

MANAGEMENT BOARD

Update on Staff Numbers

Note by the Director of Financial Management

Purpose

1. This paper updates the Board on trend differences between measuring staff numbers using full time equivalent (FTE) and headcount measures. It proposes standard definitions to encourage consistent data collection, and raises a number of policy issues for further consideration by the Resource Management Group (RMG).

Action

2. For information only.

Definitions

3. Further work is being undertaken to develop improved workforce planning information through re-designed systems. This project is being led by [s.40] in DR and will report to RMG after the summer recess. Meanwhile, it is proposed to adopt two main categories of staff data with agreed definitions to encourage greater consistency in the way data is collected across departments. This may not capture all the staffing information the Board require, but these arrangements can be refined as the workforce planning project is progressed.
4. The Human Resource records on HAIS are the primary source for all reported data. However, they include records for all casual staff whether or not they are employed at the time and for staff on career breaks. To ensure greater consistency it is proposed to formally define headcount as the number of *permanent full-time, permanent part-time, permanent casual and seconded-out staff*. Such a definition currently excludes agency staff, period appointments, temporary casuals, together with those staff on maternity leave and career breaks.
5. The alternative measure will be the full time equivalent figure which takes account of the hours worked by part-time staff. FTEs are to be defined as those staff *included in headcount whose full time equivalence is calculated using the relation between contracted hours and the standard hours for the post recorded in HAIS*.
6. Changes in staff numbers are made regularly during the month reflecting recruitment, staff leaving, changes in conditions, changes in pay bands

and staff moves between departments. All changes during a period will be counted (i.e. the engagement of two different permanent casuals to cover a single post will count at two units under headcount). Monthly statistics will show the changes over the four weeks, while annual statistics will be the cumulative figure rather than an average of the monthly snapshots. Again, the workforce planning review is considering whether this methodology needs to be refined.

Which data to use

7. Normal practice is to use FTE figures for reporting purposes as this removes distortions to staffing data created where varying employment patterns are adopted. It further does not discourage managers from adopting flexible working patterns to suit business needs if a cap on staff numbers exists. FTE figures will continue to be the measure of staff usage generally deployed in parliamentary answers and public documents.
8. However, where each individual member of staff is given a separate desk and IT workstation then the use of an FTE measure can disguise the indirect cost consequences of employing part-time staff. In such circumstances a headcount measure more accurately reflects resource consumption though not all part-time staff will contribute (e.g. catering, 'hot desking'). Headcount would be used in parliamentary answers where it would give a more accurate picture (e.g. on diversity statistics).
9. The way in which the calculation of Employer's National Insurance contributions works there is an advantage of 1.83% of salary where two part-time staff are employed (assuming that the total salary is the same as one full-time member of staff). However, where an additional IT workstation network connection is required the annual cost is of the order of £3,000. The cost of accommodation depends upon the building and the area used but an annual cost of £7,000 is a representative average. The latter figure may need to be revised once the results of the latest accommodation survey have been reviewed.

Trends

10. A report to the May meeting of the Management Board gave an average annual increase in FTE numbers of 3.1% for the period 2004/05 to 2008/09. Over the same period the average annual increase in headcount was 2.3%.
11. The Annex shows departmental trends post Tebbit (i.e. since April 2008). As can be seen from the data, month by month trends can give a misleading picture and longer term trends are required.

12. There will inevitably be small differences with the data recorded locally by departments. These will be discussed directly with departments in the light of the definitions proposed at paragraphs 4 and 5.

