

The Direct and Indirect Costs of Work Absence Check List

Direct costs	Indirect costs	Absence management costs
<i>Salary costs</i>	<i>Internal replacement worker</i>	<i>Line manager costs</i>
annual salary	overtime	arranging cover
employer's Insurance contribution	'acting up' allowance	return-to-work interviews
employer's pension contribution	daily employment costs	training replacements
bonus payments		supervising replacement
contracted overtime		absence administration
<i>Benefits:</i>	<i>External replacement worker:</i>	<i>HR department time:</i>
annual employee benefits	daily agency costs	collating/reporting data
car allowances	hourly agency costs	administration
private healthcare		
disability cover		
holiday entitlements		
any other benefits		
	<i>Learning curve costs:</i>	<i>Training:</i>
	% effectiveness in first, second, third week, etc	line manager training
		trainer employment cost
		Health insurance:
		annual cost of premiums
		Health promotion:
		EAPs
		subsidised facilities
		OH services