

Our Workforce KPIs and Dashboard

Quarterly Report	Q3 2022/23 – October to December
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Contact for queries	PeopleandCulture@parliament.scot

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1 Introduction

Welcome to the HR Quarterly Dashboard for Leadership Team.

This dashboard is designed to be easily and quickly read. It is intended to highlight where KPIs are being met, including identifying trends, areas of concern and facilitating early interventions.

Using data in this way will help us plan and develop our people to deliver future services in a more efficient and effective way. It will also help us understand the effectiveness of our policies in supporting the organisation’s strategic priorities, including our response to Covid-19 and promoting diversity and equality.

Whilst the dashboard is produced quarterly, more regular monthly analysis is provided. This analysis will be reviewed by Group Heads and the People and Culture Management Team. Group Heads can add extra text including commentary and action plans to their own reports for group use.

There are no equality implications arising from the creation of this dashboard. Equality data is, however, part of the information monitored.

There are no privacy impact implications as the data is non-identifiable and is of a generic nature.

2 References

	Name of Reference	Description of Reference	Owner	Location
1	Data Governance & Reporting Process	This set of documents define the process, governance and key stakeholder responsibilities to produce, review and maintain effective data reporting and management	Lorna Foreman, Head of HR	HR Analytics Sharepoint site
2	Our Workforce KPI & Metric Catalogue	A catalogue which provides a plain english description, technical calculation and lists all data sources for each metric used within this report	Lorna Foreman, Head of HR	HR Analytics Sharepoint site

3 Glossary of Terms

Term	Description	Example
Dashboard	This is the terminology used to describe a visual report which has been designed to present groups of KPIs and Metrics in a quick easily interpreted format. It is aligned to improvement activities that support the delivery of our strategic goals and priorities.	n/a
Metric	A metric is a standard measure that provides meaningful information that leads to evidence-based decision making. Metrics can be a single measure or the result of a standard calculation.	Metrics are grouped by: Workforce Demographics, Efficiency and Effectiveness
Key Performance Indicator	A Key Performance Indicators (KPIs) are value and goal based, which drives what we are measuring (metric). Not all metrics are KPIs.	List of KPIs in section 4
Workforce Demographics	These are metrics that focus on our staffing profile	Headcount, FTE, Gender, disability etc
Efficiency metrics	These are concerned with the overall (physical and mental) wellbeing of our staff. They include detailed analysis of planned and unplanned absence and any policies concerned with supporting staff wellbeing. This also includes metrics and reasons for unplanned absences	Planned Absence Unplanned Absence, Counts of Reasons for unplanned actions
Effectiveness metrics	These are metrics which are designed to measure how effective we are as an organisation in recruiting and retaining our staff and deploying staff in the right areas.	Average time for recruitment, successful completion of probation, staff survey results, training stats
Outcomes	Achieving good and positive outcomes for our Members, our organisation, and our staff are at the heart of our people and culture strategy; therefore, our KPIs and underlying metrics are designed to ensure that we can measure how effective we are at planning for and achieving good outcomes for all	Efficiency and Effectiveness metrics

4 Dashboard Key

The following table provides a list of key identifiers to assist in interpreting the graphs and charts within the dashboard

Key / Element	
KPI	Table / graph headers formatted like this denotes a KPI
Metric	Table / graph headers formatted this way denotes an informative metric or general description
-----	A dotted line denotes a comparative value
—————	A solid line denotes a hard target value

5 KPIs

KPIs and lower level metrics are shown at Organisation level and (where appropriate) broken down by Group. The exact methods of calculation and source data are detailed in 'Our Workforce KPI and Metric catalogue' located in the HR Analytics SharePoint site; in addition, our KPIs are listed below

Metric Type	KPI Name	Description	Target Value	Report frequency	Metrics section
Efficiency	Attendance Rate %	<p>The number of hours attended as a percentage of available hours in the reporting month.</p> <p>*Where 'available hours' is the sum of the contracted number of hours across all of the staff in the measurement set</p>	<p>Pre-Covid Actual: 96%</p> <p>Seasonal differences may occur</p>	<p>Group Heads</p> <ul style="list-style-type: none"> • Monthly <p>LT</p> <ul style="list-style-type: none"> • Quarterly • 6-monthly interim report • Annual full report <p>SPCB</p> <ul style="list-style-type: none"> • Quarterly, through the corporate reporting arrangements 	6.1: Headcount, Diversity & Attendance

Metric Type	KPI Name	Description	Target Value	Report frequency	Metrics section
Efficiency	Unplanned Absence Rate %	The number of hours unplanned absence as a percentage of available hours in the reporting month. *Where 'available hours' is the sum of the contracted number of hours across all of the staff in the measurement set	4%	Group Heads <ul style="list-style-type: none"> Monthly LT <ul style="list-style-type: none"> Quarterly 6-monthly interim report Annual full report SPCB <ul style="list-style-type: none"> Quarterly, through the corporate reporting arrangements 	8.1: Health & Wellbeing / Unplanned Absence
Effectiveness	Turnover Rate %	The number of staff who have left the business during the reporting period as a percentage of the total staff employed at the start of the reporting period. Typically reported monthly then calculated as an annualised figure	Same time-period for 2019/20 (pre-Covid) is used as a reference	LT <ul style="list-style-type: none"> Quarterly 6-monthly interim report Annual full report SPCB <ul style="list-style-type: none"> Quarterly, through the corporate reporting arrangements 	6.1: Headcount, Diversity & Attendance
Effectiveness	Culture of Respect - Number of Complaints	The number of complaints recorded by the Independent Support Service	0 instances in line with zero tolerance policy	LT <ul style="list-style-type: none"> Quarterly Annual full report SPCB <ul style="list-style-type: none"> Annual, full report 	6.1: Headcount, Diversity & Attendance

Metric Type	KPI Name	Description	Target Value	Report frequency	Metrics section
Effectiveness	Diversity Pay Gaps	The median hourly rates of pay by gender, race and disability. The median pay is the middle point of the staff population	Gender: 0.9% (target must be within a tolerance level of either plus or minus 5%) Ethnicity: 21% Disability: 0.9%	LT <ul style="list-style-type: none"> 6-monthly report Annual full report SPCB <ul style="list-style-type: none"> Annual full report 	6.1: Headcount, Diversity & Attendance
Effectiveness	Organisational Response to Covid 19 Emergency	The percentage of staff who state 'I feel confident that my employer has made the right decisions to keep me safe whilst carrying out my role at this time'	91%	LT <ul style="list-style-type: none"> 6-monthly questionnaire SPCB <ul style="list-style-type: none"> 6-monthly questionnaire 	8.2 Health & Wellbeing – Staff Risk Assessment
Effectiveness	Staff Satisfaction	The percentage of staff who state 'I feel proud to work for my organisation'	86%	LT <ul style="list-style-type: none"> 6-monthly questionnaire SPCB <ul style="list-style-type: none"> 6-monthly questionnaire 	8.2 Health & Wellbeing – Staff Risk Assessment

6 High Level Summary

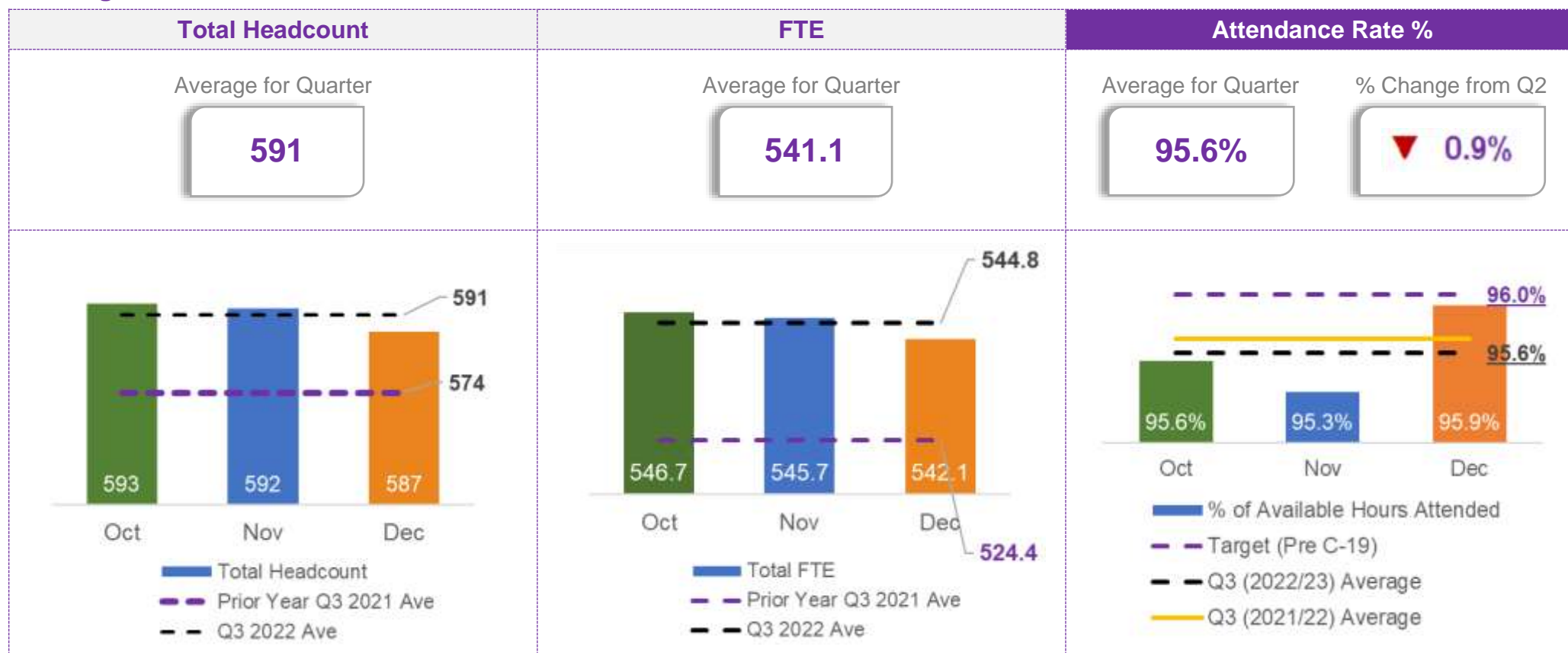
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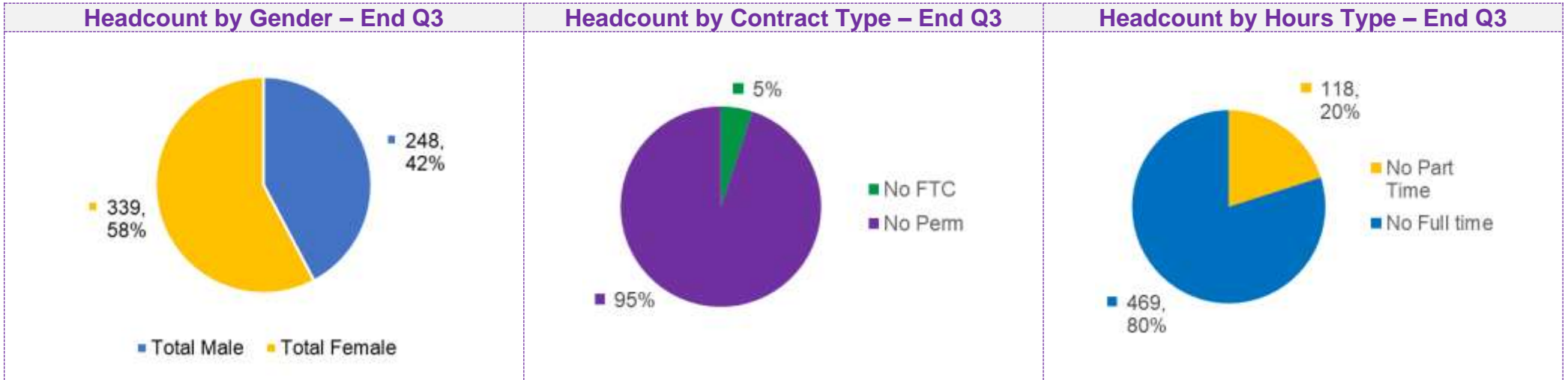
Refer to covering report.