Summary

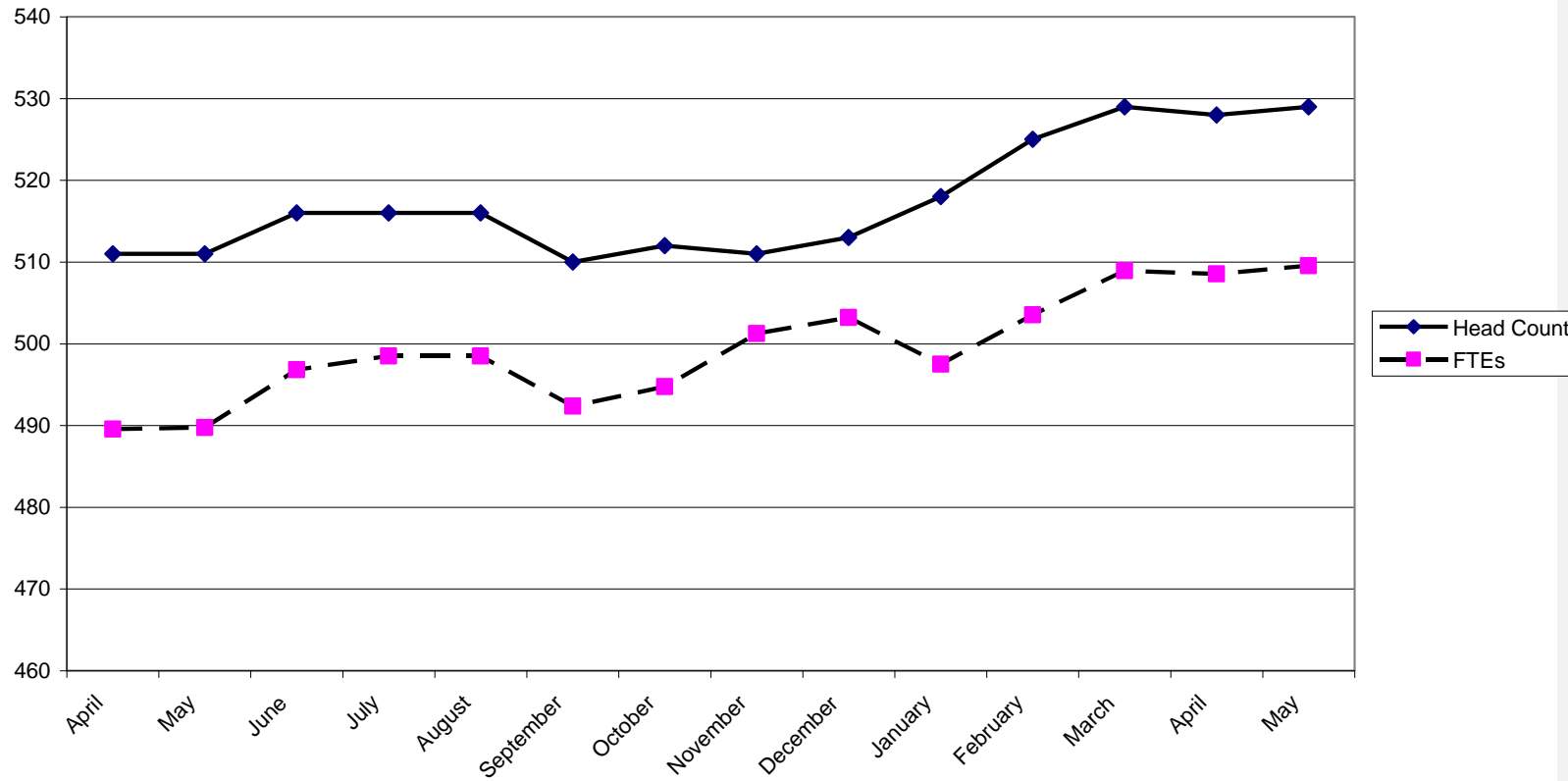
13. The Board is asked to note the proposed definitions and the further work being planned.

