

Public Sector Corporate Services VfM Indicators

Human Resources 2016/17

If you have any questions please contact Anika Kwaan,
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You can also email us at VfMIndicators@cipfa.org

IMPORTANT GENERAL GUIDANCE.

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet. Please read this before completing the questionnaire.

Throughout the questionnaire, you can link to the associated definitions and guidance by clicking on the white '?' in the top right corner of each section. To return to the questionnaire please click on the 'Questionnaire' tab at the bottom of the window.

In order to try and reduce the problem we have of identifying zeros from missing data, we have entered '..' in all data entry cells and you will notice that formulae e.g. totals and carry-forwards all show '..' before any data is entered. Only by overwriting all of the '..' in a table will the total be generated so please do not leave any cells as they are. If the genuine figure is zero then please replace '..' with 0. If the figure is not known/not available, please replace the '..' with na.

Please do not enter any comments or data outside the cells provided or within the return email, as these are processed automatically and your comment will not be seen. If you wish to make any comments, please enter these in the boxes below. Change of contact details should be e-mailed separately to Benchmarking@cipfa.org.

If you do not have figures for the exact categories on the questionnaire, you should make an attempt to estimate the split, as we cannot use figures that are bracketed together and cut across two or more boxes.

Please note that there is a white question mark next to each question - this is a hyperlink to the guidance for that Indicator.

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.

KD1 Key Data Indicators

Please ensure that the figure you return here is the same for all Streams that you have joined

£'000

Organisational running costs (expenditure)

..

KD2 Key Data Indicators: 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. The first four boxes only relate to permanent employees or staff who have been employed for more than 12 months.**

Head Count as at 01/04/2016

..

Head Count as at 31/03/2017

..

Employees (FTE) as at 01/04/2016

..

Employees (FTE) as at 31/03/2017

..

Avg no. of casual/ temporary (FTE) who have worked in the year

..

Total paybill 2016/17 (£'000)

..

Primary Indicators

HRP1 Cost of the HR function:

[Go to Guidance -->](#)

| | £'000 |
|--|-----------|
| Employee costs including employers NI, pension and recruitment costs | .. |
| IT costs | .. |
| Accommodation costs | .. |
| Supplies / consumables | .. |
| Outsourcing costs | .. |
| Other recruitment costs not included above (HRS5 plus e.g. the cost of recruitment processes where the job is not filled) | .. |
| Learning and development costs | .. |
| Other costs | .. |
| Cost of the HR function | .. |
| Organisational running costs (expenditure) | .. |
| HRP1(ai) Cost of the HR function (including L&D) as a percentage of organisational running costs (expenditure) | .. |
| HRP1(aii) Cost of the HR function (excluding L&D) as a percentage of organisational running costs (expenditure) | .. |
| Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B) | .. |
| HRP1(bi) Cost of the HR function per FTE (including L&D) | .. |
| HRP1(bii) Cost of the HR function per FTE (excluding L&D) | .. |

HRP2 Ratio of employees (full-time equivalents) to HR staff

[Go to Guidance -->](#)

| | |
|---|-----------|
| Total number of employees (FTE) in the HR function (excluding L&D staff) | .. |
| Total number of employees (FTE) in Learning & Development | .. |
| Total number of employees (FTE) in the HR function (including L&D staff) | .. |
| Total number of employees (FTE) in the organisation (31/03/2017) | .. |
| Ratio of employees (full-time equivalents) to HR staff (excluding L&D staff) | .. |
| Ratio of employees (full-time equivalents) to HR staff (including L&D staff) | .. |

HRP3 Average days per full-time equivalent employee per year invested in learning and development

[Go to Guidance -->](#)

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|--|-----------|
| Total number of days per year invested in learning and development | .. |
| Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B) | .. |
| 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

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Number of leavers in the last year (FTE)
 Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B)

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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

[Go to Guidance -->](#)

Total number of working days lost through sickness absence
 Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B)

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Average working days per employee per year lost through sickness absence

HRP6 Commissioner/User Satisfaction indices

[Go to Guidance -->](#)