7 Workforce Demographics

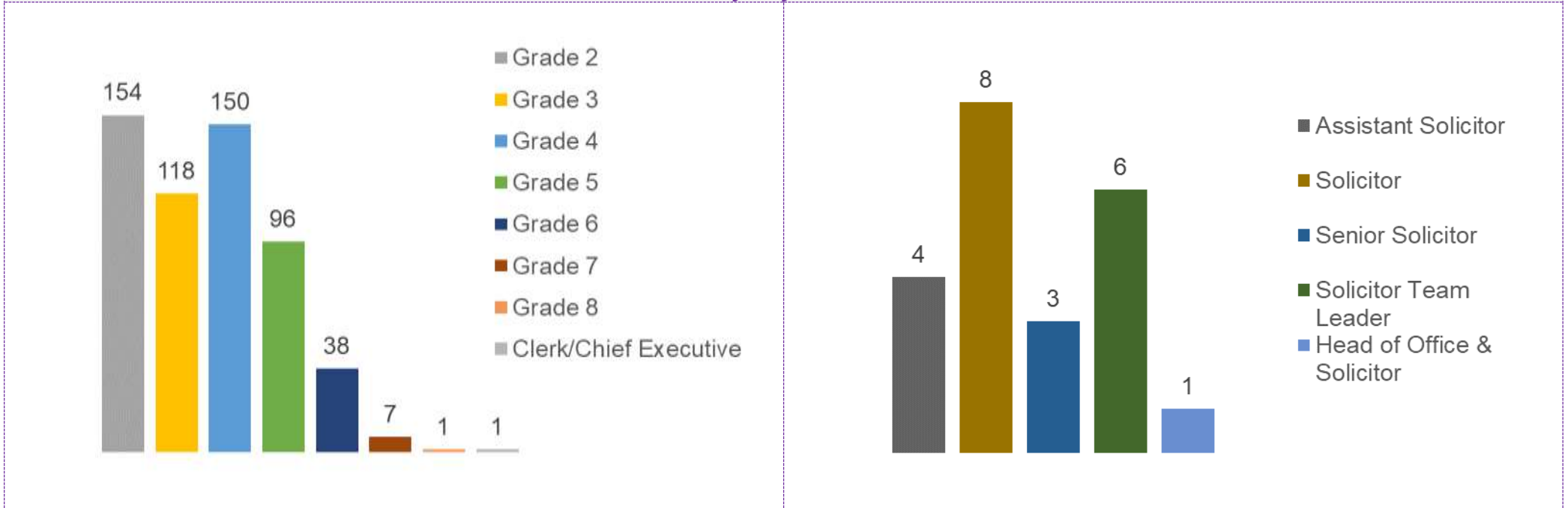
The following graphs and summary data give a view of the organisation (overall and by group where applicable), demographics and attendance statistics through the reporting Quarter. For those metrics where change over time is essential to the analysis, then the data has been collated and presented at each month end, with an average calculated for the full quarter; applicable targets and previous time periods are shown for comparative purposes where appropriate. For those metrics or information where changes over time are not critical they are shown as either a single figure at quarter end, or as an average for the complete time-period.


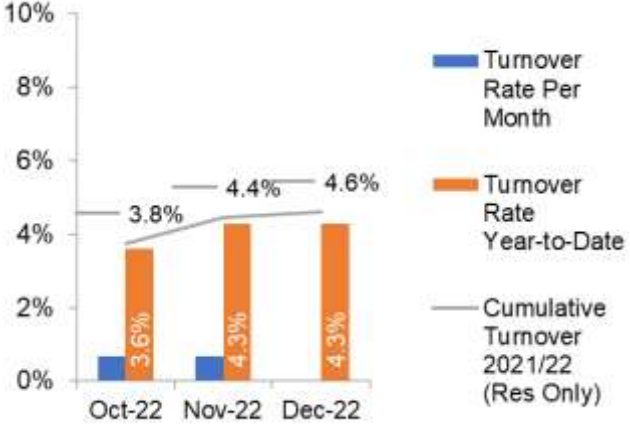
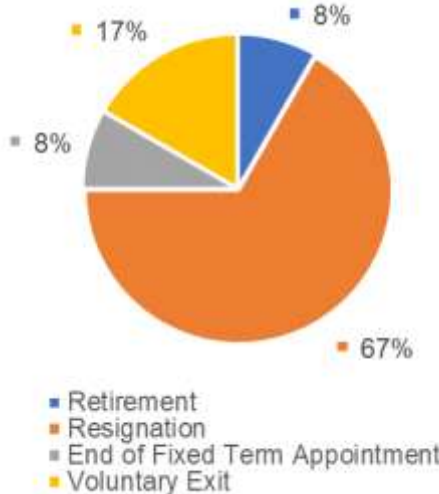
7.1 Organisational Level