C Ridley
June 2009

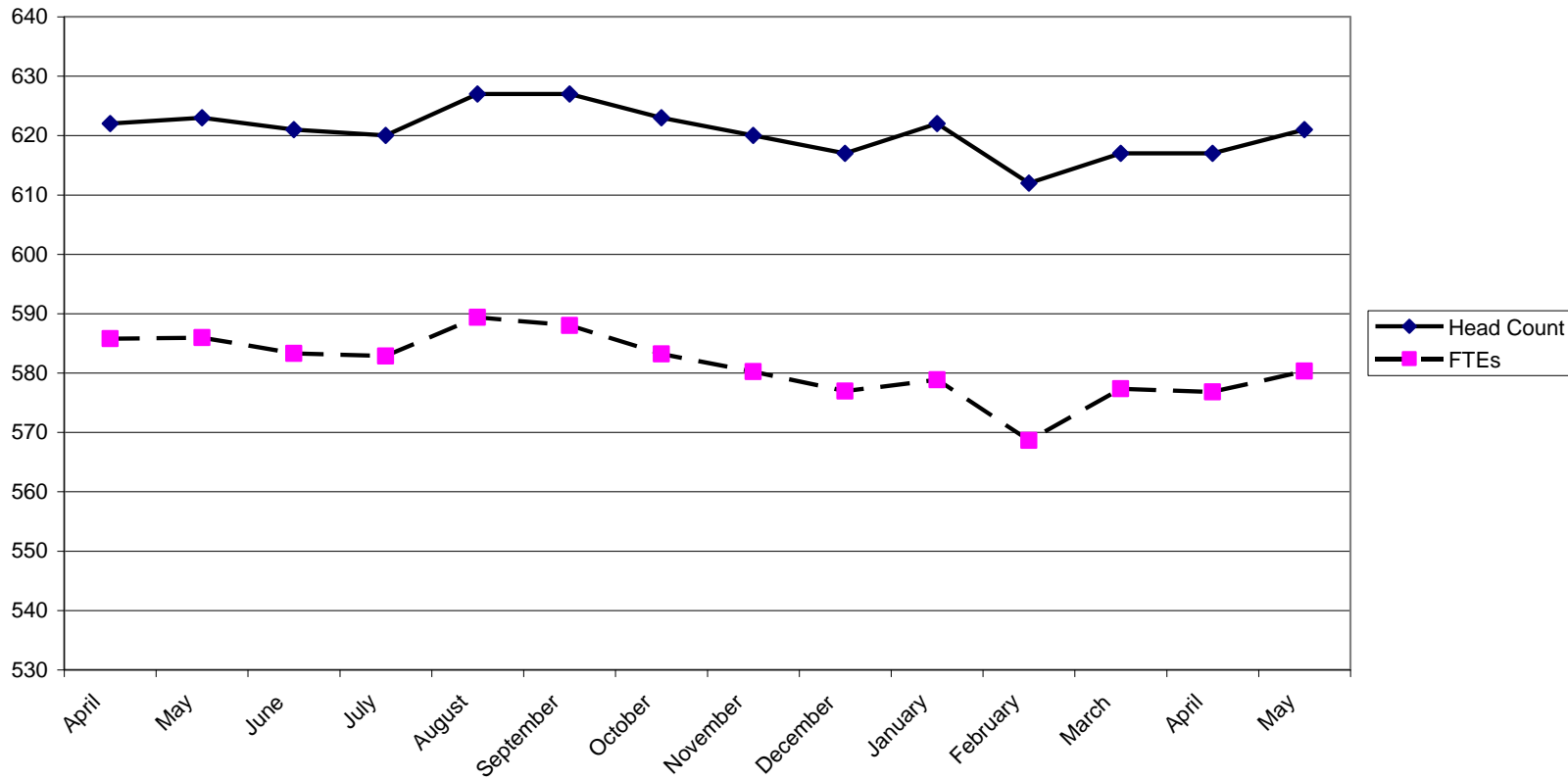
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DCCS		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		511.0	511.0	516.0	516.0	516.0	510.0	512.0	511.0	513.0	518.0	525.0	529.0	528.0	529.0
FTEs		489.6	489.7	496.8	498.5	498.5	492.4	494.7	501.2	503.2	497.5	503.5	508.9	508.6	509.6
DF		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		622.0	623.0	621.0	620.0	627.0	627.0	623.0	620.0	617.0	622.0	612.0	617.0	617.0	621.0
FTEs		585.8	586.0	583.3	582.8	589.4	588.0	583.2	580.2	576.9	578.9	568.7	577.3	576.8	580.3
DIS		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		284.0	292.0	297.0	311.0	319.0	327.0	333.0	333.0	322.0	327.0	319.0	321.0	324.0	324.0
FTEs		263.5	271.9	276.6	289.7	297.6	303.1	309.0	311.2	302.7	300.7	297.7	302.2	306.2	306.2
DR		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		156.0	158.0	162.0	159.0	158.0	165.0	168.0	170.0	171.0	169.0	174.0	175.0	178.0	176.0
FTEs		146.8	149.3	154.6	151.6	150.7	157.7	161.5	163.5	165.5	161.7	165.1	166.3	169.7	167.7
PICT		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		202.0	198.0	198.0	200.0	205.0	199.0	196.0	201.0	199.0	205.0	214.0	221.0	223.0	223.0
FTEs		199.6	195.8	195.8	197.7	202.7	196.7	192.7	197.3	195.3	201.3	211.0	217.8	220.5	220.5
Other		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		26.0	25.0	25.0	27.0	27.0	26.0	29.0	30.0	29.0	27.0	27.0	27.0	27.0	27.0
FTEs		25.2	24.2	23.2	24.2	24.2	23.6	26.8	27.8	26.8	25.8	26.0	26.0	26.0	26.0
Total		April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Headcount		1,801.0	1,807.0	1,819.0	1,833.0	1,852.0	1,854.0	1,861.0	1,865.0	1,851.0	1,868.0	1,871.0	1,890.0	1,897.0	1,900.0
FTEs		1,710.4	1,716.9	1,730.3	1,744.5	1,763.1	1,761.5	1,768.0	1,781.1	1,770.3	1,765.8	1,771.9	1,798.5	1,807.7	1,810.2

