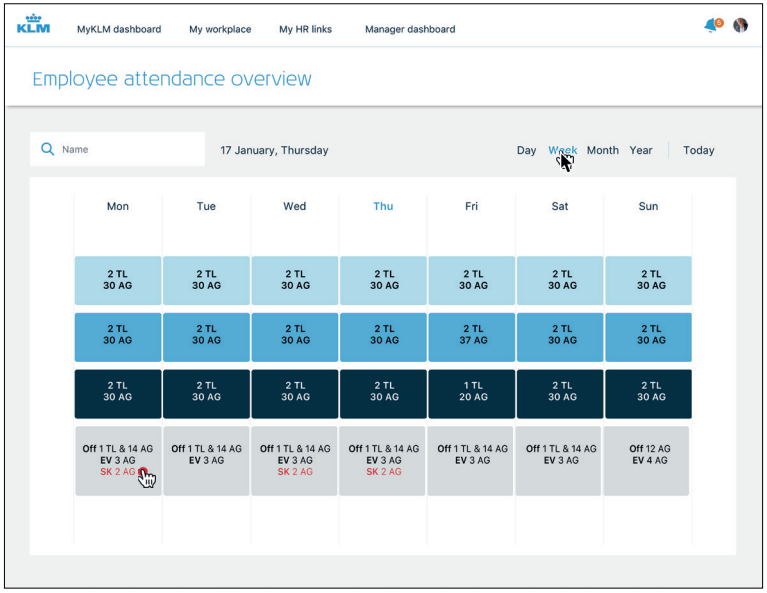


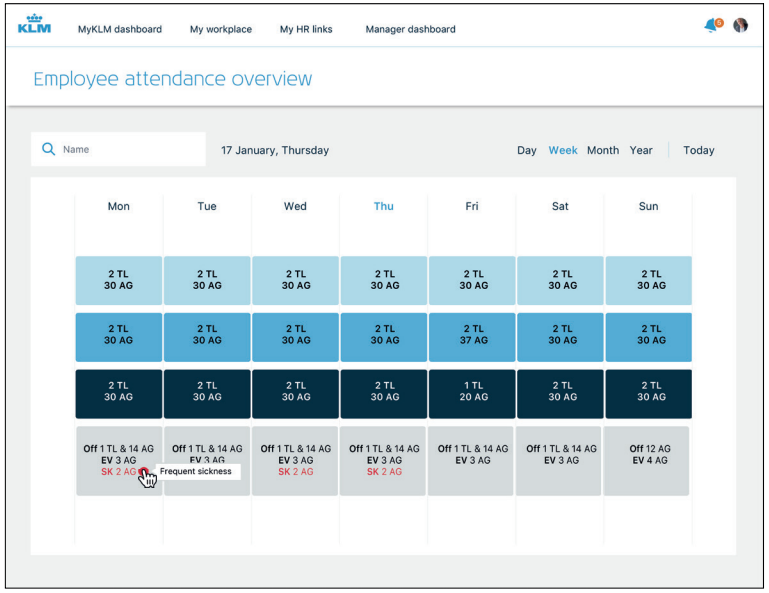




Scenario

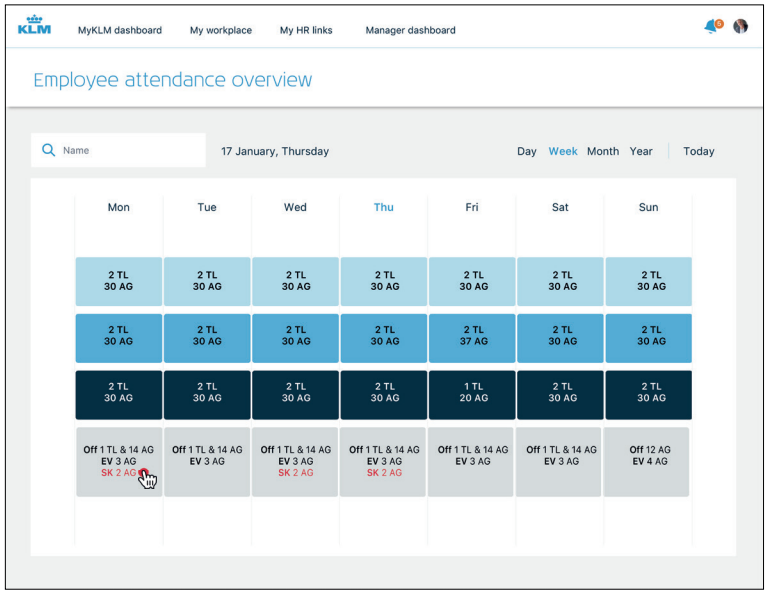
**You want to check who was sick this week.**

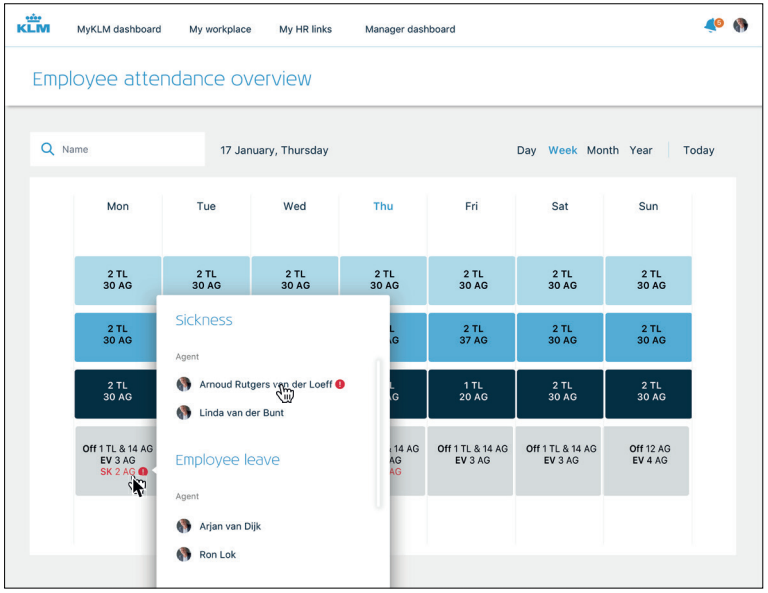


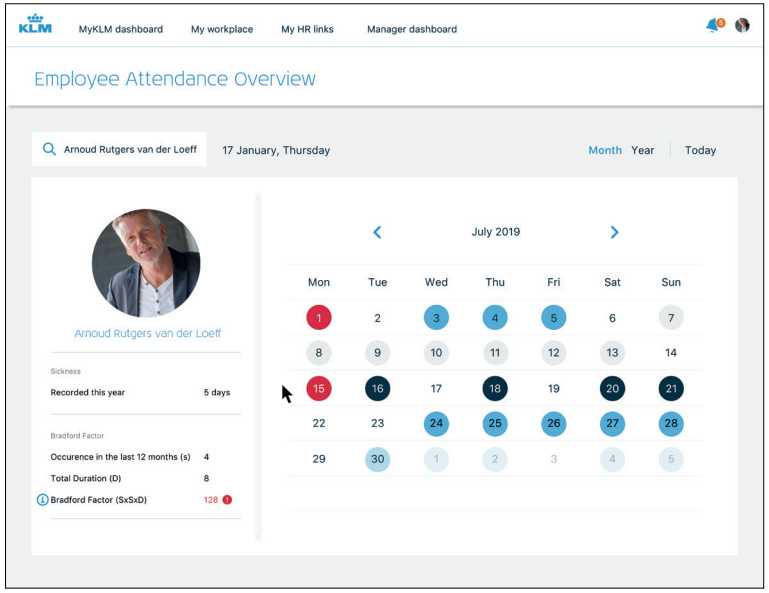


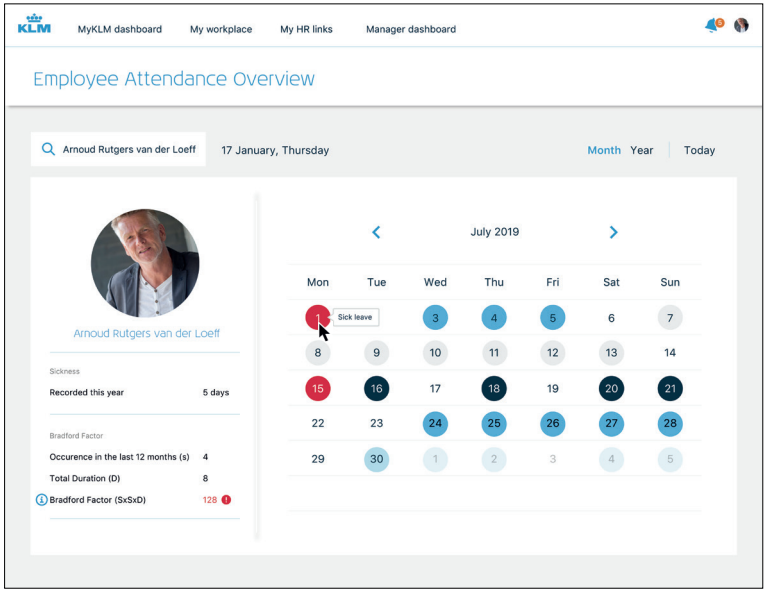



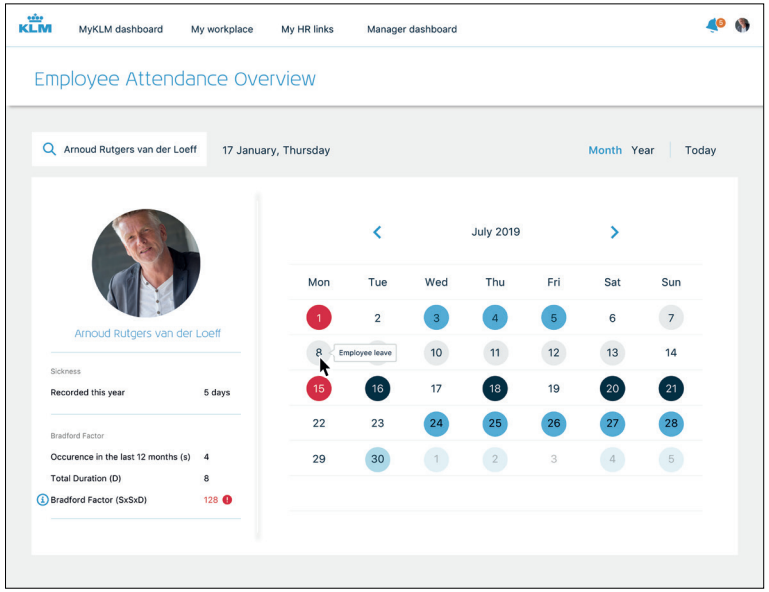

Because you notice someone has frequent sickness, you want to check what's going on with him/her

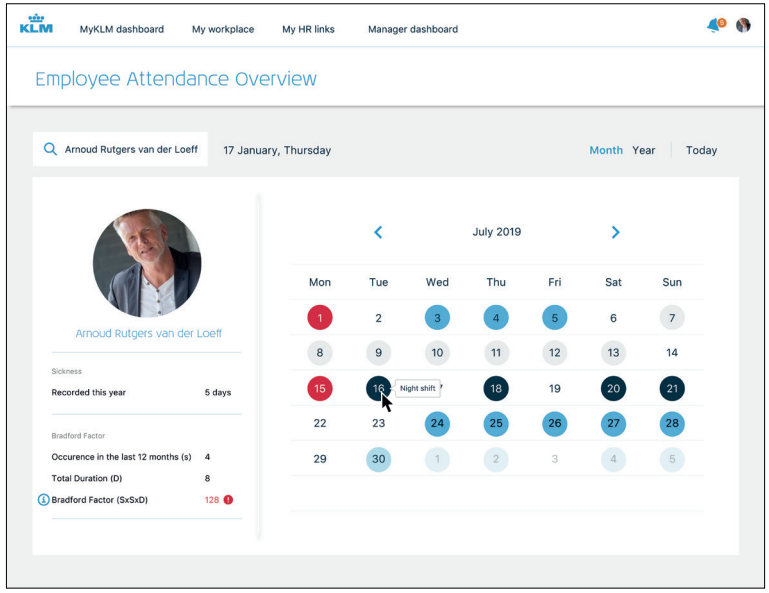


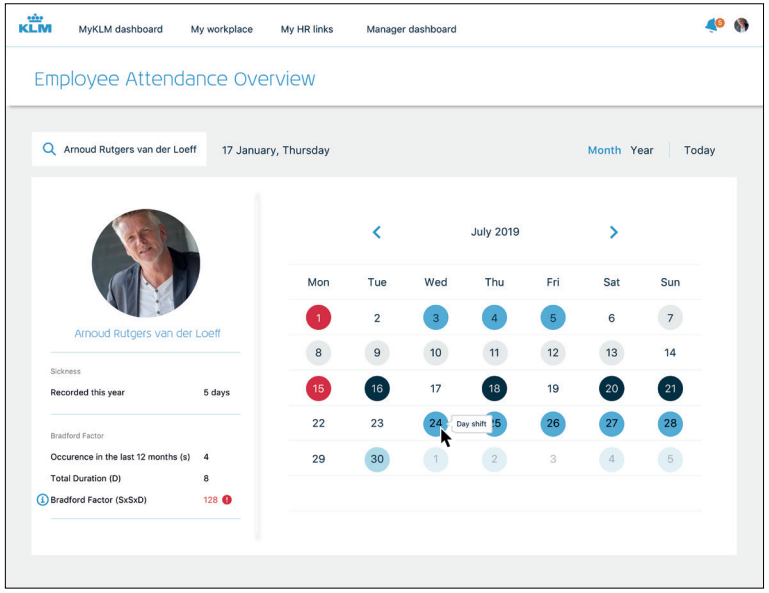

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Name
17 January, Thursday
Day Week Month Year
Today
Mon Tue Wed Thu Fri Sat Sun
Sickness
Agent
Arnoud Rutgers van der Loeff
Linda van der Bunt
Employee leave
Agent
Arjan van Dijk
Ron Lok

