

Public Sector Corporate Services VfM Indicators

Human Resources 2008/09

Please complete this survey form and return it by **2 October 2009**

If you have any questions please telephone Steve Straw on
020-8667-8181
or another member of the Benchmarking team on **020-8667-1144**.
You can also email us at **VfMIndicators@cipfa.org.uk**

CONTACT INFORMATION

Name of Organisation
Contact name
Title/dept
Telephone no
Email

You need to return the membership form to register.

Once we receive your membership form, we will email you a personalised Excel questionnaire to complete in line with the timetable for this stream.

Please enter your data into the **turquoise** cells.

For the Management Practice indicators, please select yes or no from the drop down menus.

It is vital that you read the Audit Agency guidance/definitions both before and during completion of the form. Use the link below to get the guidance document.

<http://www.public-audit-forum.gov.uk/HumanResourcesindicators2008-09.pdf>

If for any reason you cannot fill in an indicator or you have a comment about a specific indicator, please complete the comments box at the end of the questionnaire.

Number of Employees

Several of the indicators in this questionnaire use the number of employees as the denominator, however some use **head count** (full time and part time employees are given equal weighting), some use **FTE** (full time equivalents) at year end, and some use average FTE. For this reason we collect employee numbers in this section to ensure the right definition is used for each indicator. Please include Schools throughout the questionnaire.

Please read the definitions carefully before filling out this section.

Head Count as at 01/04/2008	<input type="text"/>
Head Count as at 31/03/2009	<input type="text"/>
Employees (FTE) as at 01/04/2008	<input type="text"/>
Employees (FTE) as at 31/03/2009	<input type="text"/>
Average number of casual/ temporary staff in the year	<input type="text"/>

Primary Indicators

HRP1 Cost of the HR function:		£'000
	Employee costs including employers NI, pension and recruitment costs	
	IT costs	
	Accommodation costs	
	Supplies / consumables	
	Outsourcing costs	
	Other costs	
	Cost of the HR function	0 k
	Organisational running costs (expenditure)	
HRP1(a) Cost of the HR function as a percentage of organisational running costs (expenditure)		
	Average number of employees (head count)	
HRP1(b) Cost of the HR function per employee		

HRP2 Ratio of employees (full-time equivalents) to HR staff		
	Total number of employees (FTE) in the HR function	
	Total number of employees (FTE) in the organisation	0
Ratio of employees (full-time equivalents) to HR staff		

HRP3 Average days per full-time <u>equivalent</u> employee per year invested in learning and development		
	Total number of days per year invested in learning and development	
	Average number of employees (FTE)	
Average days per full-time employee per year invested in learning and development		

HRP4 Leavers in the last year as a percentage of the average total staff		
	Number of leavers in the last year	
	Average number of employees (FTE)	
Leavers in the last year as a percentage of the average total staff		

HRP5 Average working days per employee (full time equivalents) per year lost through sickness absence		
	Total number of working days lost through sickness absence	
	Average number of employees (FTE)	
Average working days per employee per year lost through sickness absence		

HRP6 Commissioner/User Satisfaction indices - see notes sheet for details of the online survey

Where you are using our on-line user and commissioner surveys we will receive your results automatically and you can leave this section blank.

Where you are using your own surveys you will have to feed back your average scores using the table below. Report to one decimal place. For the purpose of calculating average scores please use the following scoring system.

- strongly disagree = 1
- disagree = 2
- neither agree nor disagree = 3
- agree = 4
- strongly agree = 5

Commissioner Survey Average Scores

- The HR function supports delivery of the organisation's strategic objectives
- The HR function provides quality advice when I need it
- The HR function enables me to address people management issues
- The HR function anticipates the organisation's workforce issues and addresses them
- The HR function provides value for money

User Survey Average Scores

- The organisation offers flexible working, remuneration and benefits options which take account of the different needs of staff
- The organisation takes the well-being of staff seriously
- The appraisal process helps me set measurable objectives which make clear what is expected of me
- I receive appropriate learning and development in relation to my needs
- I know where to go if I have a query relating to an HR issue

