

People Count 2014

List of measures reported in the Study

Table	Measure
	A GENERAL INFORMATION
1.1	Total income of organisation (£ million)
1.2	Total expenditure of organisation (£ million)
1.3	Organisational paybill (£ million)
1.4	Organisational paybill as a percentage of expenditure
1.4.1	Average salary per employee (FTE) (£)
1.5.1	Analysis of the number of participants by size
1.5.2	Analysis of the number of participants and percentage of the total for each sector
1.6	Location of head office
1.7	Nations/regions from which staff are employed
	B COMPOSITION OF WORKFORCE
2.1	Total number of employees
2.1.1	Annual change in employee numbers
2.2	Managers and Senior Managers / directors as a percentage of all employees
2.2.1	Average span of control for Senior Managers / Directors
2.2.2	Average span of control for managers
2.3	Number of volunteers
2.4	Vacancy level percentage: all employees
2.5	Vacancy level percentage: management employees
2.6	Vacancy level percentage: non-management employees
2.7	Percentage of employees on continuous contracts
2.8	Percentage of employees on temporary and fixed-term contracts
2.9	Casual/bank/zero hours workers expressed as a percentage of total employees
2.9.1	Flexibility Index: casual/bank/zero hours workers (FTE) as a percentage of the total workforce (FTE)
2.10	Percentage of management employees who are female
2.11	Percentage of non-management employees who are female
2.11.1	Percentage of all employees who are female
2.12	Percentage of management employees from an ethnic minority
2.13	Percentage of non-management employees from an ethnic minority
2.13.1	Percentage of all employees who are from an ethnic minority
2.14 - 20	Percentage of employees from various age group
2.20.1	Average age of employees
2.21	Percentage of employees who are disabled

Table	Measure
2.24	Number of volunteers per 1,000 employees (FTE)
2.25	Average length of service (Months)
2.26.1	Percentage of all employees who are part time workers
2.26.2	Percentage of management employees who are part time workers
2.26.3	Percentage of non-management employees who are part time workers
2.26.4	Percentage of female employees who are part time workers
2.26.5	Percentage of male employees who are part time workers
2.27	Percentage of SMT employees who are female
2.28	Percentage of SMT employees from an ethnic minority
2.29	Does your organisation have a female Chief Executive
2.99	Good practice points in composition of the workforce
	C RECRUITMENT
3.1	Number of employees recruited as a percentage of total employees
3.1.1	Number of management employees recruited as a percentage of management employees
3.1.2	Number of non-management employees recruited as a percentage of non-management employees
3.2	Percentage of posts filled that were filled with existing employees
3.2.1	Percentage of management posts filled with existing employees as a percentage of the number of management employees recruited
3.2.2	Percentage of non-management posts filled with existing employees as a percentage of the number of non-management employees recruited
3.3	Percentage of posts remaining unfilled
3.4	Percentage of posts put to recruitment agencies
3.5	Percentage of posts advertised
3.6	Percentage of posts re-advertised
3.7	Percentage of starters who gave internet as a source
3.8	Average cost of advertising per post
3.9 - 3.20	Regional recruiting
3.21	Average number of days taken to fill a vacancy (days from date on which HR is notified of vacancy to date on which applicant accepts the job offer) (days)
3.21.1	Average number of working days from the date on which applicant accepts job offer to the date on which applicant commences work (days)
3.22-28	Percentage of vacancies using various recruitment methods
3.29-33	Responsibility for recruitment: various
3.34-49	Reasons for recruitment difficulties: various for management employees and non-management employees
3.99	Good practice points in recruitment

Table	Measure
	SELECTION
4.1-28	Use of various selection techniques for management employees and non-management employees
4.99	Good practice points in selection
	RETENTION
5.1	Staff turnover: overall
5.2	Staff turnover: management employees
5.3	Staff turnover: non-management employees
5.3.1	Staff turnover: care employees
5.3.2	Staff turnover: fundraising employees
5.3.3	Staff turnover: retail / shop employees
5.3.4	Staff turnover: central function employees
5.3.5	Staff turnover: leavers with less than 1 year's service
5.4-9	Staff turnover: for various reasons
5.10	Length of service of leavers
5.11	Stability index: overall
5.12	Stability index: management employees
5.13	Stability index: non-management employees
5.14	Percentage of leavers for whom there is written information about leaving
5.16	Leavers as a percentage of starters: overall
5.17	Leavers as a percentage of starters: management staff
5.18	Leavers as a percentage of starters: non-management staff
5.19	Percentage of leavers with less than one year's service
5.99	Good practice in retention
	D LEARNING AND DEVELOPMENT
6.1	Total spend on learning and development (£ thousand)
6.2	External spend on learning and development as a percentage of total learning and development spend
6.3	Total spend on learning and development per employee
6.3.1	Total spend on learning and development as a percentage of organisation salary bill
6.4	Formula used to calculate learning and development spend
6.4.1	Do you measure the return on investment for some or all of your spend on learning and development
6.4.2	Good practice in measuring return on investment for learning and development spend
6.5	Average number of off-the-job learning and development days per employee
6.6	Percentage of employees with up-to-date learning and development needs assessments
6.8	Are you accredited to Investors in People?
6.8.1	Are you accredited to Investors in Diversity?