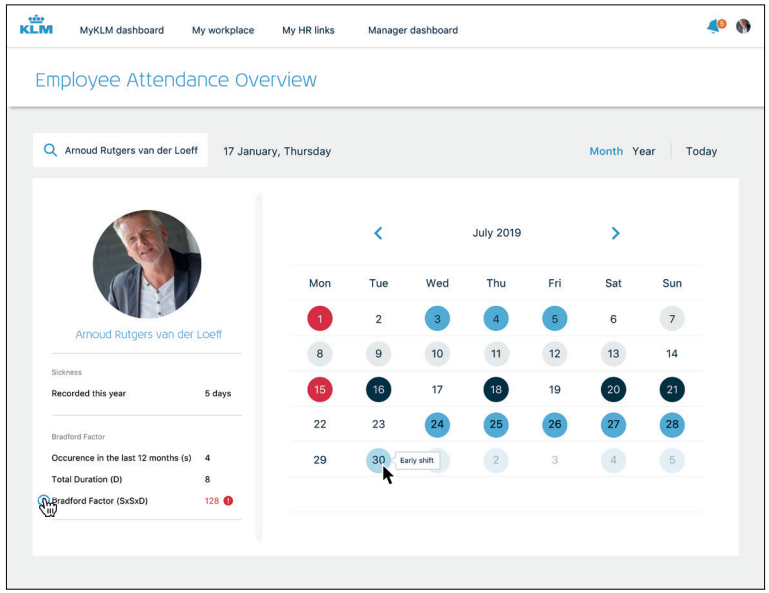

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun

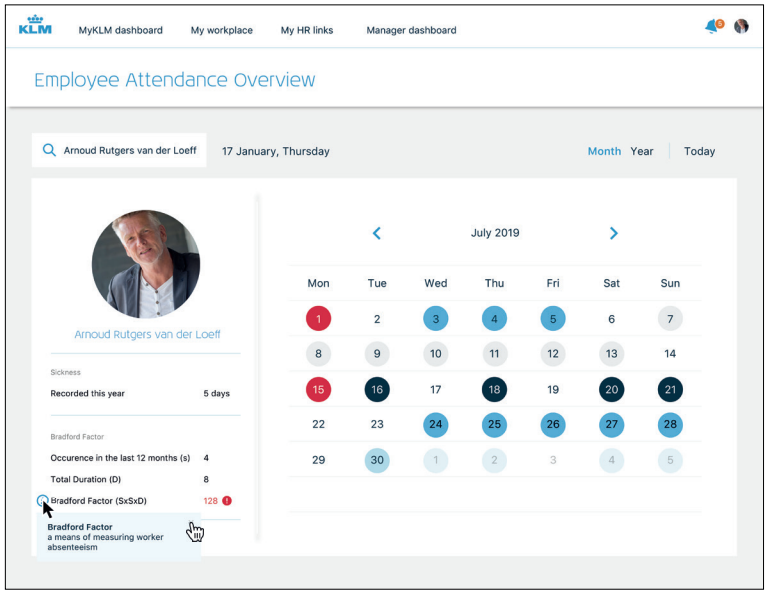

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun
Sick leave

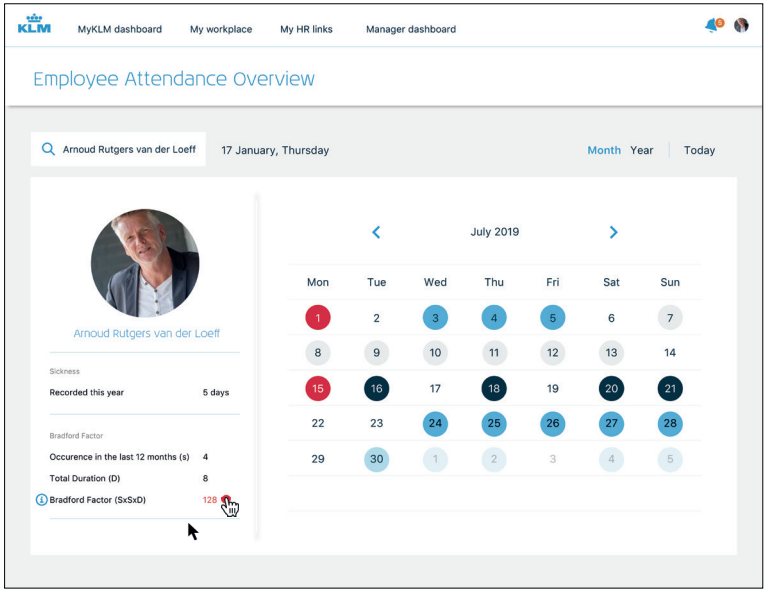

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun
Employee leave

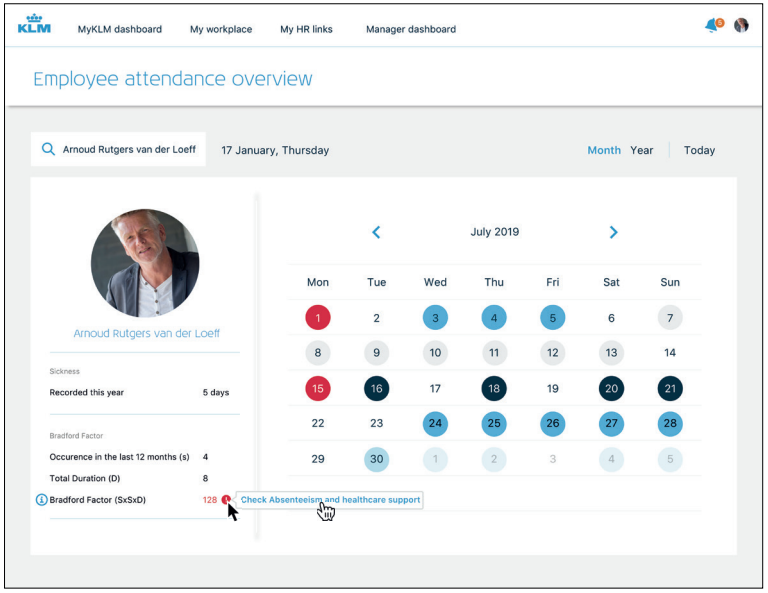

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun
Night shift

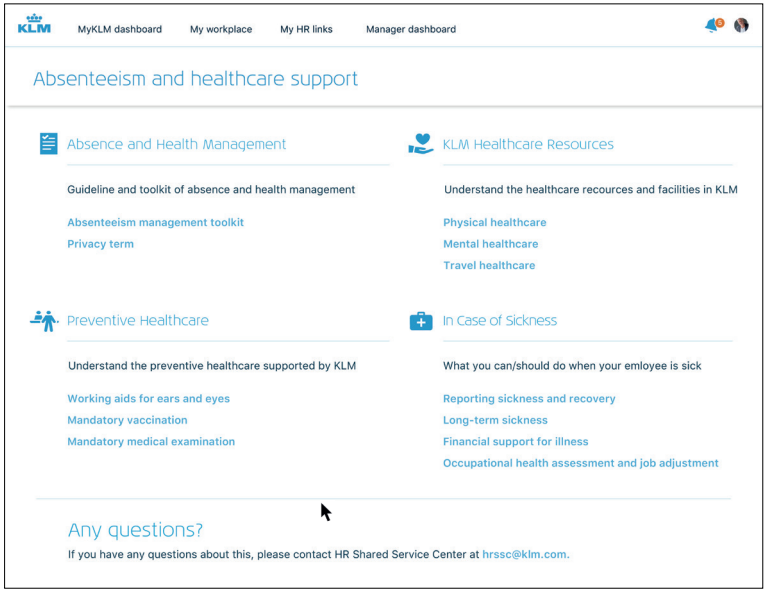

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun
Day shift

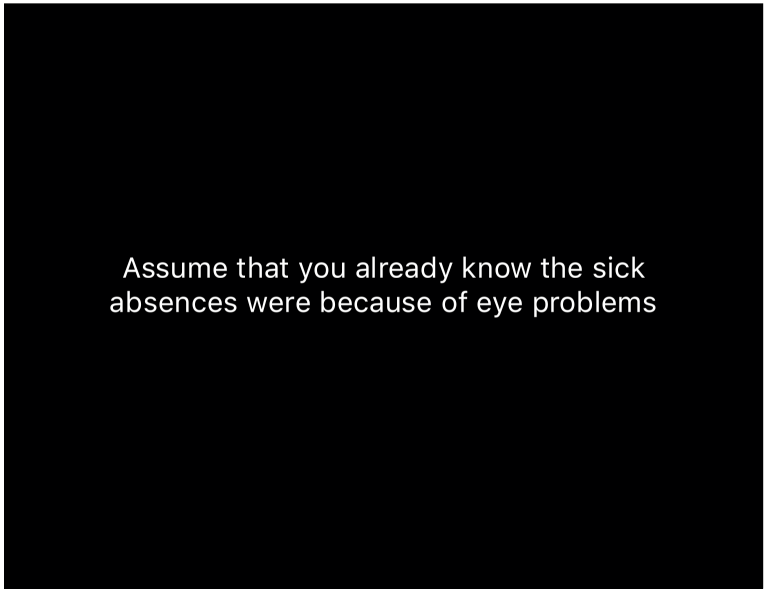

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
July 2019
Mon Tue Wed Thu Fri Sat Sun
Early shift

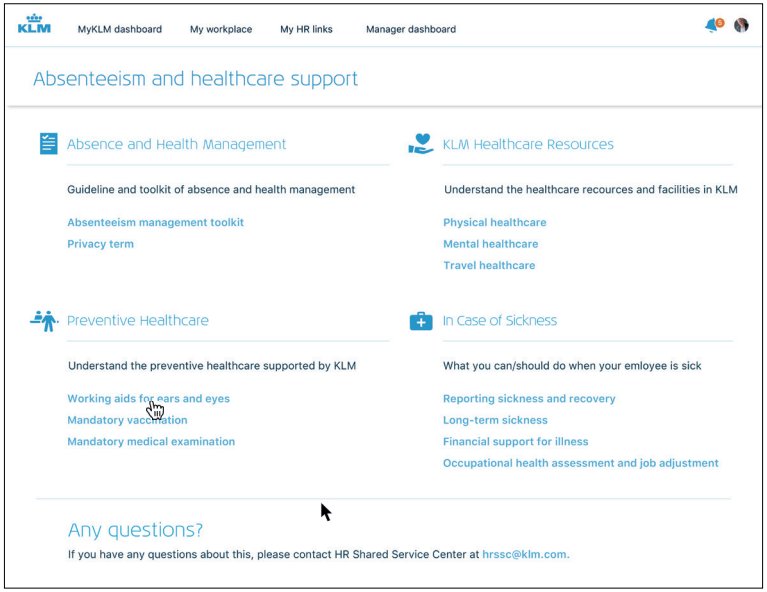

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year 5 days
Bradford Factor
Occurence in the last 12 months (s) 4
Total Duration (D) 8
Bradford Factor (SxSxD) 128
Bradford Factor
a means of measuring worker absenteeism
July 2019
Mon Tue Wed Thu Fri Sat Sun


KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee Attendance Overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year
5 days
Bradford Factor
Occurence in the last 12 months (s)
4
Total Duration (D)
8
Bradford Factor (SxSxD)
128
July 2019
Mon
Tue
Wed
Thu
Fri
Sat
Sun

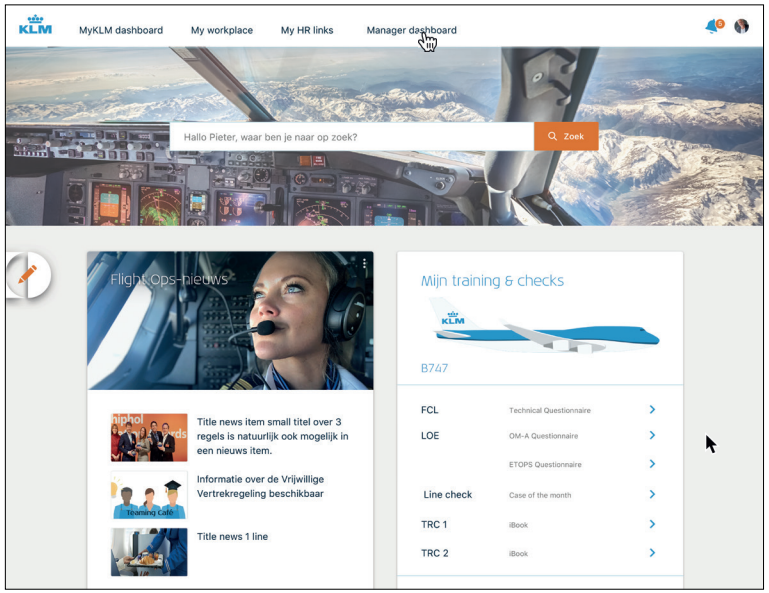

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Arnoud Rutgers van der Loeff
17 January, Thursday
Month
Year
Today
Arnoud Rutgers van der Loeff
Sickness
Recorded this year
5 days
Bradford Factor
Occurence in the last 12 months (s)
4
Total Duration (D)
8
Bradford Factor (SxSxD)
128
Check Absenteeism and healthcare support
July 2019
Mon
Tue
Wed
Thu
Fri
Sat
Sun