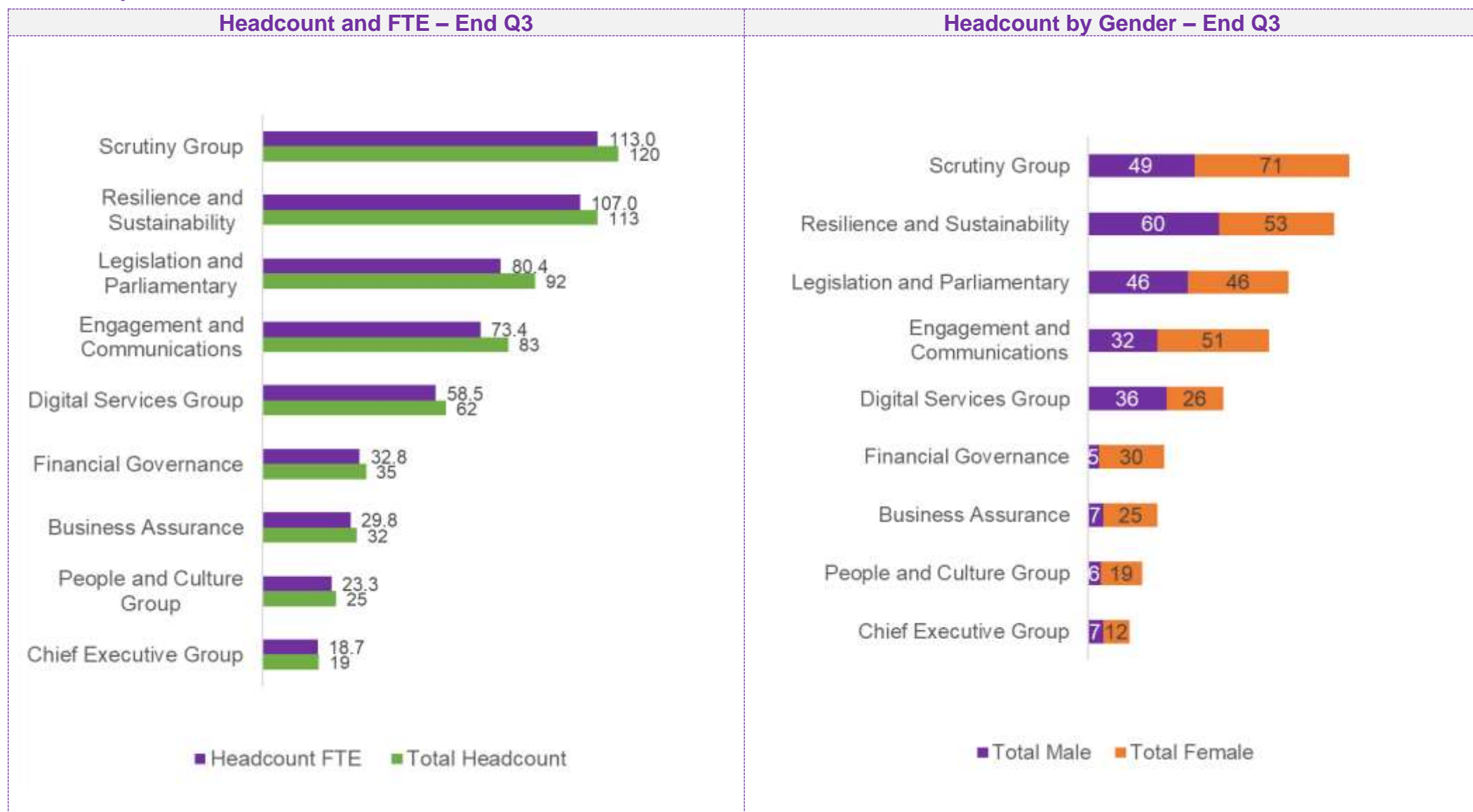


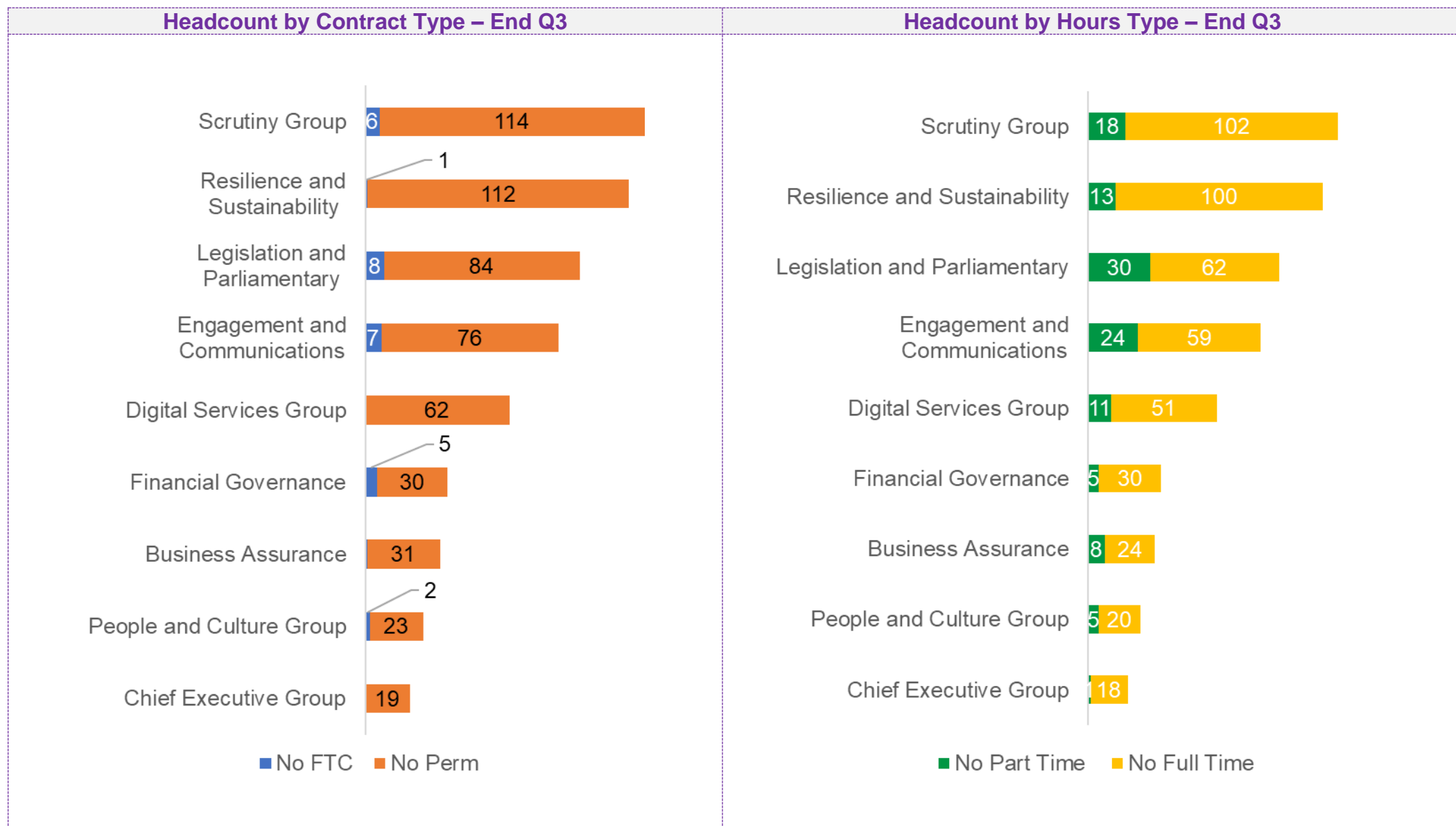
Headcount by Pay Grade – End Q3



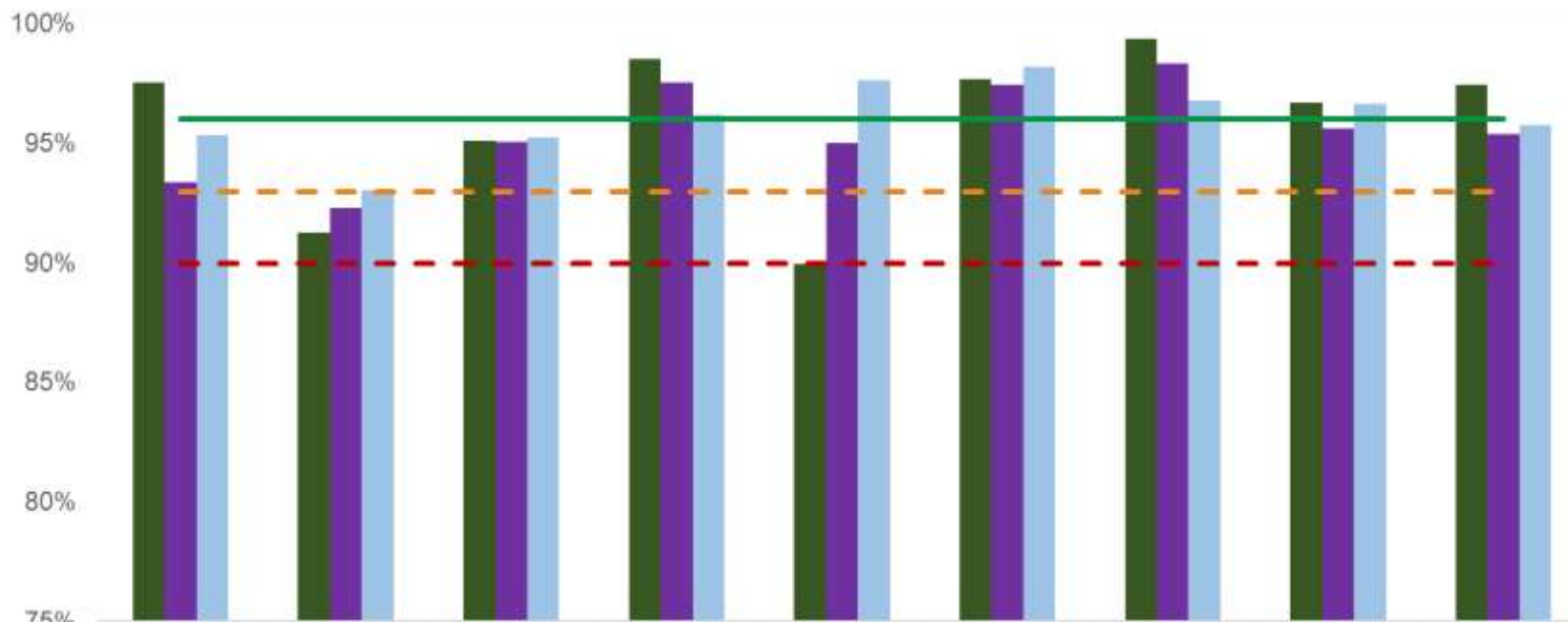
Turnover Rate %	Turnover (Resignation) %	Leaver Detail																																										
<p>Cumulative Turnover – To End Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;"> <p>8.4%</p> </div>	<p>Cumulative Turnover – To End Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;"> <p>4.3%</p> </div>	<p>Total Leavers – Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;"> <p>12 Q3 2021/22: 13</p> </div>																																										
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7.2 Group Level