HRP7 Management Practice Indicators

HR MP1	Within the last three years the HR Function has reviewed and rationalised the number of sets of Terms and Conditions in current use in the organisation by at least 5%	Please select
HR MP2	The organisation has undertaken equality impact assessments across all key service areas within the last three years, and is implementing an action plan which targets areas of vulnerability	Please select
HR MP3	There is employee self-service through desktop access to modify non-sensitive HR data	Please select
HR MP4	All employees have clear and measurable outcome based targets set at least annually	Please select
HR MP5	All employees have had a formal, documented performance review at least on an annual basis which can track personal/professional improvement	Please select
HR MP6	The organisation carries out a survey of staff satisfaction levels at least biennially, publishes the results, has developed an action plan and monitors delivery of that plan on at least a quarterly basis	Please select
HR MP7	The organisation explicitly requests that employees declare that they have complied with any Continuous Professional Development (CPD) requirements of their professional institute (where applicable)	Please select
HR MP8	The organisation has a statement which anticipates the workforce requirements of the organisation over the medium-term (at least 3 years) and an action plan agreed by the Executive / Corporate Management Team which sets out how those requirements are met and is monitored on a 6 monthly or more frequent basis	Please select
HR MP9	A comprehensive professional development programme is in place for professional HR staff which ensures that they receive at least 5 days of continuing professional development per annum	Please Select
HR MP10	It is possible to apply online for all vacancies for which external applications are invited	Please select

Score **0**

Secondary Indicators

HRS1	Cost of learning and development activity as percentage of the total pay-bill	£'000
	Total cost of learning and development	
	Total pay-bill	
	Cost of learning and development activity as percentage of the total pay-bill	

HRS2	Cost of agency staff as a percentage of the total payroll (excluding those counted in secondary indicator 3)	£'000
	Cost of agency staff	
	Total pay-bill	0 k
	Cost of agency staff as a percentage of the total payroll	

HRS3	Percentage of posts currently in the leadership of the organisation which are filled by people who are not permanent in that position.	
	Number of leadership posts in the organisation which are filled by people who are not permanent in that position	na
	Total number of leadership posts	
	Percentage of posts in the leadership of the organisation which are filled by people who are not permanent in that position.	na

HRS4	Average elapsed time (in working days) from a vacancy occurring to the acceptance of an offer for the same post	
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HRS5	Cost of recruitment per vacancy	
	Total cost of recruitment £'000	
	Total number of vacancies	
	Cost of recruitment per vacancy	

HRS6	Reported injuries, diseases and dangerous occurrences per 1,000 employees per year	
	Total number of reported injuries, diseases and dangerous occurrences	na
	Average number of employees (head count including casual staff)	na
	Reported injuries, diseases and dangerous occurrences per 1,000 employees	

HRS7 Percentage of people that are still in post after 12 months service

Number of people who commenced their employment in the 12 month period 1 st April 2007 and 31 st March 2008	
Number of people who commenced their employment in the 12 month period 1 st April 2007 and 31 st March 2008 who were still in post 12 months later	
Percentage of people that are still in post after 12 months service	

HRS8 Cases of disciplinary action per 1,000 employees

Total number of cases of disciplinary action	
Average number of employees (FTE)	
Cases of disciplinary action per 1,000 employees	

HRS9 Percentage of staff who receive (at least) an annual face to face performance appraisal

Number of staff who receive (at least) an annual face to face performance appraisal	
Average number of employees (FTE)	
Percentage of staff who receive (at least) an annual face to face performance appraisal	

HRS10 Percentage of leadership posts occupied by women

Number of leadership posts occupied by women	
Total number of leadership posts	0
Percentage of leadership posts occupied by women	

HRS11 Percentage of employees who have reported that they have a disability

Number of employees who consider themselves to have a disability	
Total number of employees (head count at year end) - (excluding those who have not declared whether or not they have a disability)	
Percentage of employees who have reported that they have a disability	

HRS12 Percentage of employees aged 50 or over

Number of employees aged 50 or over	
Total number of employees (head count at year end)	0
Percentage of employees aged 50 or over	

HRS13 Percentage of Black and Minority Ethnic (BME) employees in the workforce	
Number of Black and Minority Ethnic (BME) employees in the workforce	
Total number of employees (head count at year end) - (excluding those who have not declared their ethnicity)	
Percentage of Black and Minority Ethnic (BME) employees in the workforce	

General Comments