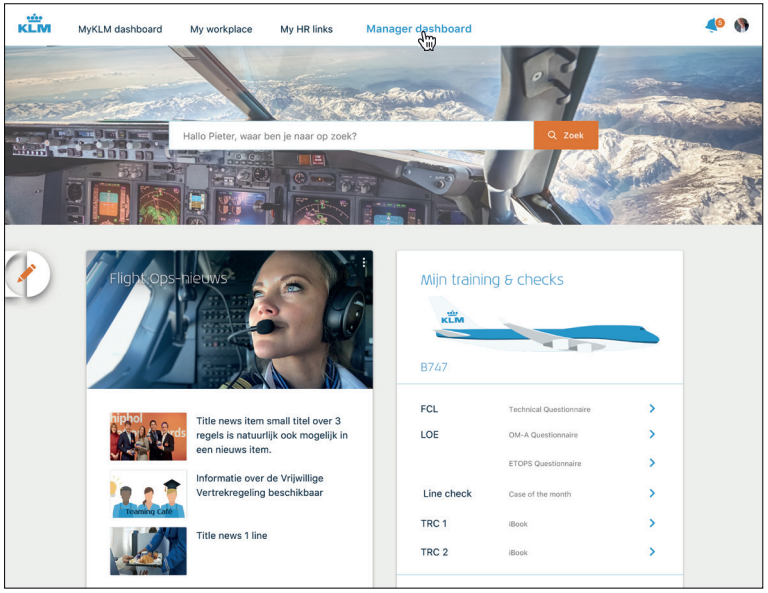

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism and healthcare support
Absence and Health Management
Guideline and toolkit of absence and health management
Absenteeism management toolkit
Privacy term
KLM Healthcare Resources
Understand the healthcare recources and facilities in KLM
Physical healthcare
Mental healthcare
Travel healthcare
Preventive Healthcare
Understand the preventive healthcare supported by KLM
Working aids for ears and eyes
Mandatory vaccination
Mandatory medical examination
In Case of Sickness
What you can/should do when your emloyee is sick
Reporting sickness and recovery
Long-term sickness
Financial support for illness
Occupational health assessment and job adjustment
Any questions?
If you have any questions about this, please contact HR Shared Service Center at hrssc@klm.com.

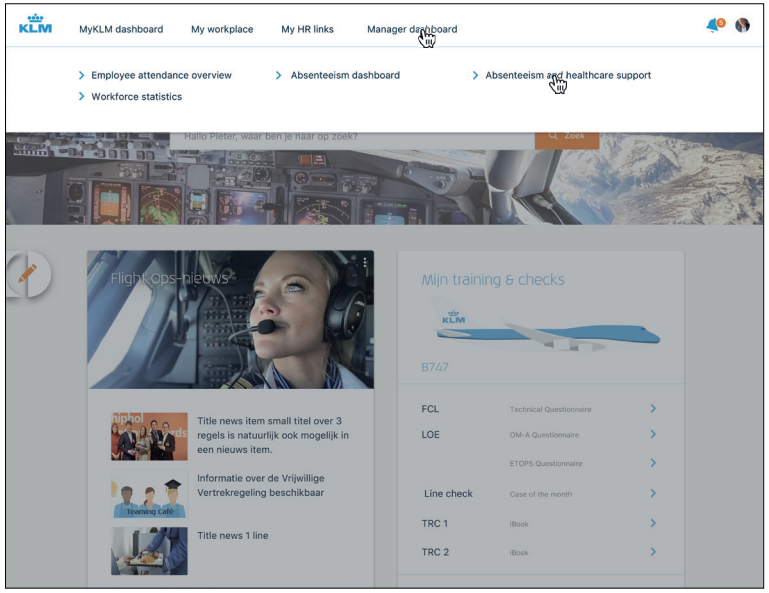

Assume that you already know the sick absences were because of eye problems

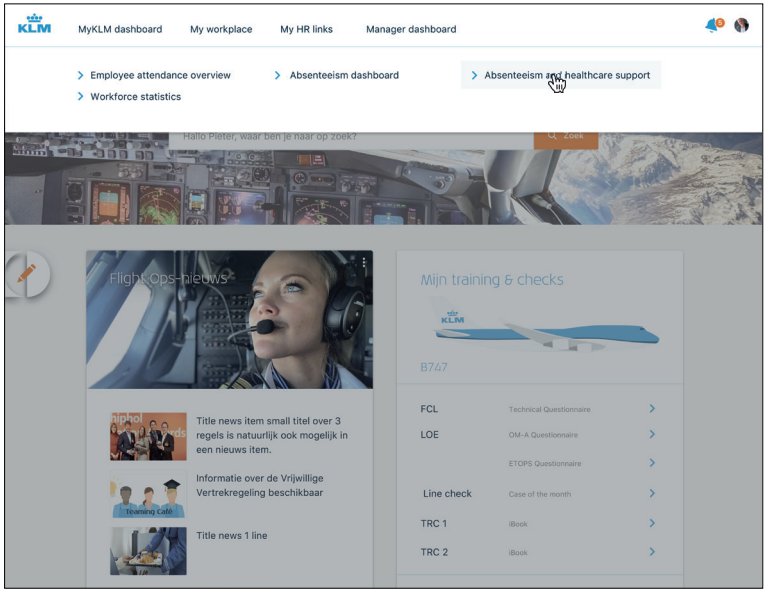


You can also enter ‘Absenteeism and healthcare support’ from here




KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Hallo Pieter, waar ben je naar op zoek?
Zoek
Flight Ops-nieuws
Mijn training & checks
B747
FCL
Technical Questionnaire
LOE
OM-A Questionnaire
ETOPS Questionnaire
Line check
Case of the month
TRC 1
iBook
TRC 2
iBook
Title news item small titel over 3 regels is natuurlijk ook mogelijk in een nieuws item.
Informatie over de Vrijwillige Vertrekregeling beschikbaar
Title news 1 line


KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Employee attendance overview
Absenteeism dashboard
Absenteeism and healthcare support
Workforce statistics
Flight Ops-nieuws
Mijn training & checks
B747
FCL
Technical Questionnaire
LOE
OM-A Questionnaire
ETOPS Questionnaire
Line check
Case of the month
TRC 1
iBook
TRC 2
iBook
Title news item small titel over 3 regels is natuurlijk ook mogelijk in een nieuws item.
Informatie over de Vrijwillige Vertrekregeling beschikbaar
Title news 1 line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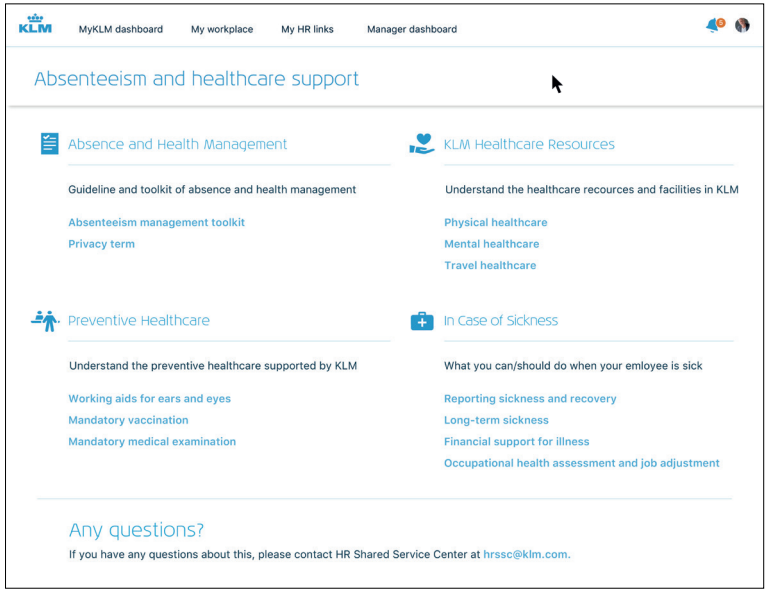
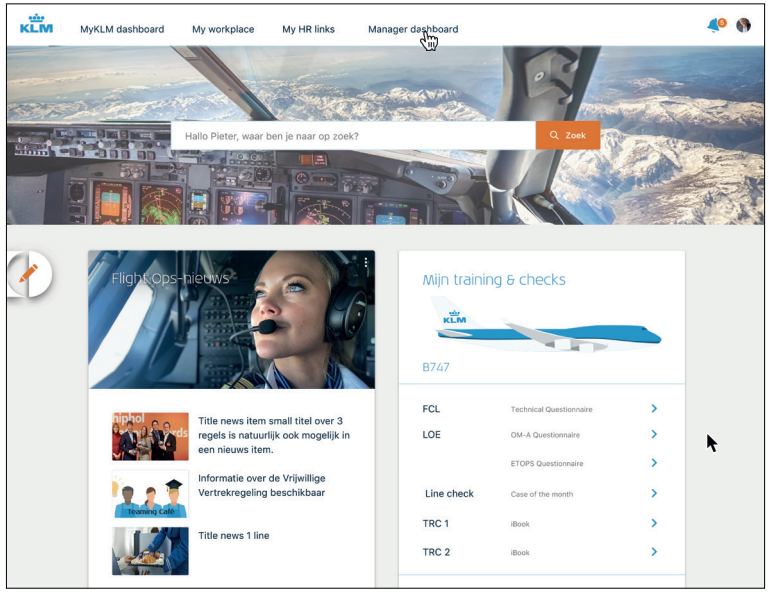

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism and healthcare support
Absence and Health Management
Guideline and toolkit of absence and health management
Absenteeism management toolkit
Privacy term
KLM Healthcare Resources
Understand the healthcare recources and facilities in KLM
Physical healthcare
Mental healthcare
Travel healthcare
Preventive Healthcare
Understand the preventive healthcare supported by KLM
Working aids for ears and eyes
Mandatory vaccination
Mandatory medical examination
In Case of Sickness
What you can/should do when your emloyee is sick
Reporting sickness and recovery
Long-term sickness
Financial support for illness
Occupational health assessment and job adjustment
Any questions?
If you have any questions about this, please contact HR Shared Service Center at hrssc@klm.com.