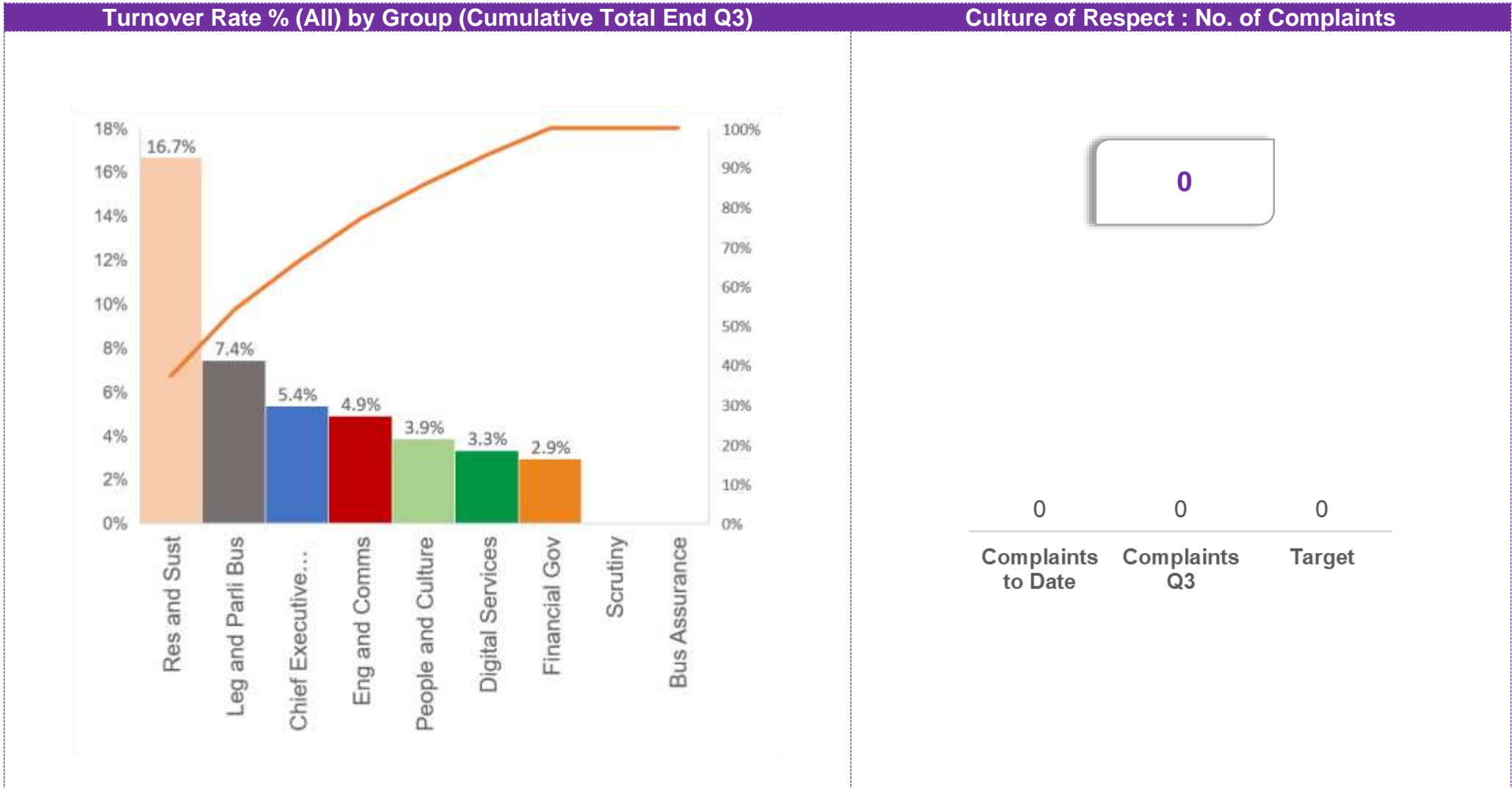




Attendance Rate % Q3 Trend

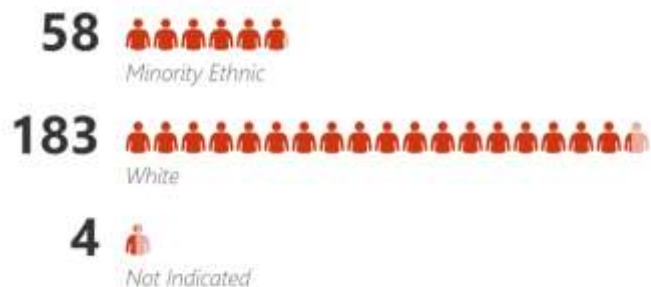


	Financial Governance Group	Resilience and Sustainability	Engagement and Comms	Digital Services Group	Business Assurance	Legislation and Parliamentary	Chief Executive Group	Scrutiny Group	People and Culture
Oct	97.5%	91.2%	95.1%	98.5%	89.9%	97.7%	99.4%	96.7%	97.5%
Nov	93.4%	92.3%	95.0%	97.6%	95.0%	97.5%	98.3%	95.6%	95.4%
Dec	95.3%	93.1%	95.2%	96.2%	97.6%	98.2%	96.8%	96.7%	95.7%
Status - Red	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Status - Amber	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%	93.0%
Status - Green	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%

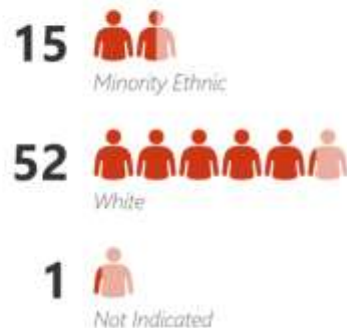


Recruitment

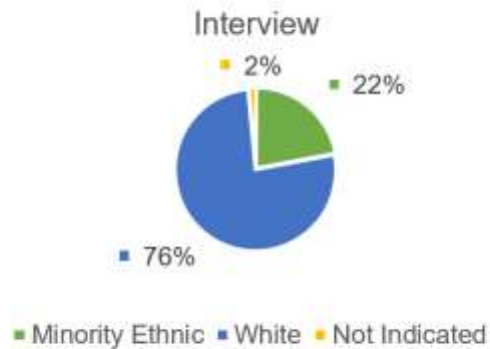
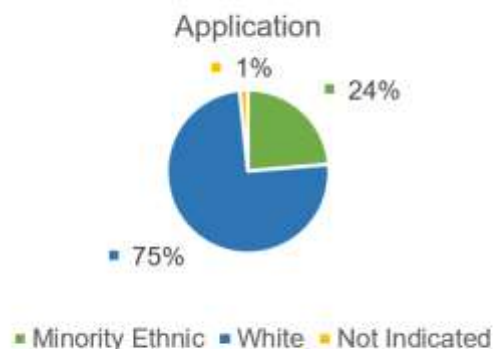
APPLICATION



INTERVIEW



PLACEMENT

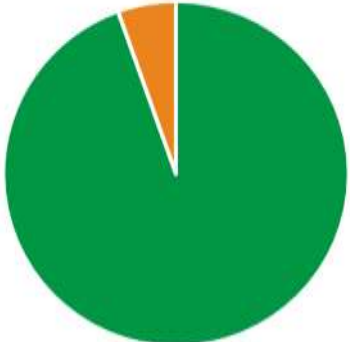
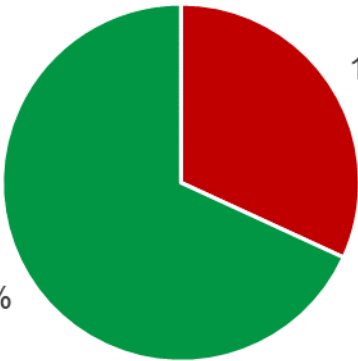


Comments on Headcount, Diversity and/or Attendance this Quarter

8 Planned Absence

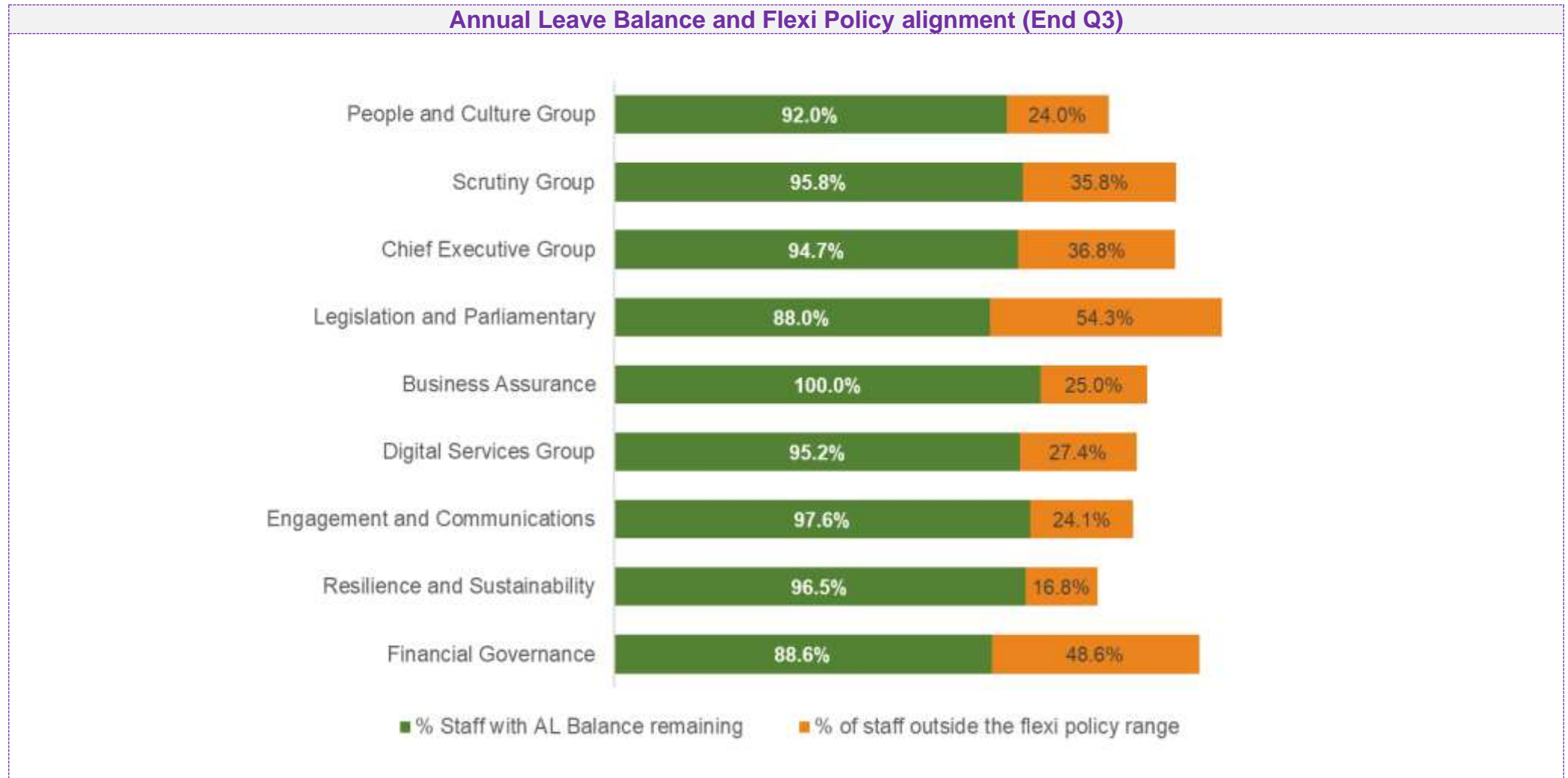
The following graphs and summary data give a view of the organisation position (overall and by group where required) on annual leave balance remaining and flexi-balance position. These metrics are not comparable to show month by month trend as they cross year-end and so they are shown as an end of quarter point in time or as an average hours per head over the full quarter.