DCCS
Analysis of Staff Employed and FTEs
April 2008 to May 2009

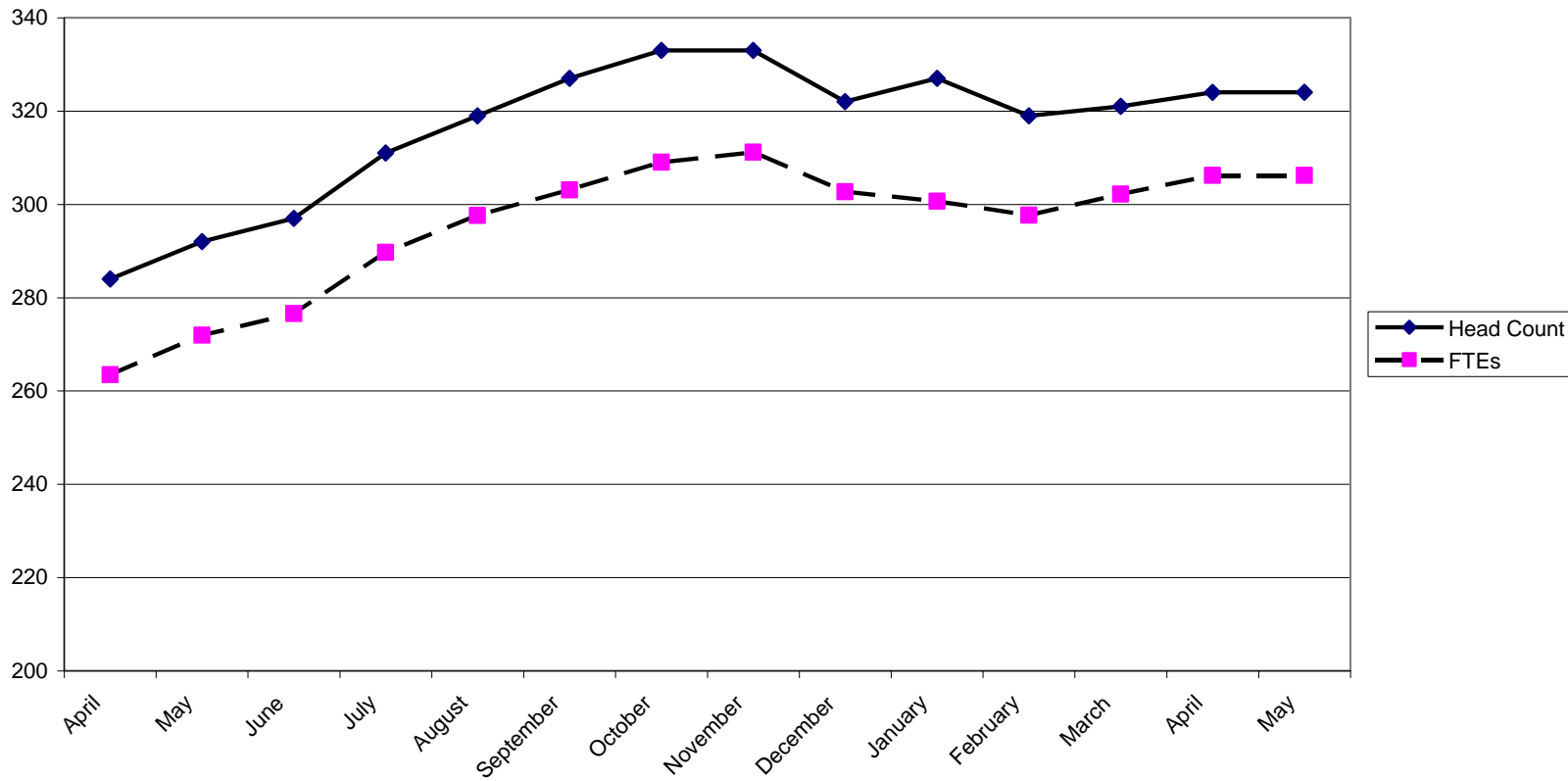


Department of Facilities
Analysis of Staff Employed and FTEs
April 2008 to May 2009