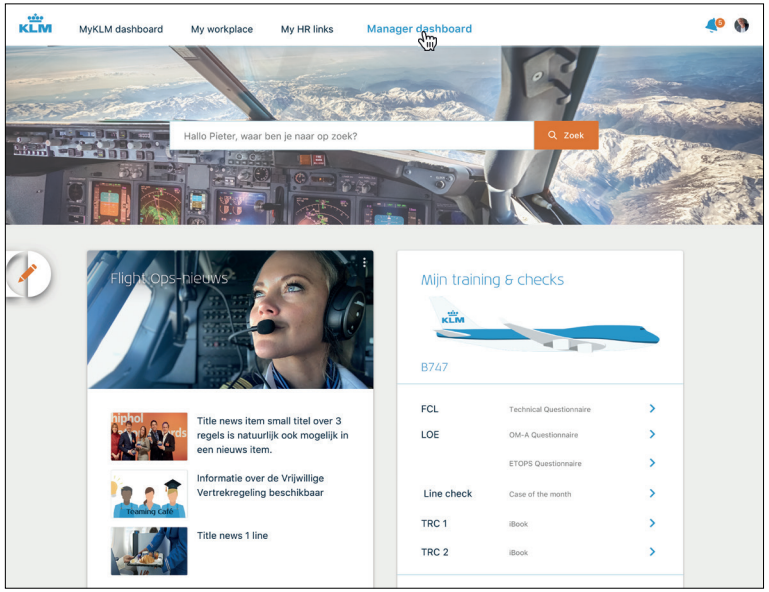
Next product

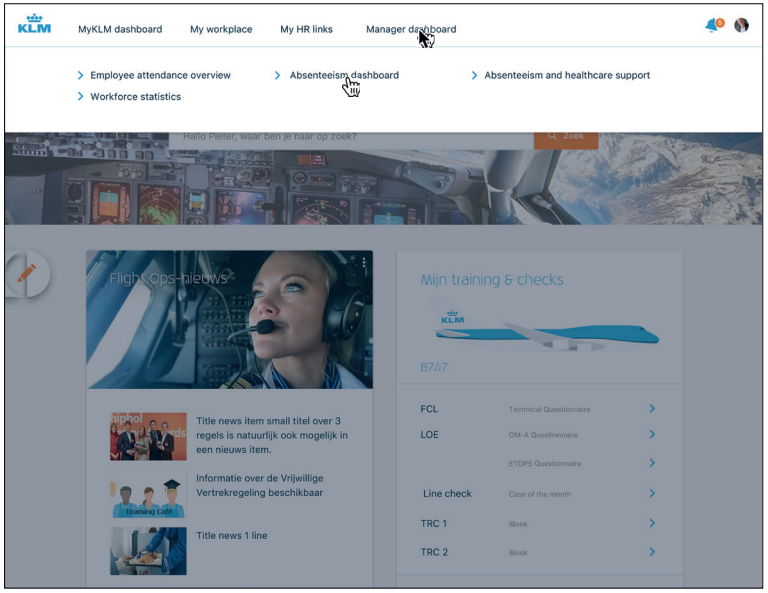
## Absenteeism dashboard

Scenario

**First time to use the absenteeism dashboard.**




KLM
MyKLM dashboard
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My HR links
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Absenteeism dashboard
Absenteeism and healthcare support
Workforce statistics
Flight Ops-nieuws
Mijn training & checks
B747
FCL
LOE
Line check
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TRC 2
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Informatie over de Vrijwillige Vertrekregeling beschikbaar
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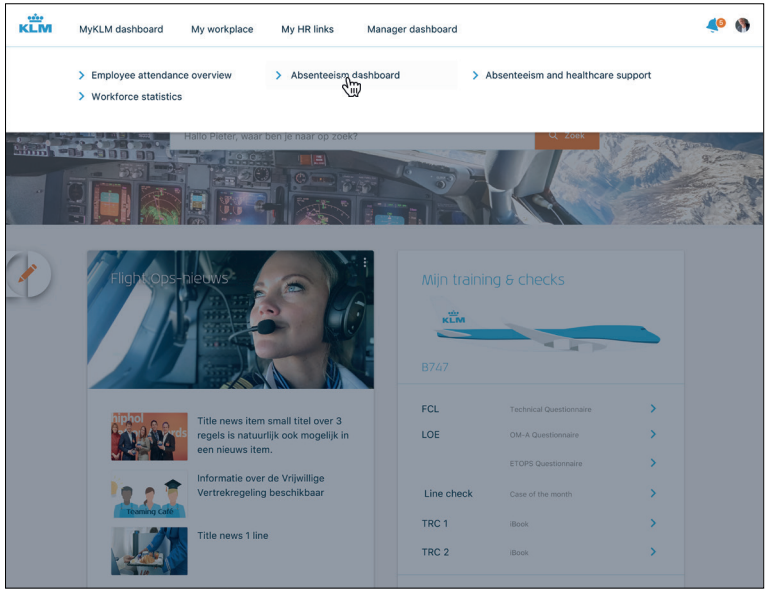
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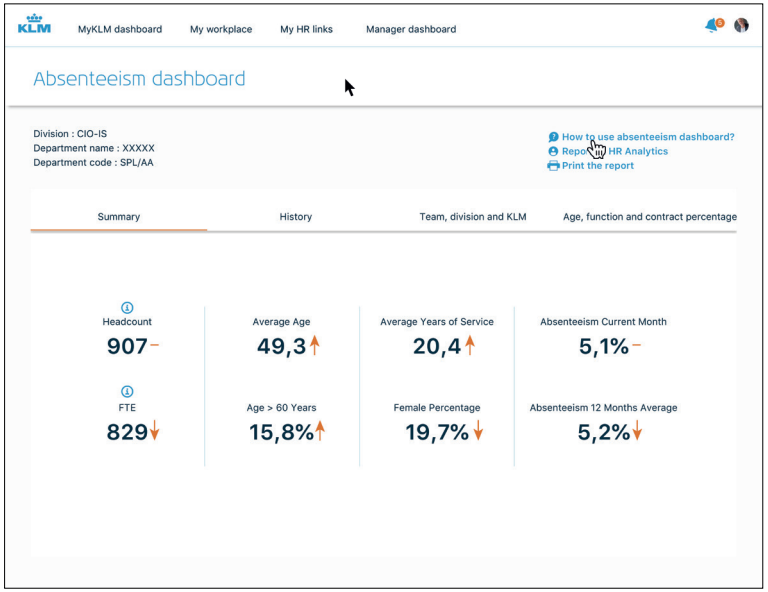
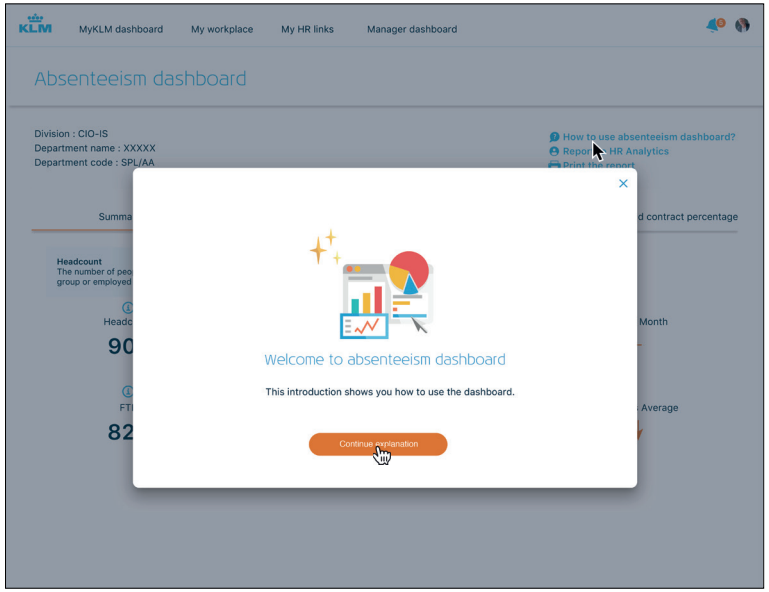
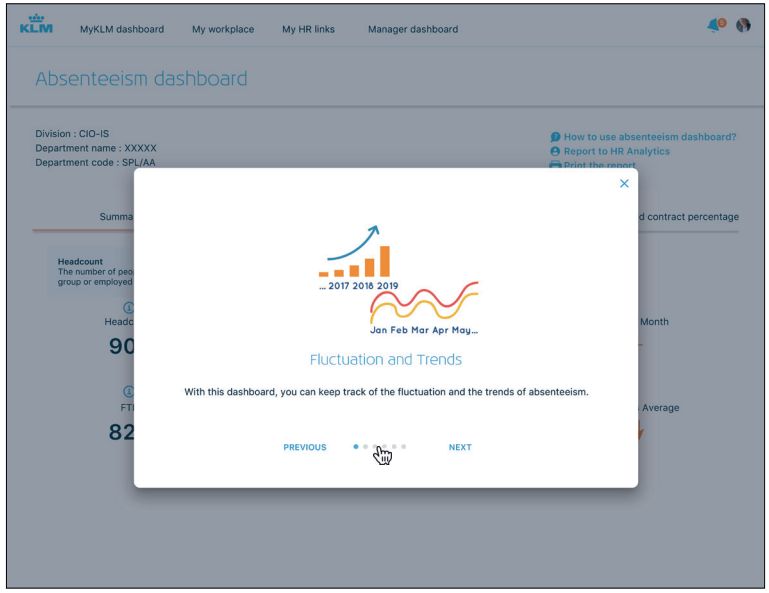
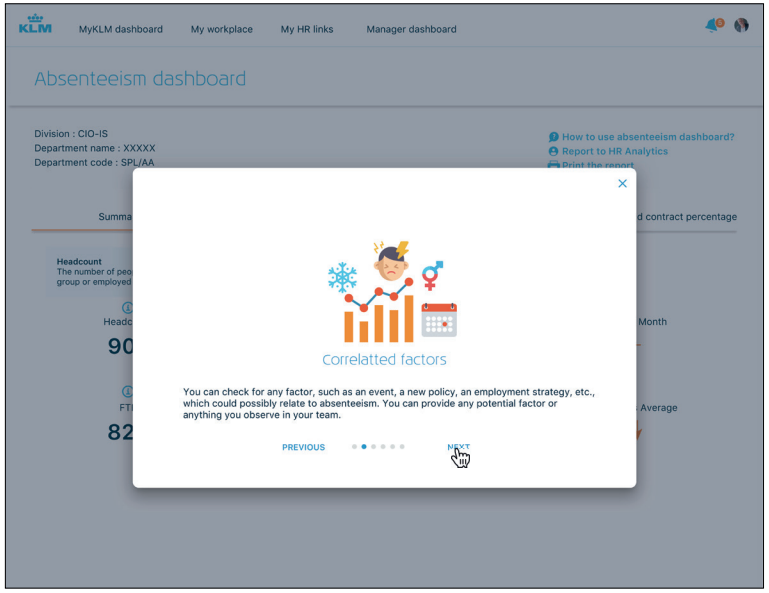
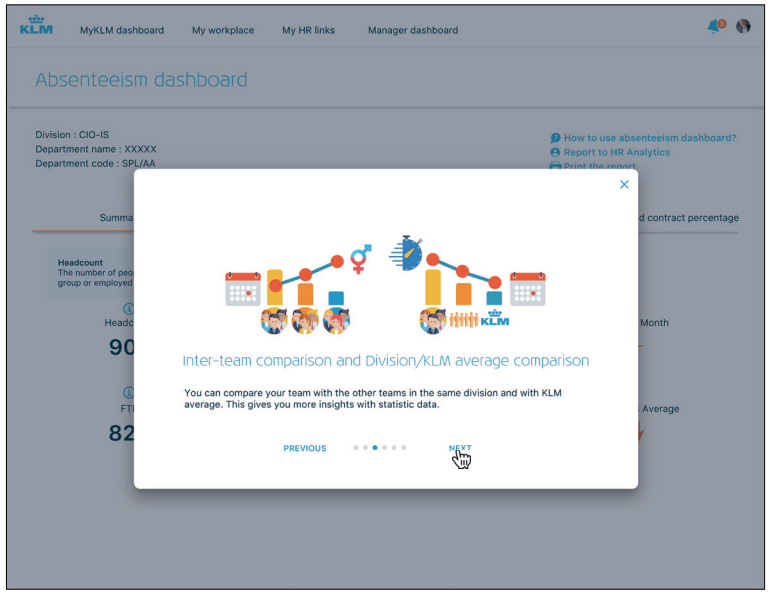
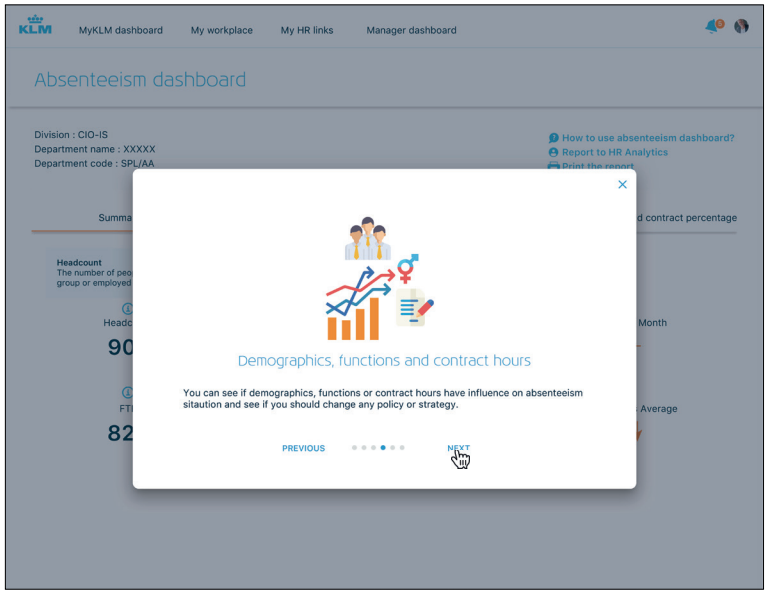

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Headcount
907
Average Age
49,3
Average Years of Service
20,4
Absenteeism Current Month
5,1%
FTE
829
Age > 60 Years
15,8%
Female Percentage
19,7%
Absenteeism 12 Months Average
5,2%

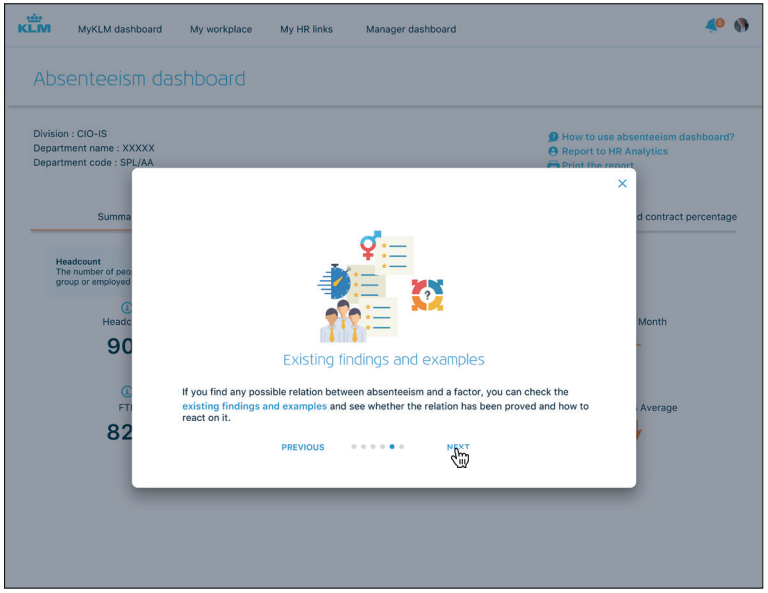

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
Welcome to absenteeism dashboard
This introduction shows you how to use the dashboard.
Continue explanation