8.1 Organisational Level

Annual Leave Balance – End Q3	Flexi Time Balance – End Q3																		
<div data-bbox="322 536 891 727" style="border: 1px solid gray; border-radius: 15px; padding: 10px; text-align: center;"> <p>Average Hours per head (End Q3)</p> <p>125.2 (156.7 incl. C/O)</p> </div>	<div data-bbox="1413 536 1854 727" style="border: 1px solid gray; border-radius: 15px; padding: 10px; text-align: center;"> <p>Average Hours per head (End Q3)</p> <p>6.5</p> </div>																		
<div data-bbox="248 802 972 1350">  <table border="1"> <caption>Annual Leave Balance Data</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No staff with AL Balance remaining (2022/23)</td> <td>555</td> <td>95%</td> </tr> <tr> <td>No staff with No AL Balance remaining (2022/23)</td> <td>32</td> <td>5%</td> </tr> </tbody> </table> </div>	Category	Count	Percentage	No staff with AL Balance remaining (2022/23)	555	95%	No staff with No AL Balance remaining (2022/23)	32	5%	<div data-bbox="1182 831 2092 1366">  <table border="1"> <caption>Flexi Time Balance Data</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No staff within the Flexi Policy range (less than 14.8h pro rata target)</td> <td>400</td> <td>68%</td> </tr> <tr> <td>No staff outside the Flexi Policy range (exceeds 14.8h pro rata target)</td> <td>187</td> <td>32%</td> </tr> </tbody> </table> </div>	Category	Count	Percentage	No staff within the Flexi Policy range (less than 14.8h pro rata target)	400	68%	No staff outside the Flexi Policy range (exceeds 14.8h pro rata target)	187	32%
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8.2 Group Level

Chart shows profile of how staff within each group manages their planned leave. It shows staff with an annual leave balance at the time of reporting; staff with a flexi balance which is outside the (+/- 14.48 hours pro-rata) policy boundaries and finally the percentage of staff who have both an annual leave balance and an outside-policy flexi balance, at the time of reporting.



Comments on Planned Absence this Quarter

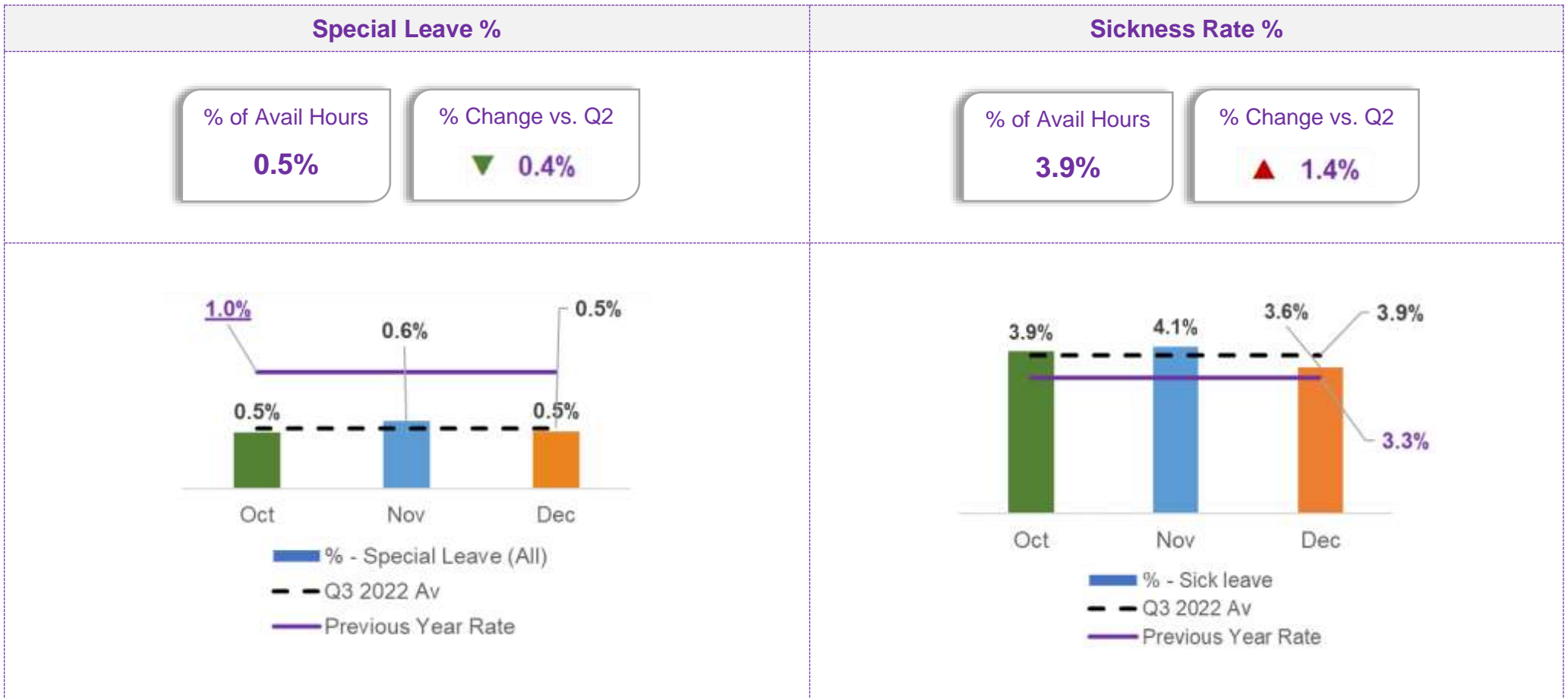
See Executive Summary

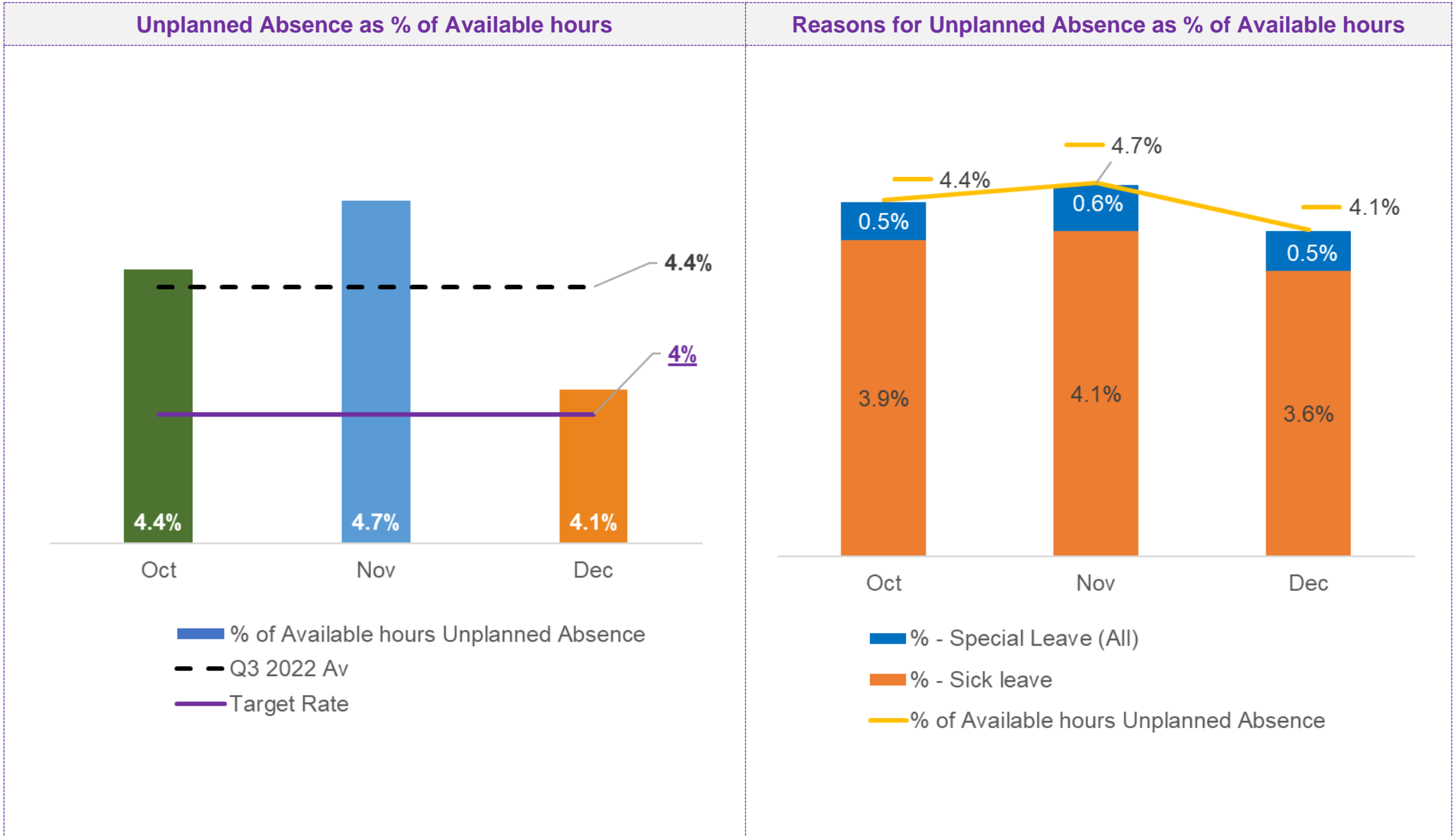
9 Health & Wellbeing:

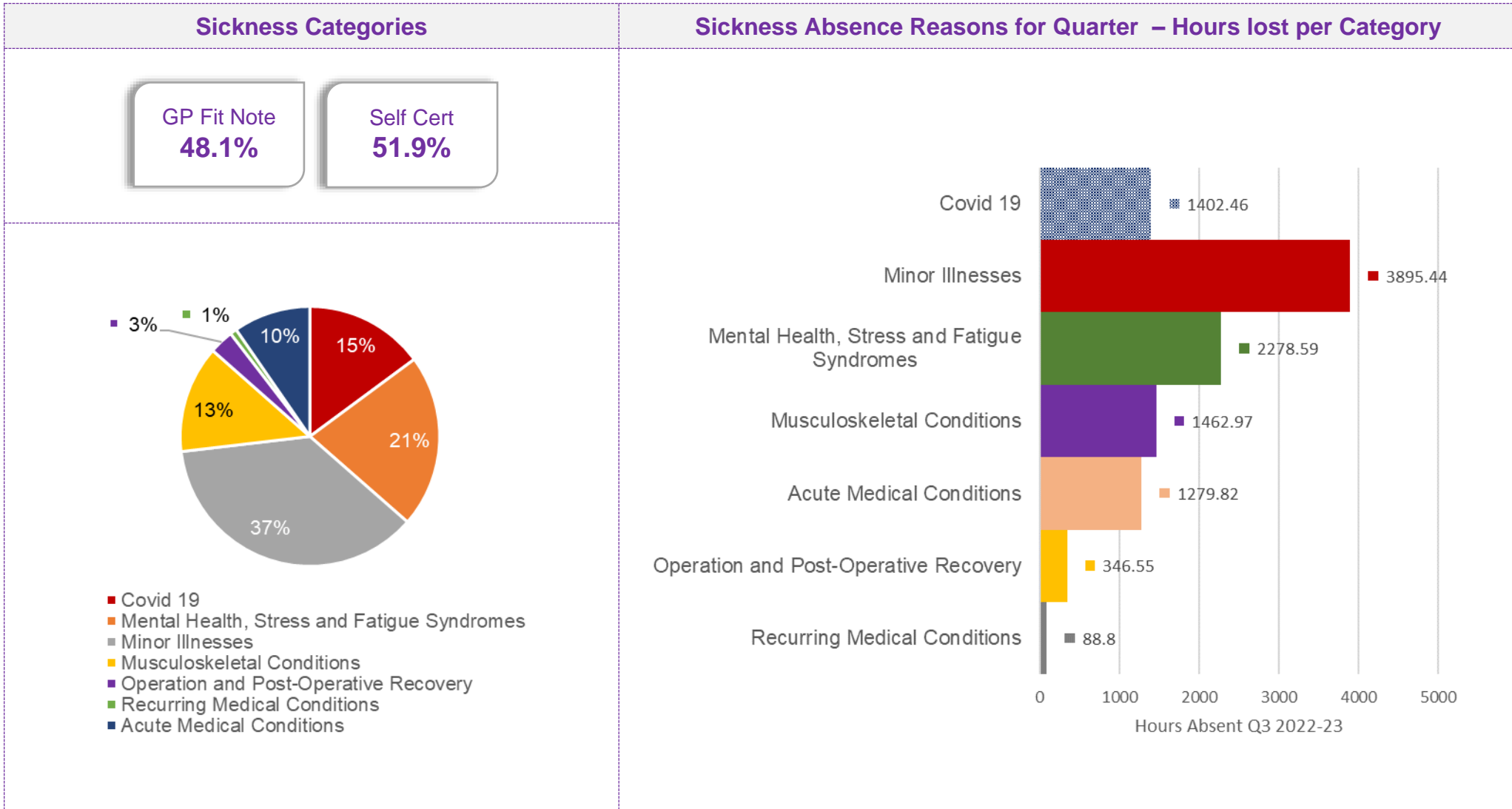
9.1 Health & Wellbeing Unplanned Absence

9.1.1 Organisation Level

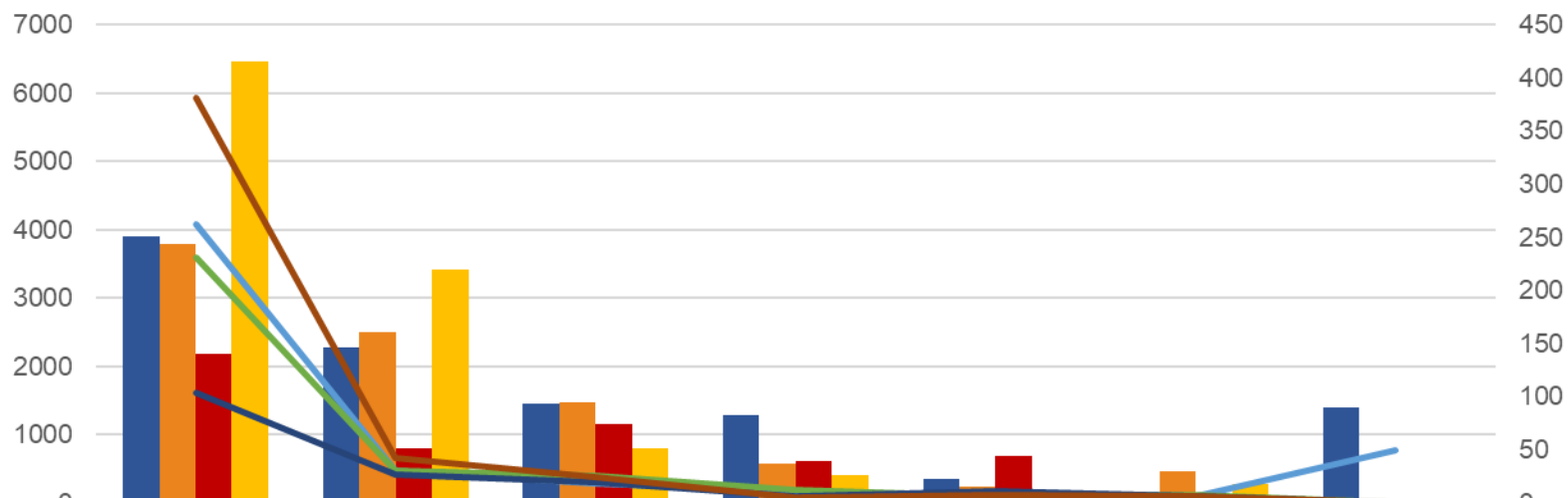
The following set of graphs and data will give a view of the rates for each category of unplanned absence for each month end and also as an average for the quarter at the time of the report.







Sickness Absence Breakdown : Total hours absent and number of absence instances



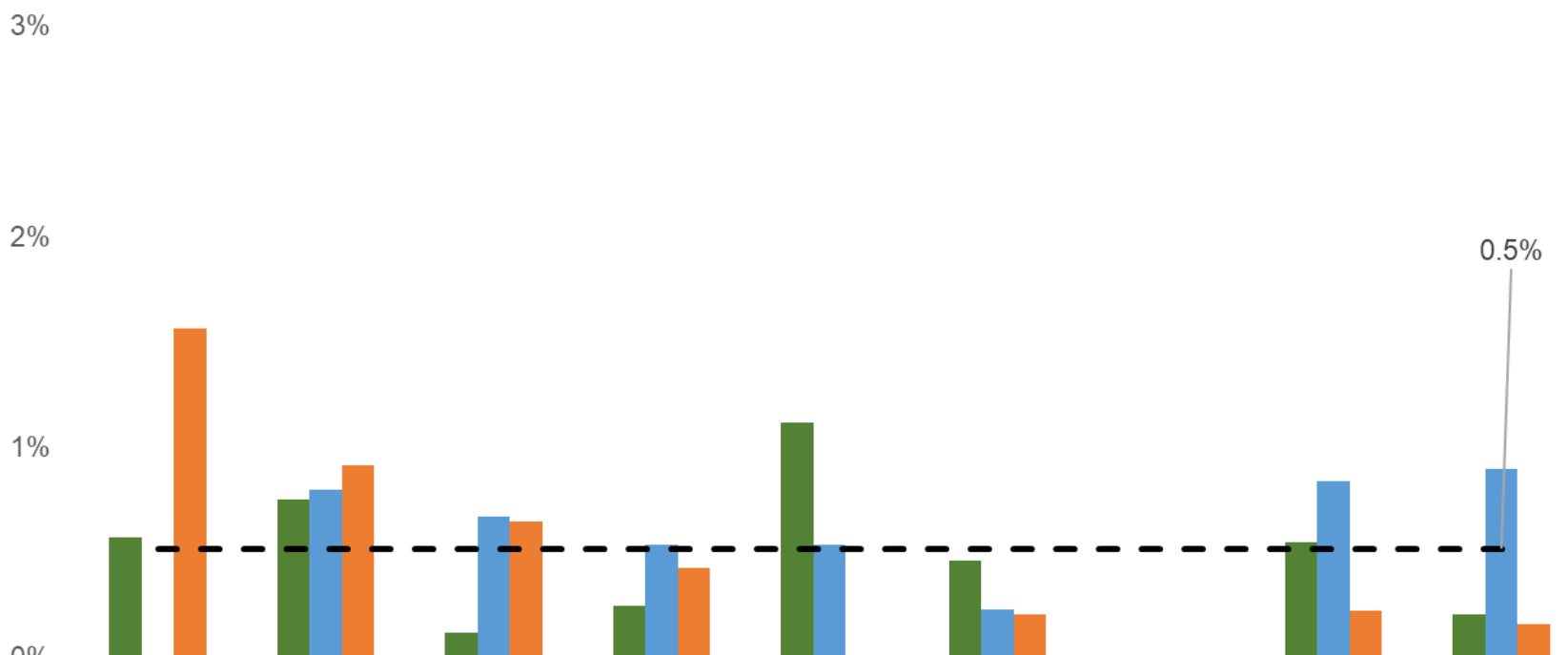
	Minor Illnesses	Mental Health, Stress and Fatigue Syndromes	Musculoskeletal Conditions	Acute Medical Conditions	Operation and Post-Operative Recovery	Recurring Medical Conditions	Covid 19
■ Hours (Q3 2022/23)	3895.44	2278.59	1462.97	1279.82	346.55	88.8	1402.46
■ Hours (Q3 2021/22)	3782.24	2494.54	1471.1	574.6	242.9	460.4	0
■ Hours (Q3 2020/21)	2179.53	794.83	1151.12	611.85	692.96	75.42	0
■ Hours (Q3 2019/20)	6467.14	3422.65	800.87	400.2	192.4	286.75	0
— Instances (Q3 2022/23)	262	31	18	11	6	7	50
— Instances (Q3 2021/22)	231	30	26	13	6	8	0
— Instances (Q3 2020/21)	104	27	20	7	11	6	0
— Instances (Q3 2019/20)	381	43	24	5	8	6	0