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. **If you have surveyed enough staff and have had enough returns, an average score which rounds up to a whole number is unlikely.** 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

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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

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| 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% | <input type="text" value="Please select"/> |
| 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 | <input type="text" value="Please select"/> |
| MP3 | There is employee self-service through desktop access to modify non-sensitive HR data | <input type="text" value="Please select"/> |
| MP4 | All employees have clear and measurable outcome based targets set at least annually | <input type="text" value="Please select"/> |
| MP5 | All employees have had a formal, documented performance review at least on an annual basis which can track personal/professional improvement | <input type="text" value="Please select"/> |
| 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 | <input type="text" value="Please select"/> |
| 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) | <input type="text" value="Please select"/> |
| 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 | <input type="text" value="Please select"/> |
| MP9 | A comprehensive professional development programme is in place for professional HR staff | <input type="text" value="Please Select"/> |
| MP10 | It is possible to apply online for all vacancies for which external applications are invited | <input type="text" value="Please select"/> |

Score

Secondary Indicators

HRS1 Cost of learning and development activity as percentage of the total payroll

[Go to Guidance -->](#)

Please ensure that you have included the costs from HRP1

| | £'000 |
|---|-------|
| Total cost of learning and development (as per HRP1) | .. |
| Total payroll | .. |
| Cost of learning & development activity as % the total payroll | .. |

HRS2 Cost of agency staff as a percentage of the total payroll (excluding those counted in secondary indicator 3)

[Go to Guidance -->](#)

| | £'000 |
|--|-------|
| Cost of agency staff | .. |
| Total payroll | .. |
| 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.

[Go to Guidance -->](#)

| | |
|---|----|
| Number of leadership posts in the organisation which are filled by people who are not permanent in that position | .. |
| 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. | .. |

HRS4 Average elapsed time (in working days) from a vacancy occurring to the acceptance of an offer for the same post

[Go to Guidance -->](#)

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|--|----|
| Average elapsed time (in working days) from a vacancy occurring to the acceptance of an offer for the same post | .. |
|--|----|

HRS5 Cost of recruitment per post filled

[Go to Guidance -->](#)

Please ensure that you have included the costs from HRS5 in HRP1

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|--|----|
| Cost of recruitment (relating to filled posts) £'000 | .. |
| Total number of posts filled | .. |
| Cost of recruitment per post filled | .. |

HRS6 Reported injuries, diseases and dangerous occurrences per 1,000 employees per year

[Go to Guidance -->](#)

Total number of reported injuries, diseases and dangerous occurrences

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Average number of FTE (including casual staff)

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Reported injuries, diseases & dangerous occurrences per 1,000 employees

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

[Go to Guidance -->](#)

Number of people who commenced their employment in the 12 month period 1st April 2015 and 31st March 2016

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Number of people who commenced their employment in the 12 month period 1st April 2015 and 31st March 2016 who were still in post 12 months later

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

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HRS8 Cases of disciplinary action per 1,000 employees

[Go to Guidance -->](#)

Total number of cases of disciplinary action

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Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B)

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Cases of disciplinary action per 1,000 employees

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

[Go to Guidance -->](#)

FTE who receive (at least) an annual face to face performance appraisal

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Average number of organisation employees (FTE) (taken from employees FTE at 31/03/2016 and at 31/03/2017 in Section B)

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

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HRS10 Percentage of leadership posts occupied by women

[Go to Guidance -->](#)

Number of leadership posts occupied by women

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| .. |
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Total number of leadership posts

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| .. |
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Percentage of leadership posts occupied by women

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

[Go to Guidance -->](#)

Only complete if you have surveyed a reasonable % of your workforce

Number of employees (head count) 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

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| .. |

HRS12 Percentage of employees aged 50 or over

[Go to Guidance -->](#)

Number of employees aged 50 or over (head count)

Total number of employees (head count at year end)

Percentage of employees aged 50 or over

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| .. |

HRS13 Percentage of Black and Minority Ethnic (BME) employees in the workforce

[Go to Guidance -->](#)

Only complete if you have surveyed a reasonable % of your 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

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General Comments

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EXAMPLE QUESTIONNAIRE