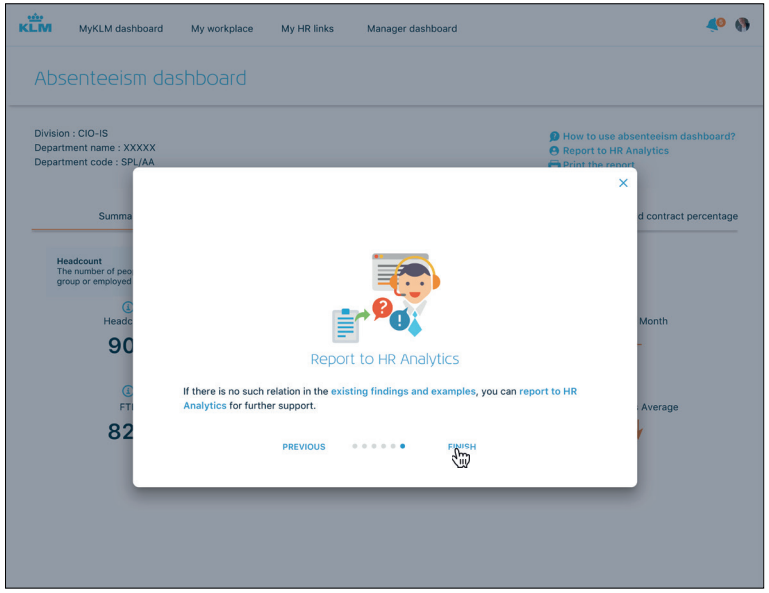

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
... 2017 2018 2019
Jan Feb Mar Apr May...
Fluctuation and Trends
With this dashboard, you can keep track of the fluctuation and the trends of absenteeism.
PREVIOUS
NEXT

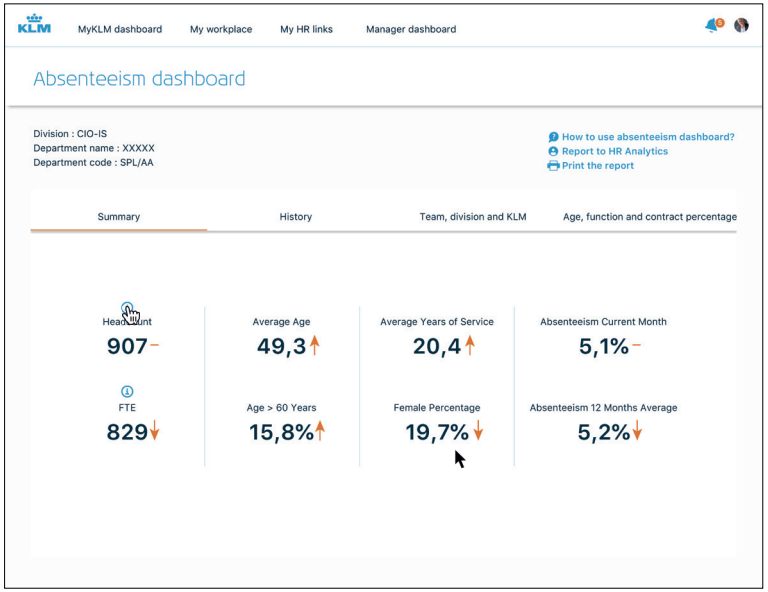

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Correlatted factors
You can check for any factor, such as an event, a new policy, an employment strategy, etc., which could possibly relate to absenteeism. You can provide any potential factor or anything you observe in your team.
PREVIOUS
NEXT


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Inter-team comparison and Division/KLM average comparison
You can compare your team with the other teams in the same division and with KLM average. This gives you more insights with statistic data.
PREVIOUS
NEXT


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Demographics, functions and contract hours
You can see if demographics, functions or contract hours have influence on absenteeism sitaution and see if you should change any policy or strategy.
PREVIOUS
NEXT


KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Existing findings and examples
If you find any possible relation between absenteeism and a factor, you can check the existing findings and examples and see whether the relation has been proved and how to react on it.
PREVIOUS
NEXT


KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Report to HR Analytics
If there is no such relation in the existing findings and examples, you can report to HR Analytics for further support.
PREVIOUS
FINISH


KLM
MyKLM dashboard
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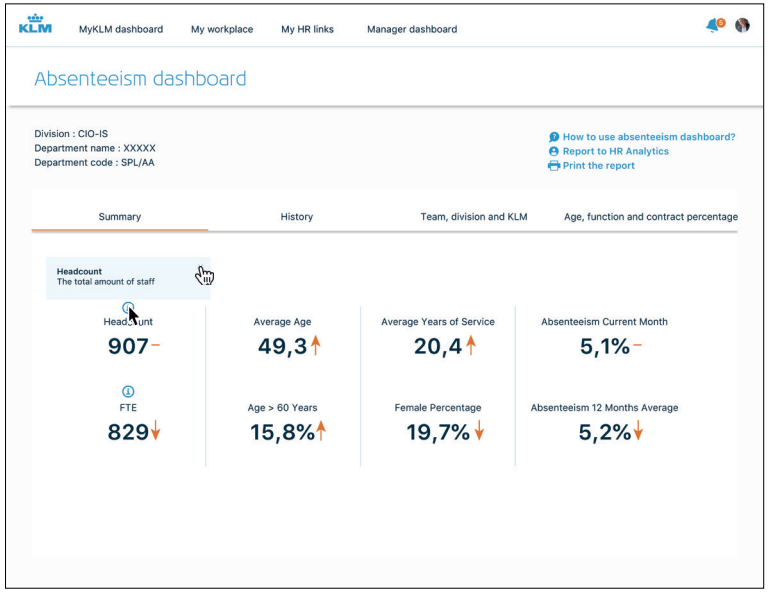
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Headcount
907
Average Age
49,3
Average Years of Service
20,4
Absenteeism Current Month
5,1%
FTE
829
Age > 60 Years
15,8%
Female Percentage
19,7%
Absenteeism 12 Months Average
5,2%


KLM
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Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Headcount
The total amount of staff
Headcount
907
Average Age
49,3
Average Years of Service
20,4
Absenteeism Current Month
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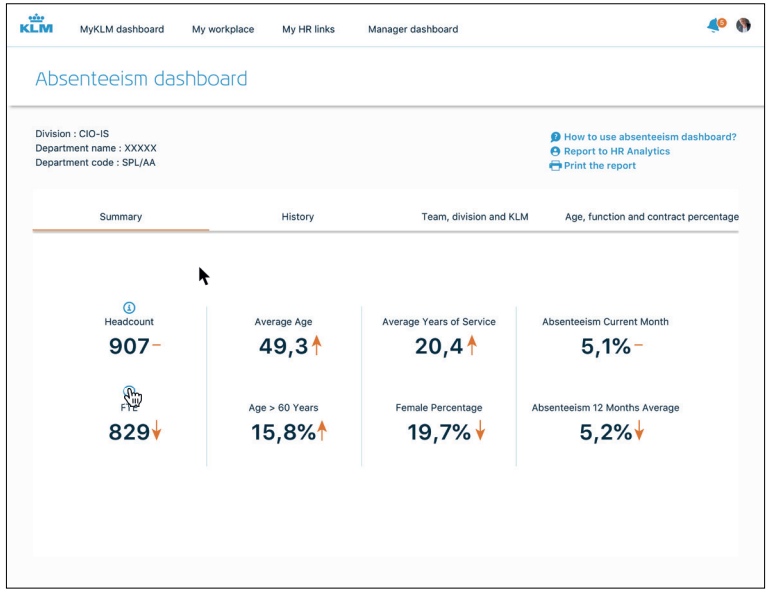
KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
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How to use absenteeism dashboard?
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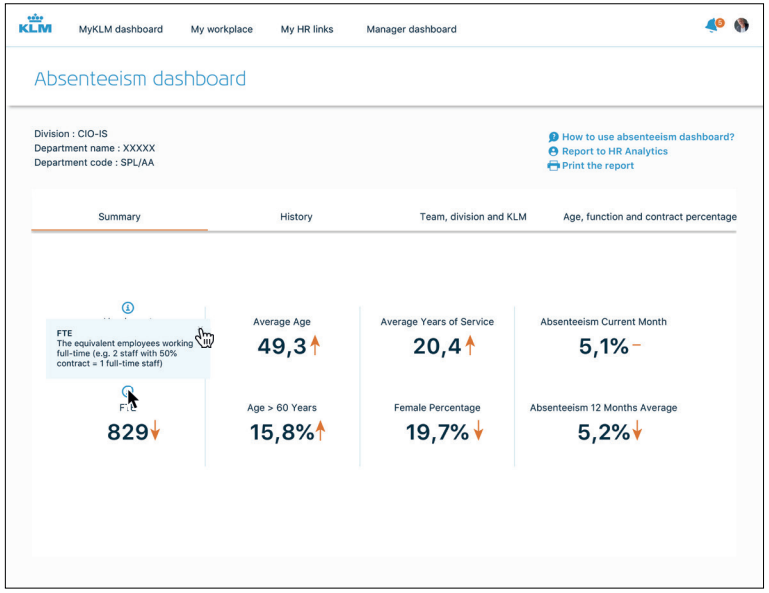
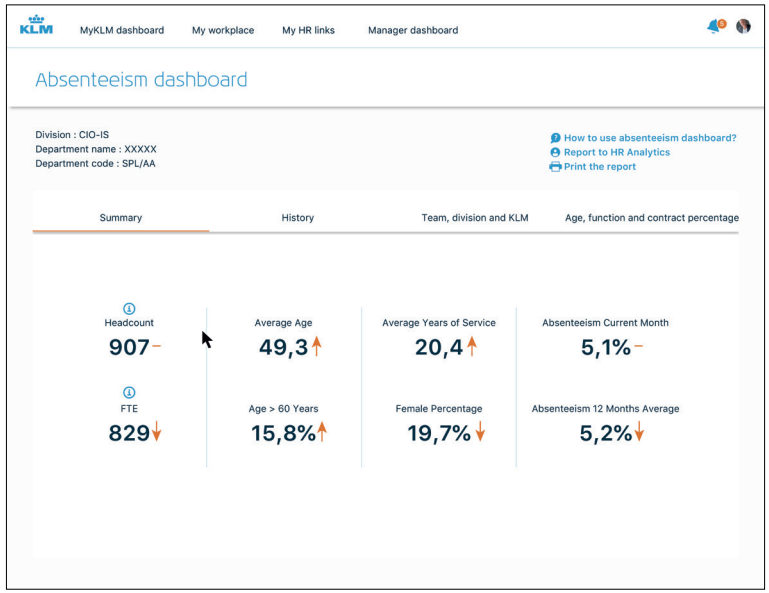

KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
FTE
The equivalent employees working full-time (e.g. 2 staff with 50% contract = 1 full-time staff)
Average Age
49,3
Average Years of Service
20,4
Absenteeism Current Month
5,1%
829
Age > 60 Years
15,8%
Female Percentage
19,7%
Absenteeism 12 Months Average
5,2%