Comments on Unplanned Absence this Quarter

See Executive Summary

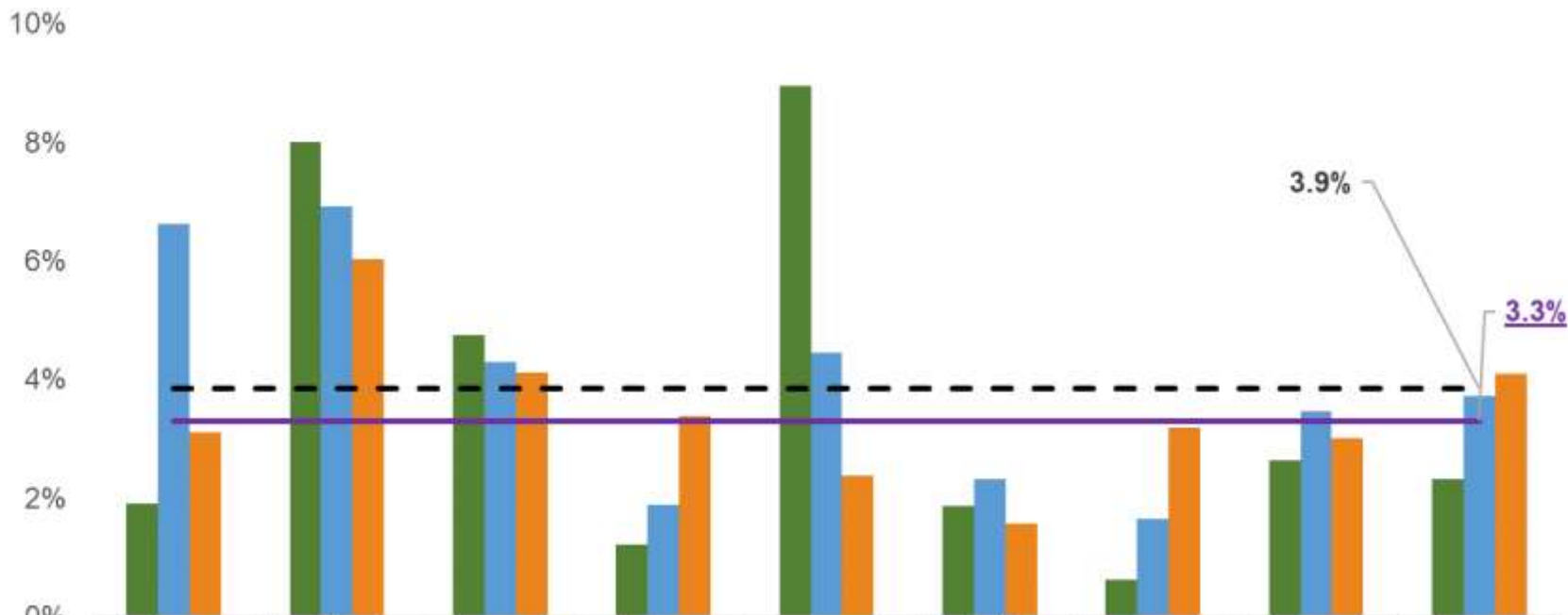
9.1.2 Group Level

Special Leave % Q3



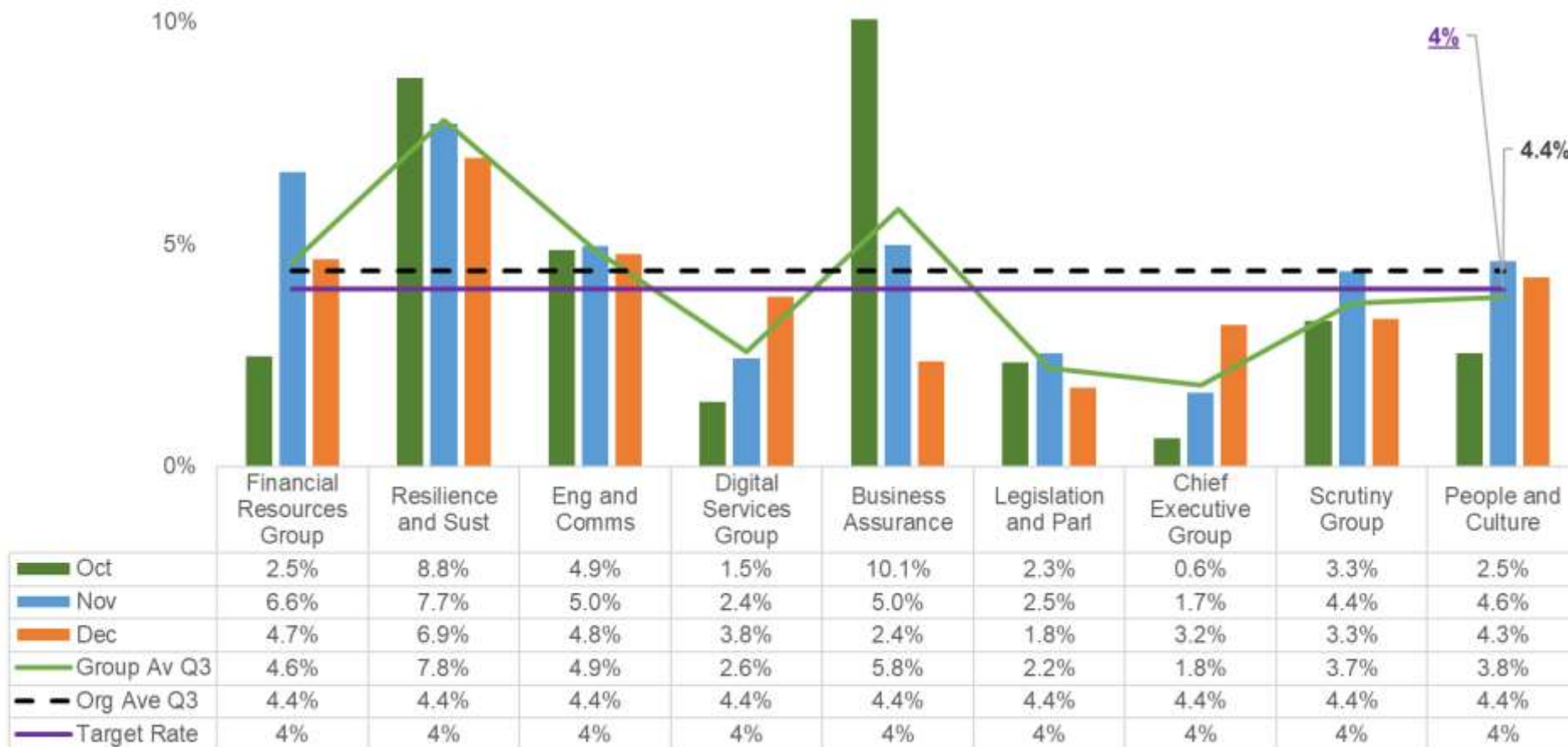
	Financial Governance	Resilience and Sustainability	Engagement and Comms	Digital Services	Business Assurance	Legislation and Parliamentary	Chief Executive	Scrutiny Group	People and Culture
■ Oct	0.6%	0.8%	0.1%	0.2%	1.1%	0.5%	0.0%	0.5%	0.2%
■ Nov	0.0%	0.8%	0.7%	0.5%	0.5%	0.2%	0.0%	0.8%	0.9%
■ Dec	1.6%	0.9%	0.6%	0.4%	0.0%	0.2%	0.0%	0.2%	0.2%
— Org Avg Q3	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%

Sickness Rate % Q3



	Financial Resources Group	Resilience and Sustainability	Engagement and Comms	Digital Services Group	Business Assurance	Legislation and Parliamentary	Chief Executive Group	Scrutiny Group	People and Culture
Oct	1.9%	8.0%	4.8%	1.2%	8.9%	1.9%	0.6%	2.6%	2.3%
Nov	6.6%	6.9%	4.3%	1.9%	4.4%	2.3%	1.7%	3.5%	3.7%
Dec	3.1%	6.0%	4.1%	3.4%	2.4%	1.6%	3.2%	3.0%	4.1%
Org Avg Q3	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Prior Yr Org Ave	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%