Table	Measure
6.8.2	Has your organisation signed the Disability Two Ticks Charter?
6.8.3	Has your organisation signed the Mindful Employer Charter?
6.12	Percentage of respondents undertaking career planning
6.15	Do you have a corporate induction programme for new employees?
6.16	Is your corporate induction programme compulsory for all new employees?
6.17-19	Percentage of employees who have completed the corporate induction programme within 3 months, six months and twelve months of joining (%)
6.20	Number of off-the-job training days in corporate induction programme
6.40-69	Use of various learning methods for management employees and non-management employees
6.98	Organisation's approach to career planning
6.99	Good practice points in learning and development
	E PERFORMANCE MANAGEMENT
7.1	Are individual appraisal and performance goals linked to organisational objectives?
7.2	Percentage of employees who received a formal appraisal last year
7.3	Responsibility for appraisal
7.4	Number of times per annum that employees typically meet with their line manager to discuss their performance
7.5-9	Appraisal methods: percentage of employees using various appraisal types
7.10	Do you provide training for those undertaking appraisal?
7.99	Good practice points in appraisal
	F ABSENCE
8.1	Average number of sick days taken per employee FTE pa: for all employees
8.2	Average number of sick days taken per employee FTE pa: management employees
8.3	Average number of sick days taken per employee FTE pa: non-management employees
8.4	Average number of sick days taken per employee headcount pa: for all employees
8.5	Average number of sick days taken per employee headcount pa: management employees
8.6	Average number of sick days taken per employee headcount pa: non-management employees
8.7	Average length of sickness absence
8.8-10	Average number of sick days per employee FTE which fell in episodes of 1 - 5 days, 6 days - 4 weeks and over 4 weeks
8.11	Effectiveness in handling absenteeism
8.13	Percentage absence: overall
8.14	Percentage absence: management employees
8.15	Percentage absence: non-management employees
8.16	Cost of occupational and statutory sick pay per employee (FTE)

Table	Measure
8.17	Cost of occupational and statutory sick pay per employee (Headcount)
8.99	Good practice points in absence management
	G EMPLOYEE RELATIONS
9.1	Total number of formal warnings per 1000 employees
9.2	ET1s received per 1000 employees
9.3-6	Percentage of Employment Tribunals withdrawn, settled, won and lost
9.6.1	Average value of ET awards when lost
9.6.2	Average value of settlements
9.7	Total grievance cases per 1,000 employees
9.8	Individual grievance cases per 1,000 employees
9.9	Group grievance cases per 1,000 employees
9.10	Percentage of grievances found in favour of complainant
9.11	Percentage of grievances found in favour of employer
9.12	Do you recognise a trade union?
9.13	Number of trade unions with a recognition agreement
9.14	Percentage of employees who are members of a trade union
9.15	Percentage of employees covered by union and other collective bargaining arrangements
9.16	Effectiveness of collectively negotiated terms and conditions
9.17	Percentage of employees covered by other non-collective bargaining arrangements
9.20	Has your organisation conducted a formal employee survey across the organisation in the last 3 years?
9.20.1	What was the response rate to your last employee survey?
9.20.2	How often do you intend to conduct an employee survey?
9.22	Number of compromise agreements per 1,000 employees
9.23	Number of compromise agreements as a percentage of total number of leavers
9.99	Good practice points in employee relations
	H HUMAN RESOURCES FUNCTION
10.1	Number of employees in HR function
10.2	Ratio of employees (headcount) to HR employees (FTE)
10.3	HR staffing cost per organisation employee (£)
10.3.1	Staffing cost of the HR function per HR employee (FTE) (£)
10.4-15	Effectiveness of the HR function in various HR activities
10.16-27	Outsourcing in the HR function of various HR activities
10.28	Is the senior HR person a member of the Senior Management Team?
10.29	Is the Chief Executive the line manager of the senior HR person?
10.30	Number of reportable accidents per 1,000 employees headcount

Table	Measure
10.31	Has the HR function received formal feedback from managers about its effectiveness in the past year?
10.32.1 – 10.39.1	HR FTE for various HR activities per 1,000 employees
10.32.4 - 10.39.4	Staff cost of various HR activities per employee
10.40	Percentage of HR staff who are fully qualified
10.40.1	Percentage of HR staff who are fully or part qualified
10.99	Good practice points in the organisation of the HR function
	J SALARY STRATEGY
11.1 - 12	Use of various pay system methods
11.13	The extent to which your pay system meets your organisation's needs
11.14	Use of market information to inform pay system
11.15	Where in the market does your organisation aim to be?
11.16	What salary levels do your staff have access to other than their own?
11.17	Have you undertaken an equal pay audit in the last 3 years?
11.18	Do you plan to undertake an equal pay audit in next 3 years?
11.19	What role, if any, do trade unions play in your salary negotiations?
11.20	Percentage increase of basic salary for typical employee in last annual pay award
11.21	Proposed percentage increase in basic salary for typical employee in next annual pay award
11.22	Pay ratio: highest to lowest salary
11.99	Good practice in salary strategy
	K FUTURE DEVELOPMENTS
12.1	Areas in which significant changes are planned
12.2	Looking forward, what do you see as the three main HR issues/challenges for your organisation?