KLM
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Division : CIO-IS
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How to use absenteeism dashboard?
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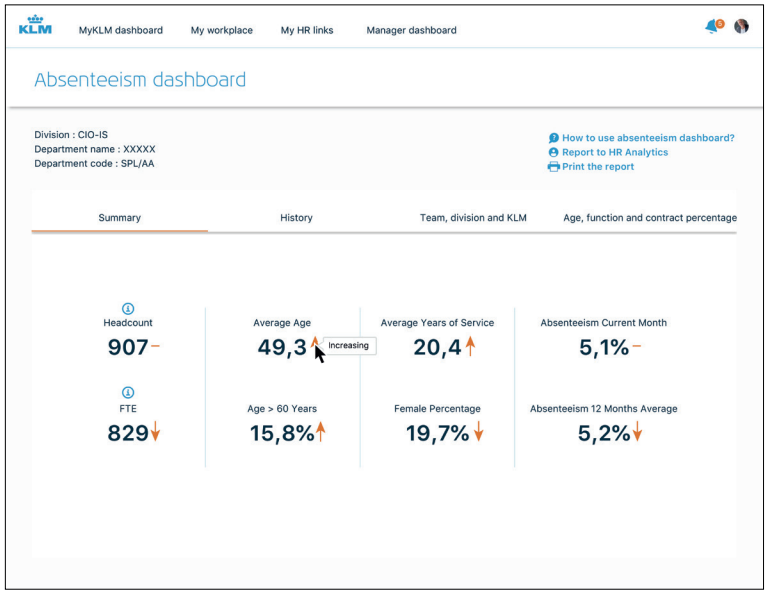
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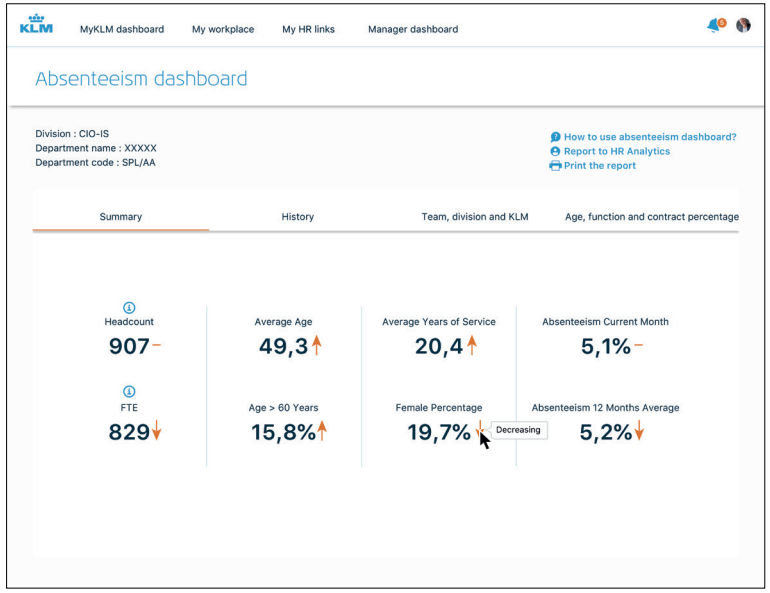
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Female Percentage
19,7%
Decreasing
Absenteeism 12 Months Average
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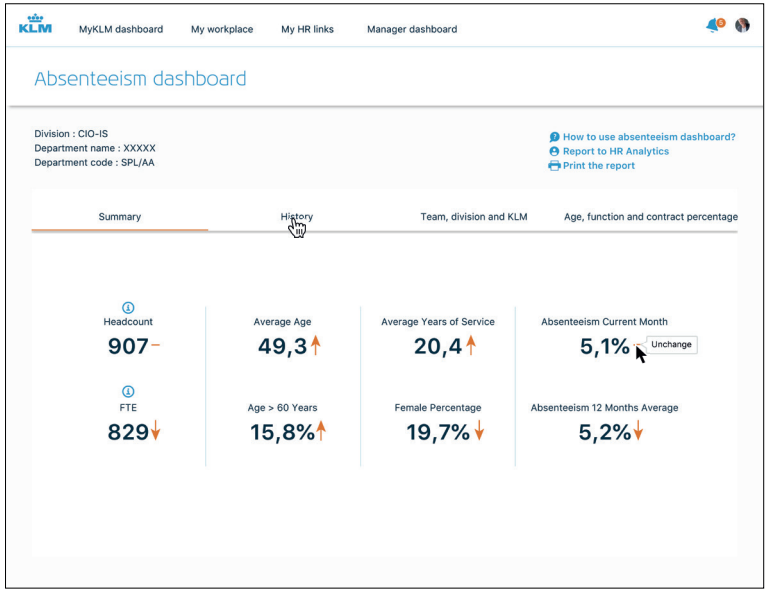
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Unchange
FTE
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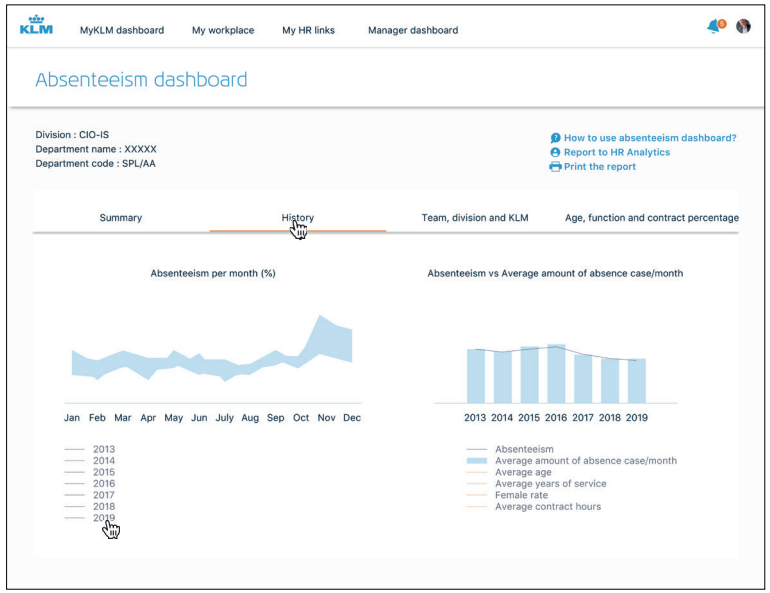
KLM
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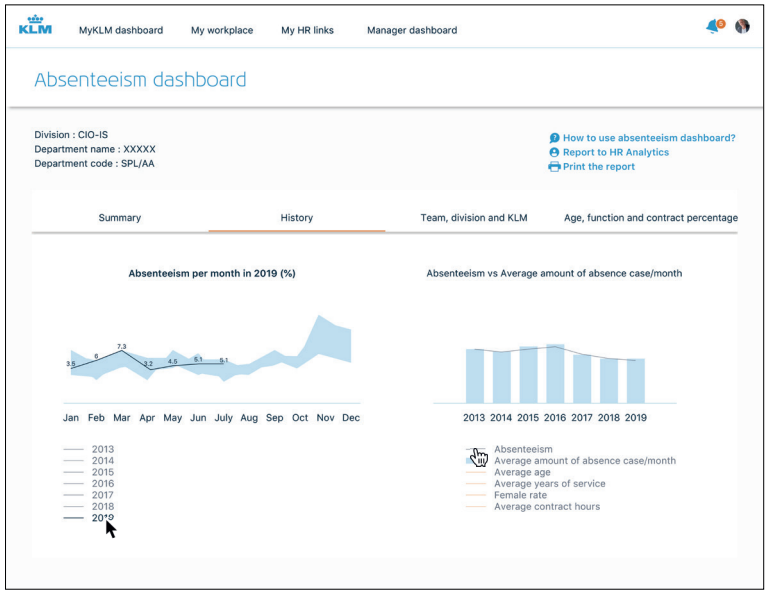
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month (%)
Absenteeism vs Average amount of absence case/month
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013 2014 2015 2016 2017 2018 2019
2013
2014
2015
2016
2017
2018
2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours


KLM
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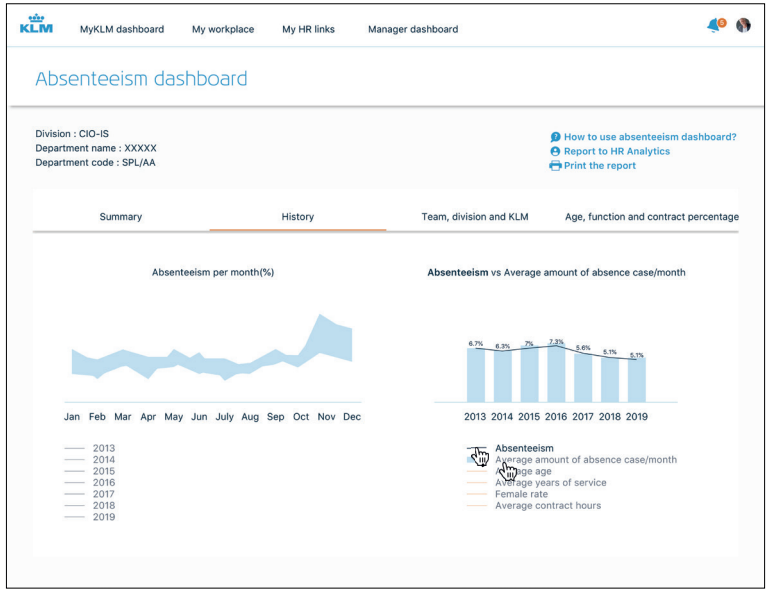
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month in 2019 (%)
Absenteeism vs Average amount of absence case/month
3.5
6
7.3
3.3
4.5
5.1
5.1
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013 2014 2015 2016 2017 2018 2019
2013
2014
2015
2016
2017
2018
2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours


KLM
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Division : CIO-IS
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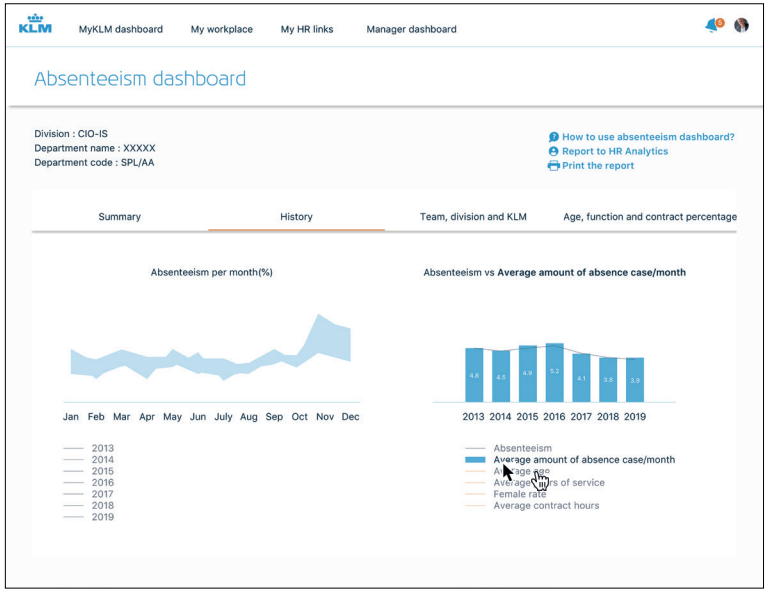
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month(%)
Absenteeism vs Average amount of absence case/month
6.7%
6.3%
7%
7.3%
5.6%
5.1%
5.1%
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013 2014 2015 2016 2017 2018 2019
2013
2014
2015
2016
2017
2018
2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours


KLM
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Division : CIO-IS
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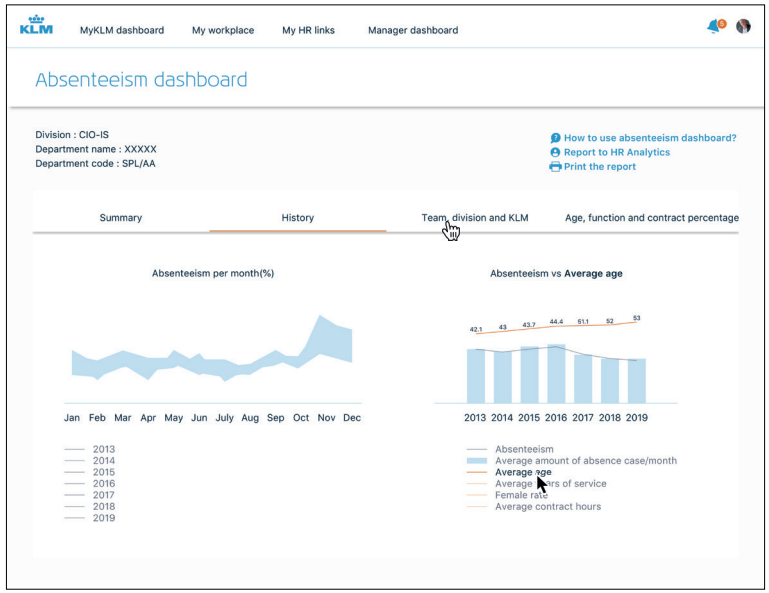
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month(%)
Absenteeism vs Average amount of absence case/month
4.8
4.6
4.9
5.2
4.1
3.8
3.9
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013 2014 2015 2016 2017 2018 2019
2013
2014
2015
2016
2017
2018
2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours


KLM
MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month(%)
Absenteeism vs Average age
42.1
43
43.7
44.4
51.1
52
53
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013 2014 2015 2016 2017 2018 2019
2013
2014
2015
2016
2017
2018
2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours

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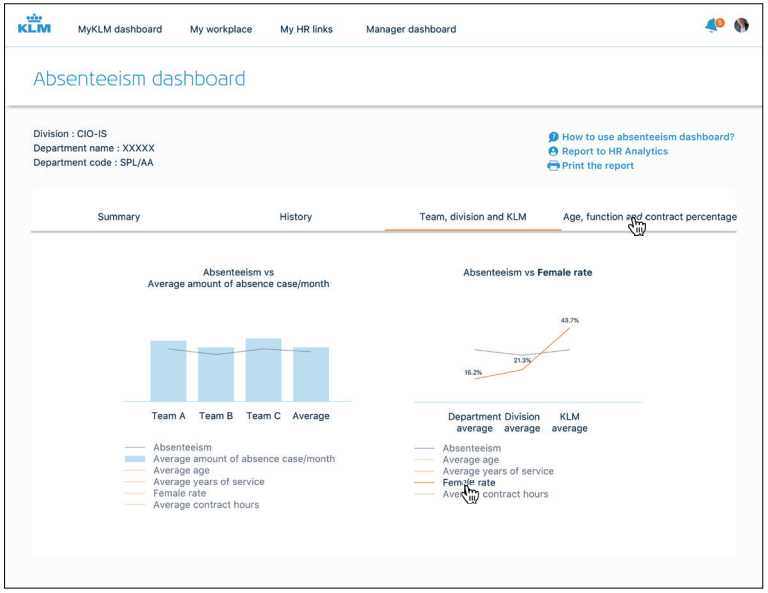
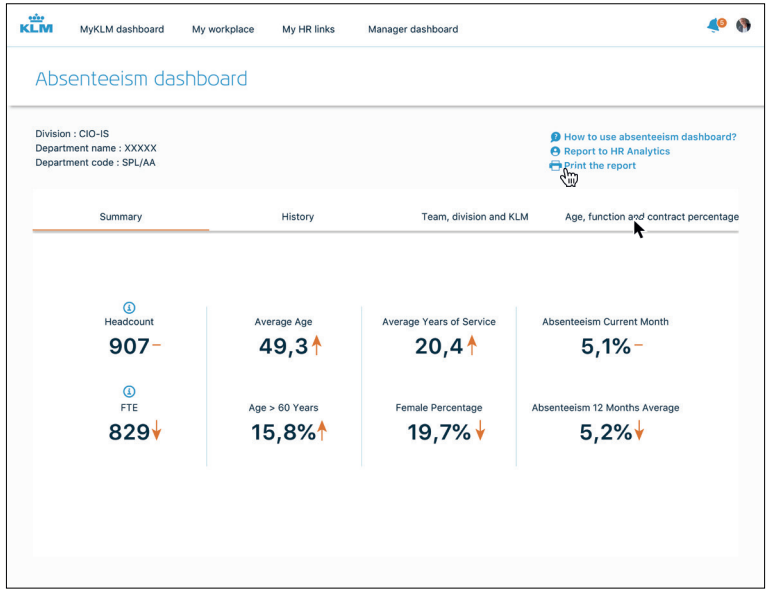
Absenteeism vs
Average amount of absence case/month
Absenteeism
Team A
Team B
Team C
Average
Department average
Division average
KLM average
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours



Scenario

## You want to print ‘Summary’ and ‘Absenteeism vs Age’


KLM
MyKLM dashboard
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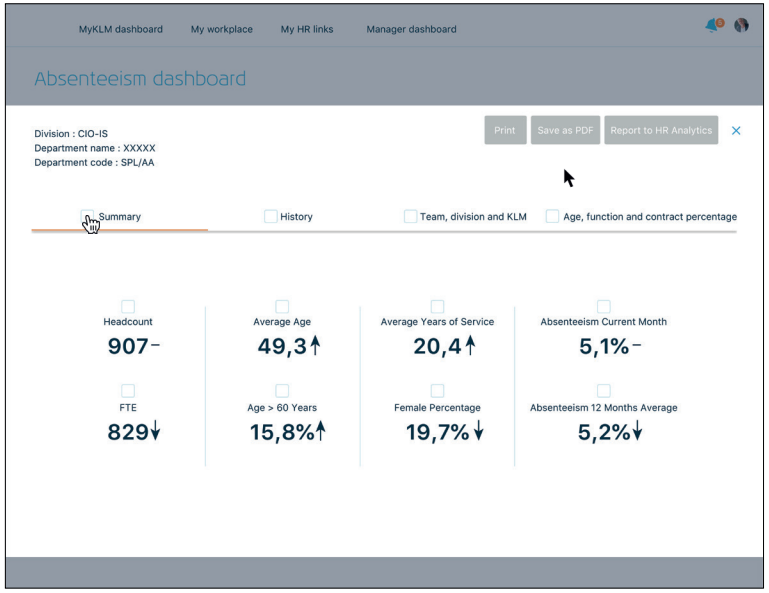
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Print the report
Summary
History
Team, division and KLM
Age, function and contract percentage
Headcount
907
Average Age
49,3
Average Years of Service
20,4
Absenteeism Current Month
5,1%
FTE
829
Age > 60 Years
15,8%
Female Percentage
19,7%
Absenteeism 12 Months Average
5,2%


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
Print
Save as PDF
Report to HR Analytics
Summary
History
Team, division and KLM
Age, function and contract percentage
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Average Age
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Average Years of Service
20,4
Absenteeism Current Month
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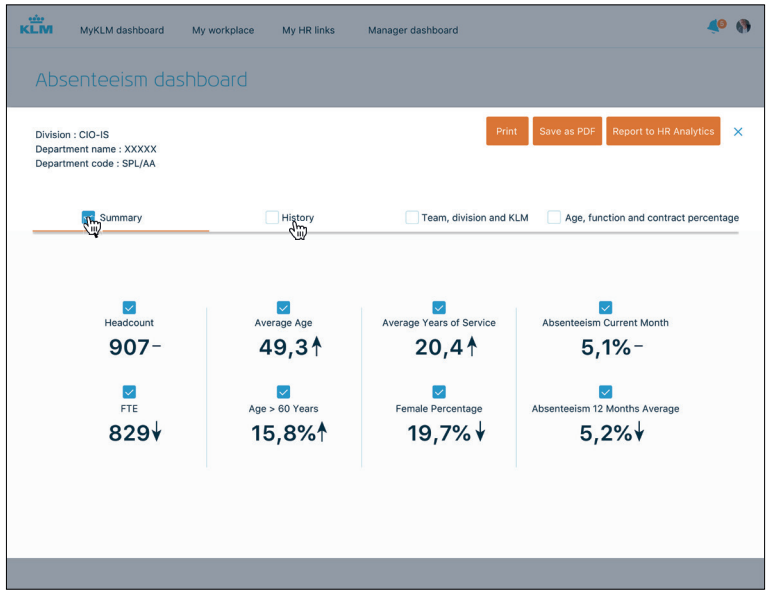
KLM
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Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
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Save as PDF
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Absenteeism dashboard
Division : CIO-IS
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Save as PDF
Report to HR Analytics
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History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month(%)
Absenteeism vs Average amount of absence case/month
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013
2014
2015
2016
2017
2018
2019
2013 2014 2015 2016 2017 2018 2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours

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Absenteeism per month(%)
Absenteeism vs Average amount of absence case/month
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013
2014
2015
2016
2017
2018
2019
6.7% 6.3% 7% 7.3% 5.6% 5.1% 5.1%
4.8 4.5 4.9 5.2 4.1 3.8 3.9
2013 2014 2015 2016 2017 2018 2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours

MyKLM dashboard
My workplace
My HR links
Manager dashboard
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Print
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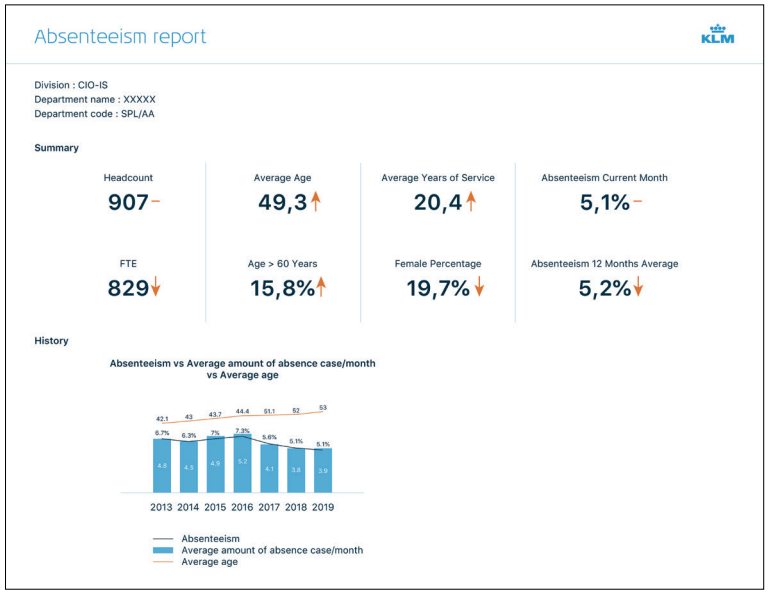
Report to HR Analytics
Summary
History
Team, division and KLM
Age, function and contract percentage
Absenteeism per month (%)
Absenteeism vs Average amount of absence case/month vs Average age
Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec
2013
2014
2015
2016
2017
2018
2019
42.1 43 43.7 44.4 51.1 52 53
6.7% 6.3% 7% 7.3% 5.6% 5.1% 5.1%
4.8 4.5 4.9 5.2 4.1 3.8 3.9
2013 2014 2015 2016 2017 2018 2019
Absenteeism
Average amount of absence case/month
Average age
Average years of service
Female rate
Average contract hours


Absenteeism report
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
Summary
Headcount
907
Average Age
49,3
Average Years of Service
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Female Percentage
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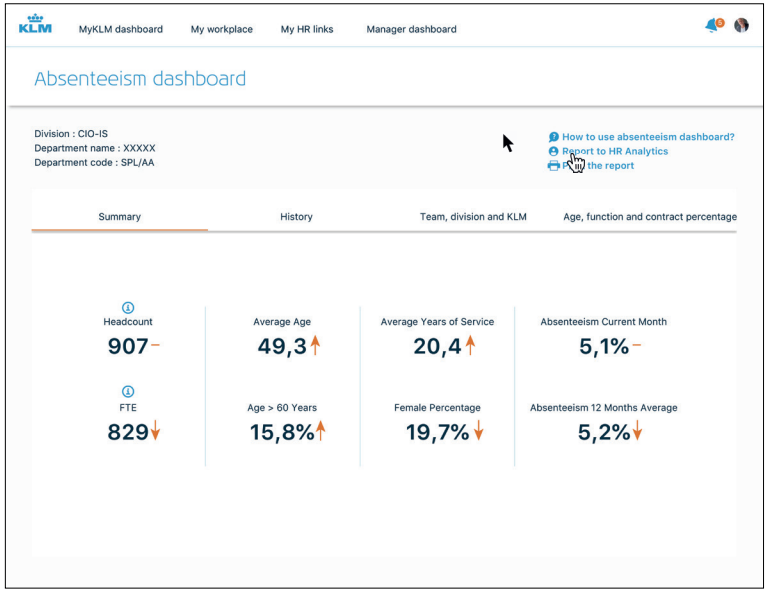
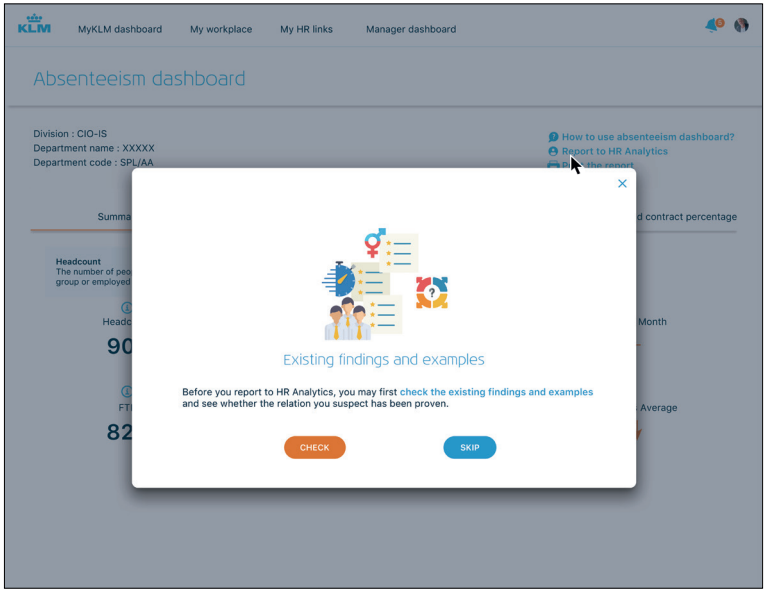
Absenteeism 12 Months Average
5,2%
History
Absenteeism vs Average amount of absence case/month vs Average age
42.1 43 43.7 44.4 51.1 52 53
6.7% 6.3% 7% 7.3% 5.6% 5.1% 5.1%
4.8 4.5 4.9 5.2 4.1 3.8 3.9
2013 2014 2015 2016 2017 2018 2019
Absenteeism
Average amount of absence case/month
Average age

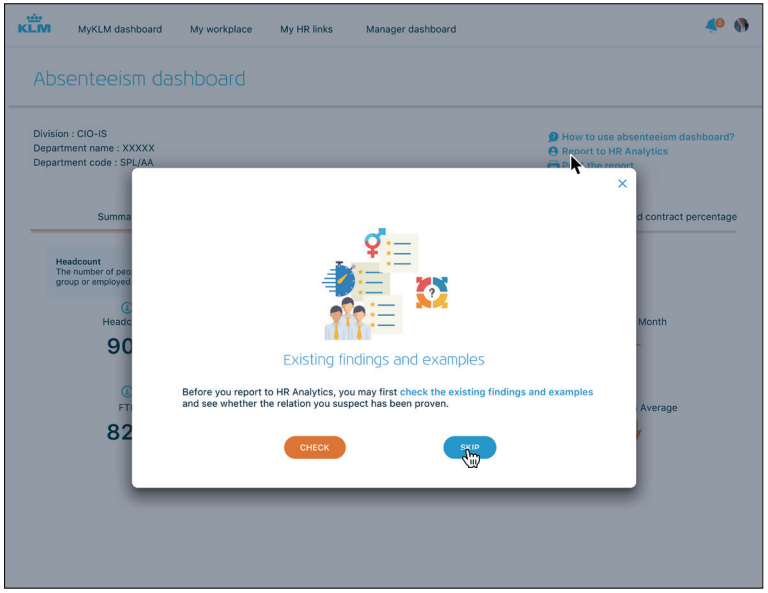
Scenario

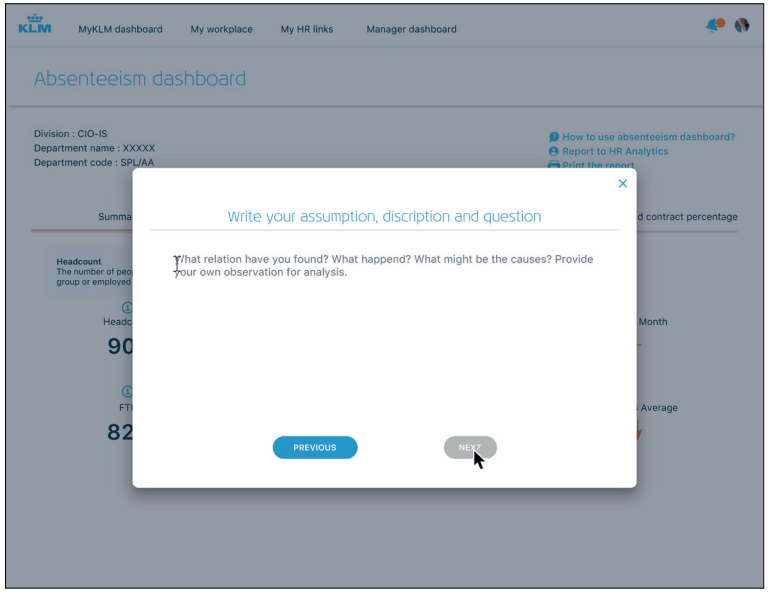
You want to report the possible correlation you found to HR Analytics.