Unplanned Absence % of Available Hours – Q3 by Group by Month



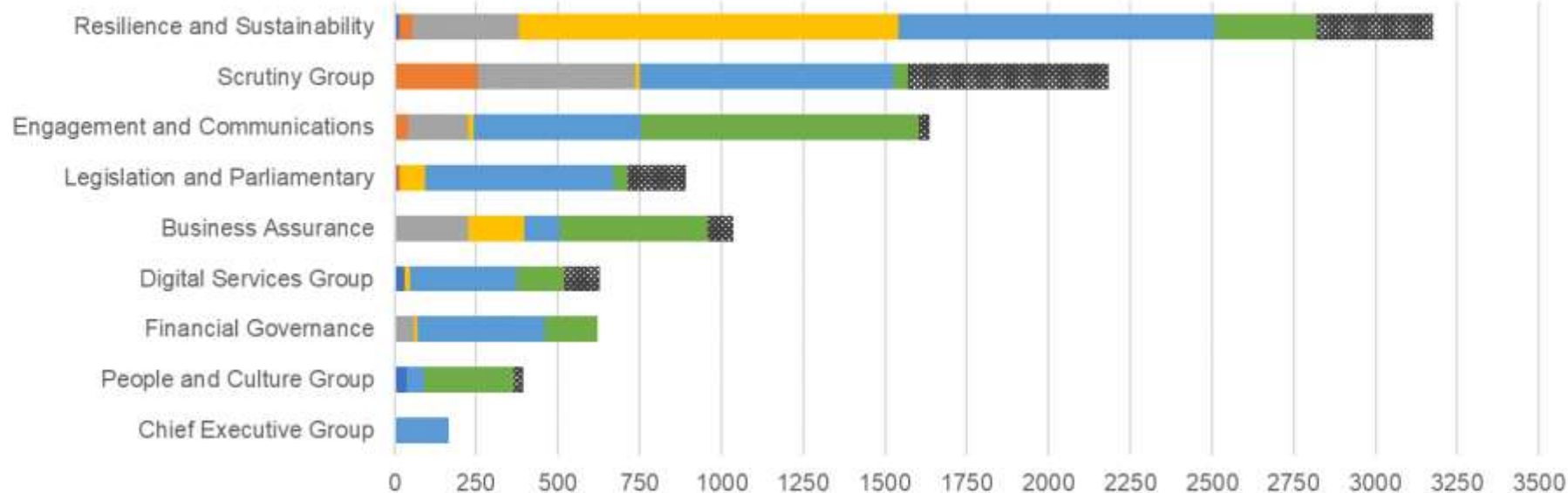


Unplanned Absence % of Available Hours – Quarterly Group Rates





Sickness Absence breakdown by Group – Quarterly Reason Summary



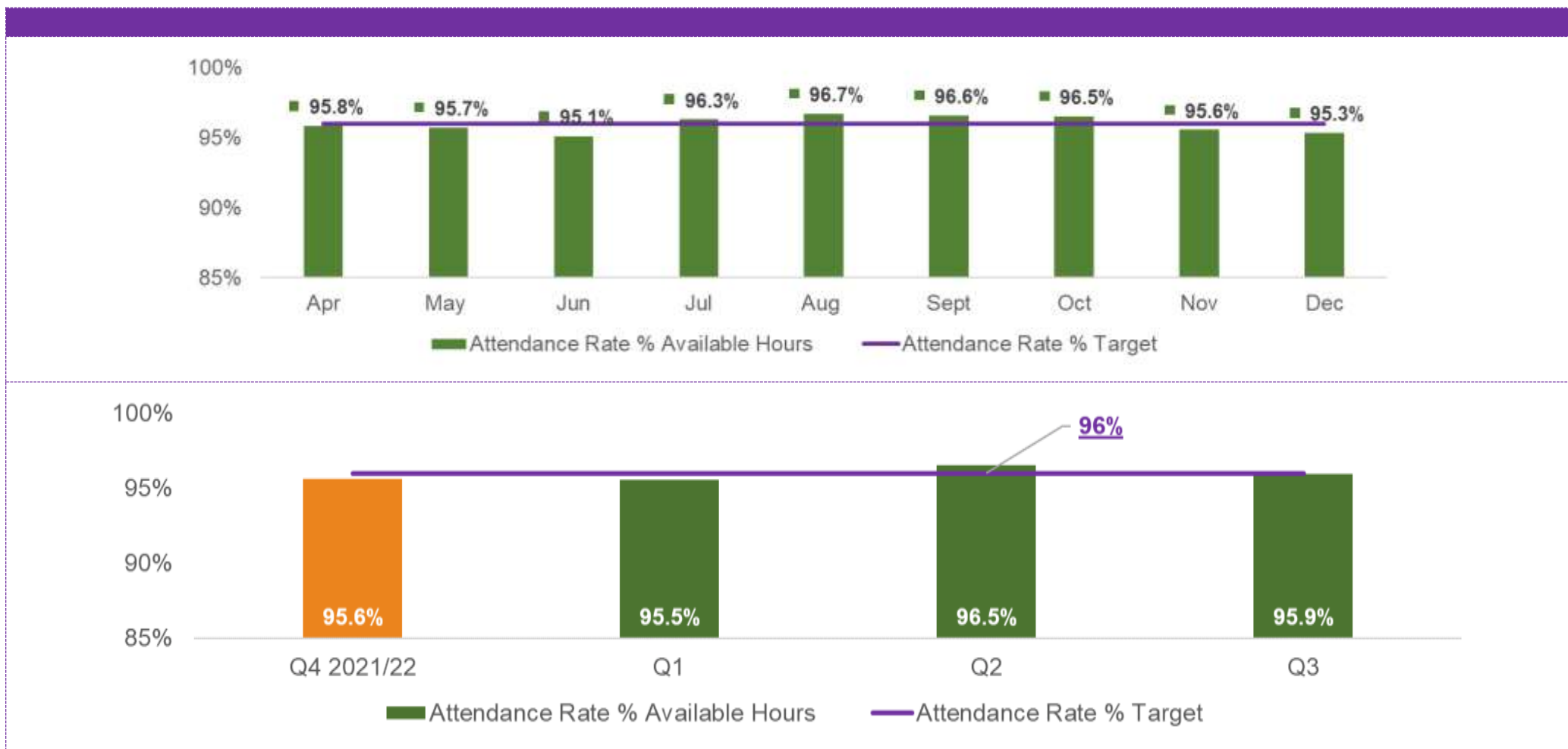
	Chief Executive Group	People and Culture Group	Financial Governance	Digital Services Group	Business Assurance	Legislation and Parliamentary	Engagement and Communications	Scrutiny Group	Resilience and Sustainability
■ Recurring Medical Conditions	0.0	37.0	0.0	29.6	0.0	7.4	0.0	0.0	14.8
■ Operation and Post-Operative Recovery	0.0	0.0	0.0	0.0	0.0	11.8	40.0	254.8	40.0
■ Acute Medical Conditions	0.0	0.0	59.2	0.0	225.6	0.0	187.0	481.0	327.0
■ Musculoskeletal Conditions	0.0	0.0	11.4	17.8	170.2	74.0	14.8	14.8	1160.0
■ Minor Illnesses	167.1	51.8	387.3	325.5	110.5	577.7	512.1	778.8	969.2
■ Mental Health, Stress and Fatigue Syndromes	0.0	273.8	162.8	146.4	452.6	44.0	850.1	41.3	307.6
■ Covid 19	0.0	29.6	0.0	108.0	77.1	176.6	33.0	611.9	358.8

Comments on Group Unplanned Absence this period

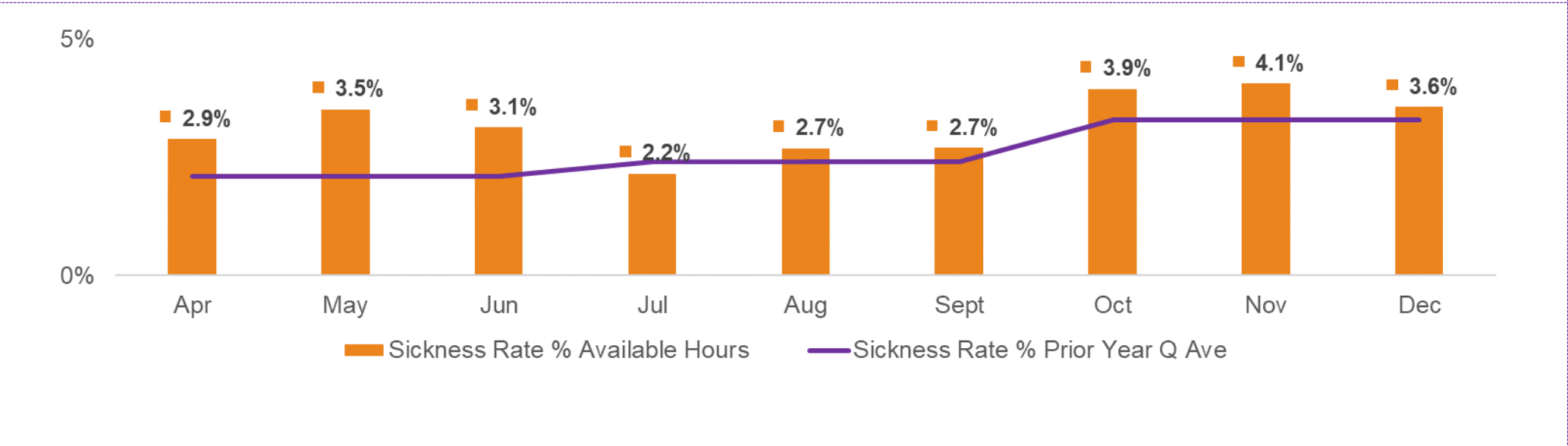
See Executive Summary

10 Trends – Quarter on Quarter (Month on Month at high level)

The trends below will include KPIs and key measures which the Leadership Team agree should be monitored over time. All Trends will show the Pre-Covid target value.



Sickness Rate as % of available hours - 1st Graph shows month on month values, second graph shows Quarterly averages



Comments on Trends this month

See Executive Summary

11 Tracked Actions

Open actions being tracked elsewhere				
Date Opened	Metric	Short Summary	Action Owner	Tracker ID

End of Report