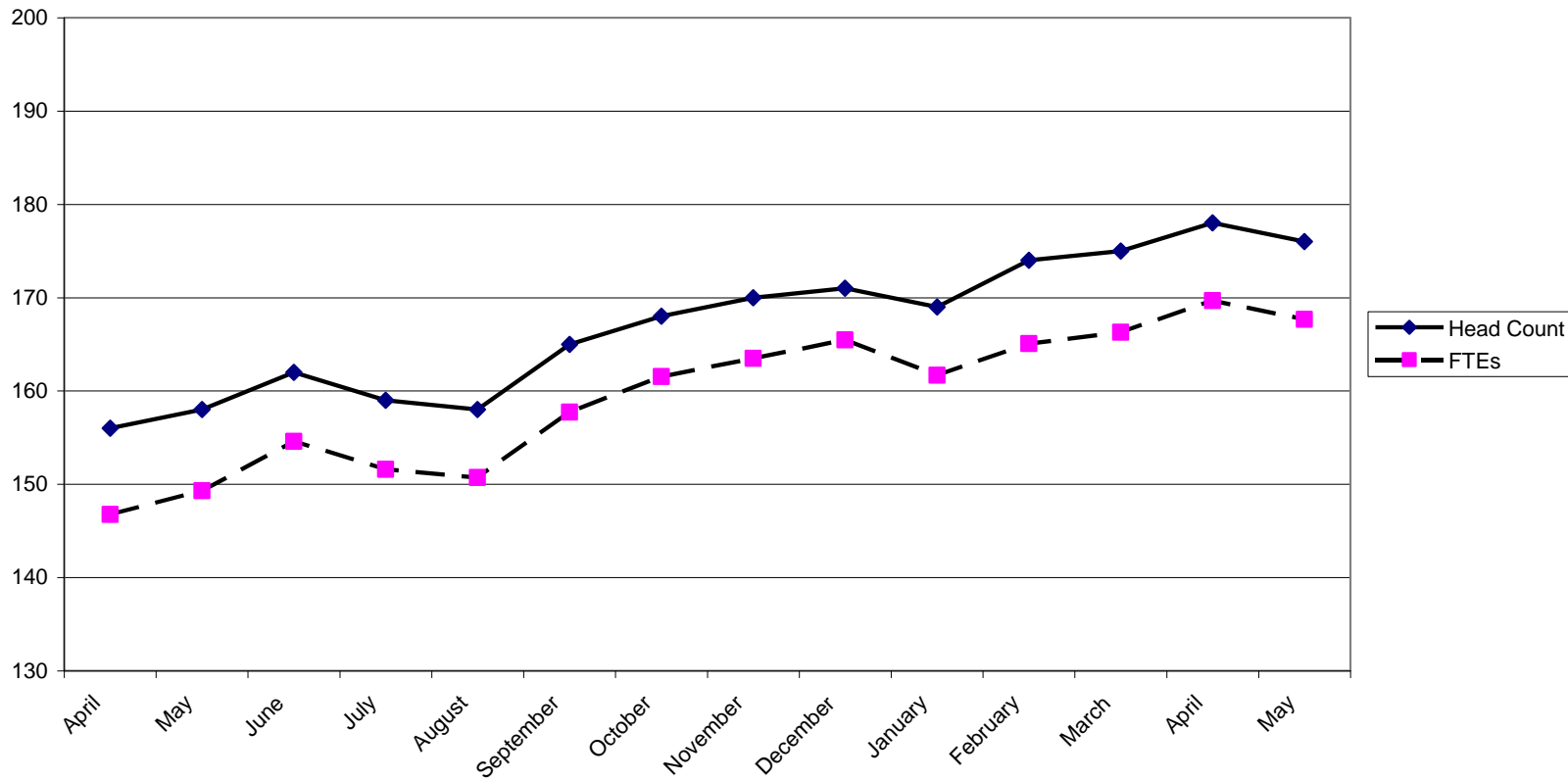


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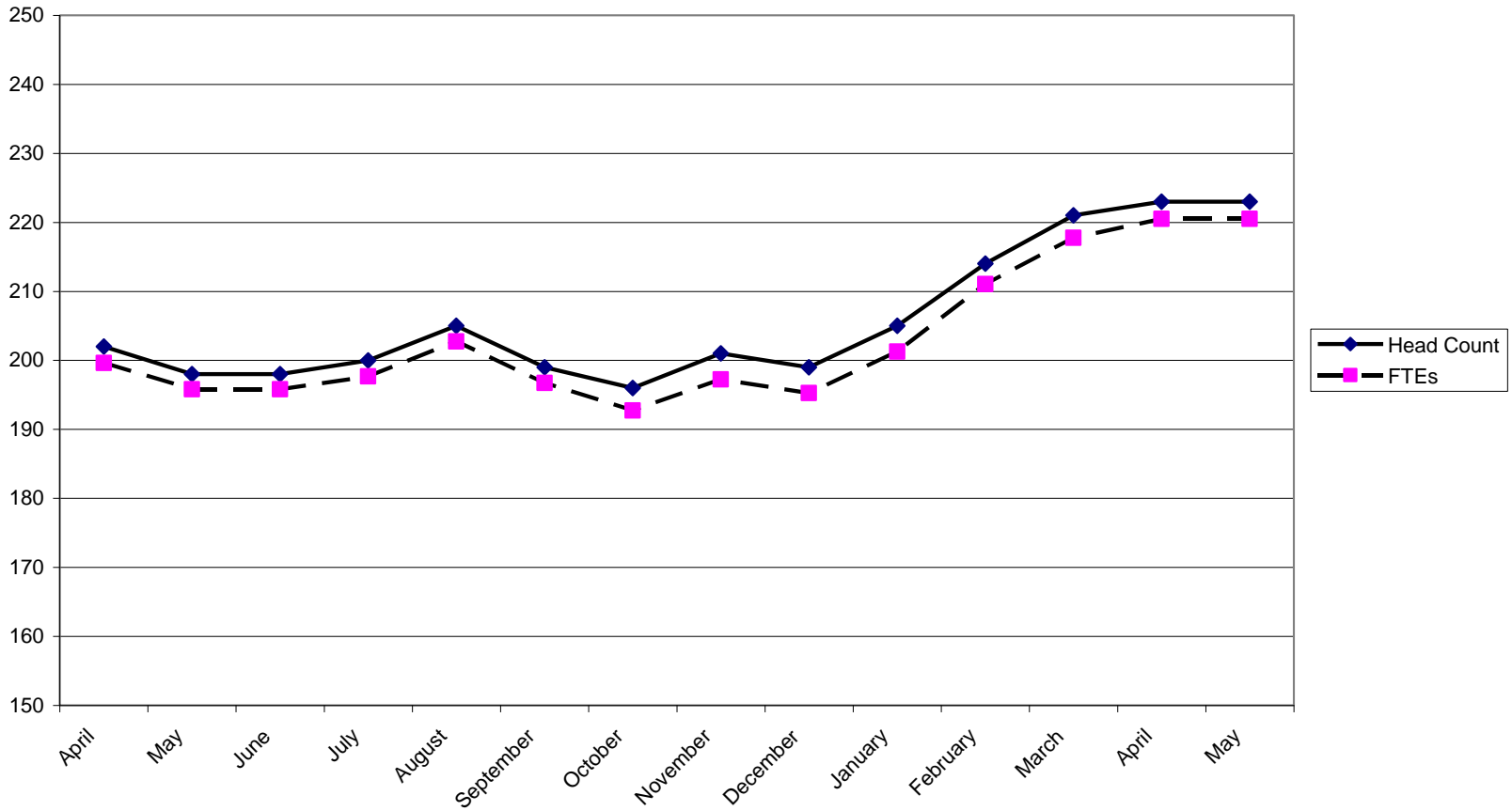
DIS
Analysis of Staff Employed and FTEs
April 2008 to May 2009



Department of Resources
Analysis of Staff Employed and FTEs
April 2008 to May 2009



PICT Analysis of Staff Employed and FTEs April 2008 to May 2009



Other Departments Analysis of Staff Employed and FTEs April 2008 to May 2009