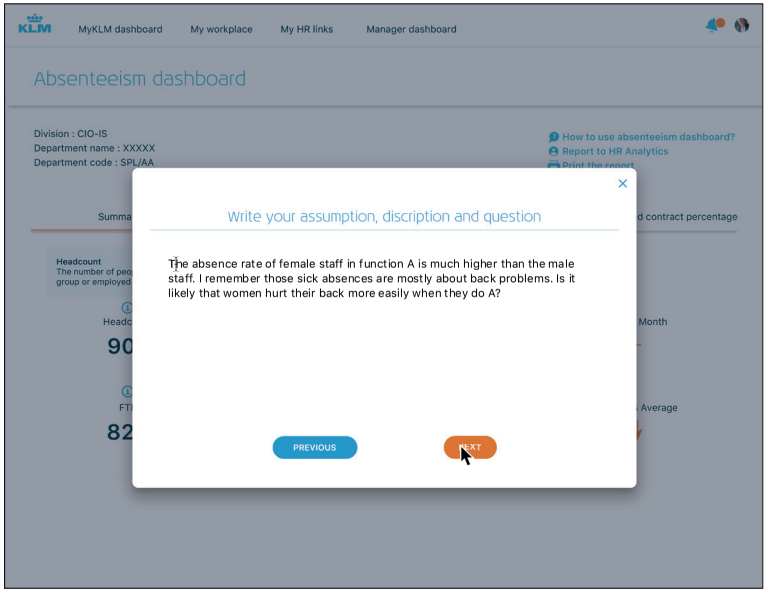


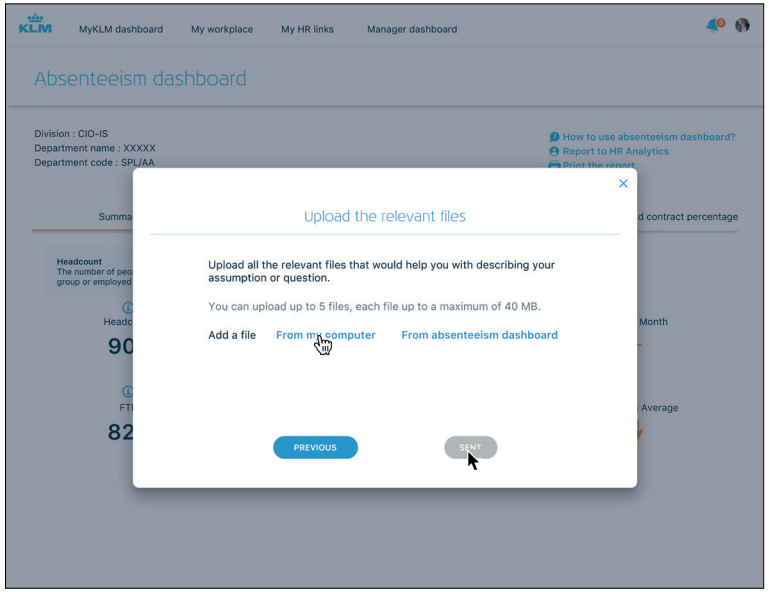




Assume that you have checked those examples already

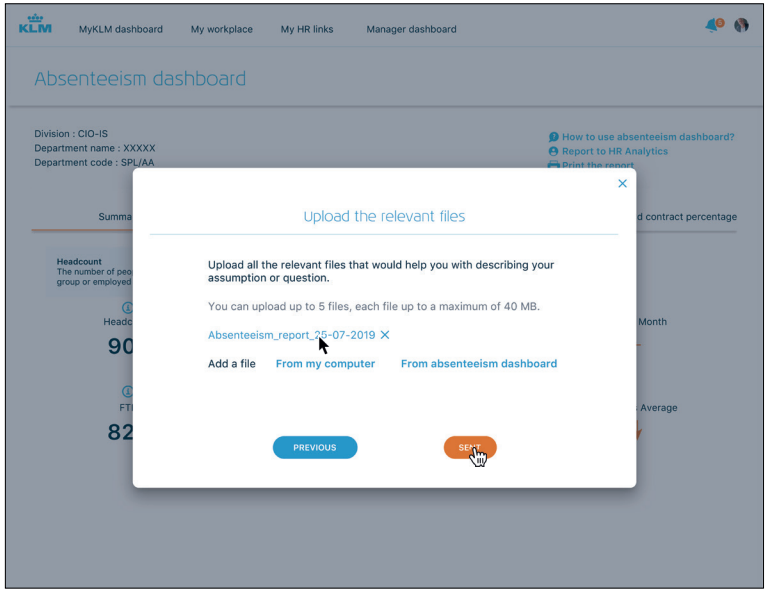

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Existing findings and examples
Before you report to HR Analytics, you may first check the existing findings and examples and see whether the relation you suspect has been proven.
CHECK
SKIP

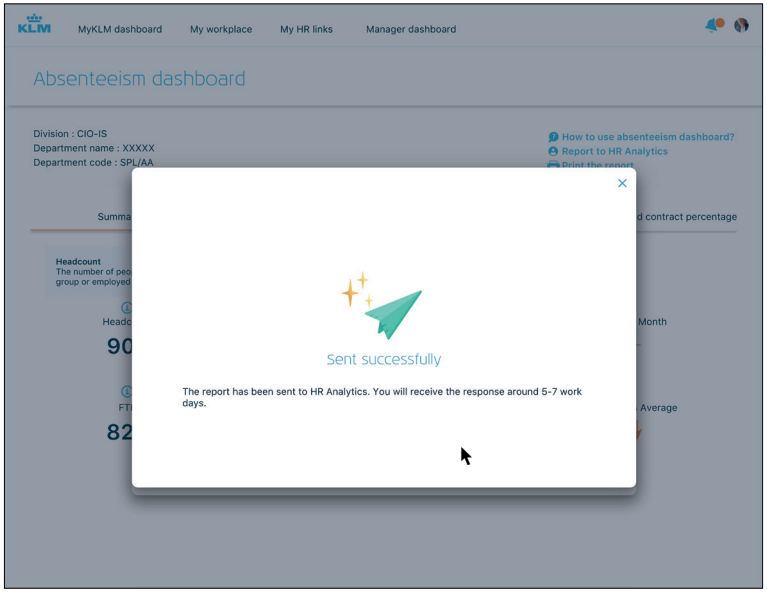

MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Write your assumption, discription and question
What relation have you found? What happend? What might be the causes? Provide your own observation for analysis.
PREVIOUS
NEXT


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Write your assumption, discription and question
The absence rate of female staff in function A is much higher than the male staff. I remember those sick absences are mostly about back problems. Is it likely that women hurt their back more easily when they do A?
PREVIOUS
NEXT


MyKLM dashboard
My workplace
My HR links
Manager dashboard
Absenteeism dashboard
Division : CIO-IS
Department name : XXXXX
Department code : SPL/AA
How to use absenteeism dashboard?
Report to HR Analytics
Upload the relevant files
Upload all the relevant files that would help you with describing your assumption or question.
You can upload up to 5 files, each file up to a maximum of 40 MB.
Add a file
From my computer
From absenteeism dashboard
PREVIOUS
SENT

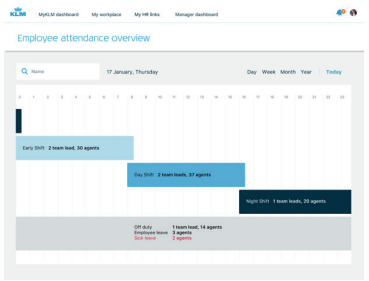
You select the document you want to upload

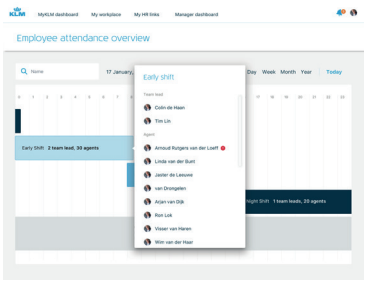


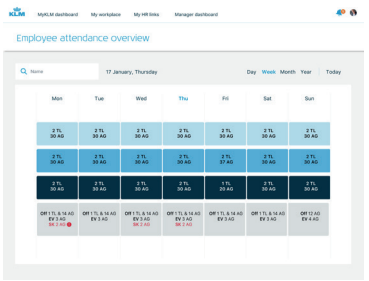



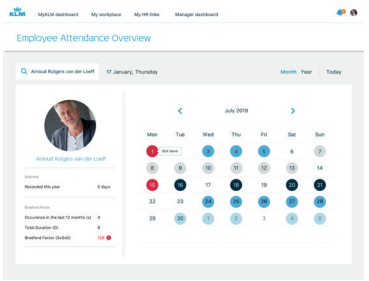

Evaluation

# Employee attendance overview

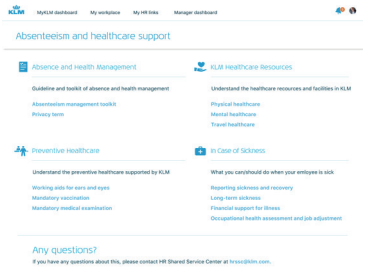


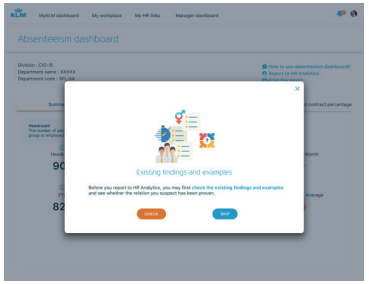



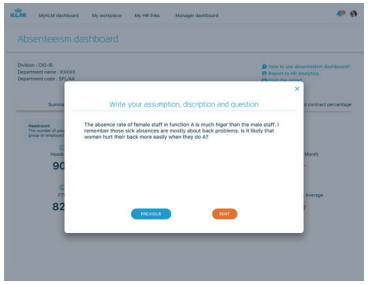




# Absenteeism and Healthcare support




# Absenteeism dashboard



# H. Evalaution Form for User testing

## Employee attendance overview

1. **It is clear for me how to use it.**

totally disagree 1 2 3 4 5 6 7 totally agree

2. **It enables me to have more control of my management team.**

totally disagree 1 2 3 4 5 6 7 totally agree

3. **It enables me to have more understanding of my employee's attendance situation.**

totally disagree 1 2 3 4 5 6 7 totally agree

4. **It encourages me to pay more attention to individual's sickness situation.**

totally disagree 1 2 3 4 5 6 7 totally agree

5. **I will use it in the future.**

totally disagree 1 2 3 4 5 6 7 totally agree

## Absenteeism and healthcare support

6. **It is clear for me how to use it.**

totally disagree 1 2 3 4 5 6 7 totally agree

7. **It enables me to find the right information to support sickness more easily.**

totally disagree 1 2 3 4 5 6 7 totally agree

8. **It encourages me to help and guide sick individuals more.**

totally disagree 1 2 3 4 5 6 7 totally agree

9. **I will use it in the future.**

totally disagree 1 2 3 4 5 6 7 totally agree

## Absenteeism dashboard

10. **It is clear for me how to use it.**

totally disagree 1 2 3 4 5 6 7 totally agree

11. **It enables me to have more understanding in absenteeism situation.**

totally disagree 1 2 3 4 5 6 7 totally agree

12. **It enables me to discover the factors which are potentially correlated to absenteeism more.**

totally disagree 1 2 3 4 5 6 7 totally agree

13. **It encourages me to keep track of absenteeism situation.**

totally disagree 1 2 3 4 5 6 7 totally agree

14. **It encourages me to react on absenteeism data more.**

totally disagree 1 2 3 4 5 6 7 totally agree

15. **I will use it in the future.**

totally disagree 1 2 3 4 5 6 7 totally agree