

People Count Third Sector 2018

HR and Workforce Benchmarks
for the Third Sector

List of measures reported in the Study

2018



Table	Measure
A GENERAL INFORMATION	
1.1	Total income of organisation (£ million)
1.2	Total expenditure of organisation (£ million)
1.3 – 4	Organisational paybill (£ million and 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 – 2	Average span of control for Senior Managers / Directors and Managers
2.3	Number of volunteers
2.4 – 6	Vacancy level percentage for all employees, management employees and non-management employees
2.6.1 – 3	Vacancy level percentage (FTE) for all employees, management employees and non-management employees
2.7 – 8	Percentage of employees on continuous contracts and 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 – 11.1	Percentage of management, non-management and all employees who are female
2.12 – 13.1	Percentage of management, non-management and all employees from an ethnic minority
2.14 – 20	Percentage of employees from various age groups
2.20.1	Average age of employees
2.21	Percentage of employees who are disabled
2.24	Number of volunteers per 1,000 employees (FTE)
2.25	Average length of service (Months)
2.26.1 – 3	Percentage of all employees, management employees and non-management employees who are part time workers
2.26.4 – 5	Percentage of female and male employees who are part time workers
2.27 – 28	Percentage of SMT employees who are female or who are from an ethnic minority
2.29	Does your organisation have a female Chief Executive?
2.30.1 – 3	Percentage of employees of various sexualities
2.31.1 – 8	Percentage of employees of various religions
2.32.1 – 4	Percentage of employees who prefer not to disclose various demographics
2.33.1 – 4	Percentage of employees on whom no data is held for various demographics
2.34	Percentage of apprentices: all employees
2.99	Good practice points in composition of the workforce
C RECRUITMENT	
3.1 – 3.1.2	Number of employees, management employees and non-management employees recruited as a percentage of total employees, management employees and non-management employees respectively
3.2	Percentage of posts filled that were filled with existing employees

Table	Measure
3.2.1 – 2	Percentage of management and non-management posts filled with existing employees as a percentage of the number of management employees and non-management employees recruited
3.3	Percentage of posts remaining unfilled
3.4	Percentage of posts put to recruitment agencies
3.5 – 6	Percentage of posts advertised and 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 the date on which HR/recruitment is formally notified of a vacancy to the date on which the 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
3.50	Percentage of applications received in the last year from people from an ethnic minority as a percentage of all applications received (%)
3.51	Percentage of applications received in the last year from people who are disabled as a percentage of all applications received (%)
3.52	Percentage of employment offers made to applicants in the last year who are from an ethnic minority as a percentage of all offers made (%)
3.53	Percentage of employment offers made to applicants in the last year who are disabled as a percentage of all offers made (%)
3.54	Cost of recruitment and selection per recruit
3.99	Good practice points in recruitment
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 – 5.3.5	Staff turnover: overall, management, non-management, care, fundraising, retail / shop, central function employees, leavers with less than 1 years' service
5.4 – 9	Staff turnover: for various reasons
5.9.1	Staff turnover: total involuntary
5.10	Length of service of leavers
5.11 – 13	Stability index: overall, management employees and non-management employees
5.14	Percentage of leavers for whom there is written information about leaving
5.16 – 18	Leavers as a percentage of starters: overall, management employees and non-management employees
5.19	Percentage of leavers with less than one year's service
5.20	Percentage of starters who left within their first year of service during the last year
5.21	Cost of voluntary turnover in the last year (£)
5.22	Cost of voluntary turnover per leaver (£)
5.99	Good practice in retention
D LEARNING AND DEVELOPMENT	
6.1	Total spend on learning and development (£ thousand)

Table	Measure
6.2	External spend on learning and development as a percentage of total learning and development spend
6.3 – 6.3.1	Total spend on learning and development per employee and 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 – 6.8.1	Are you accredited to Investors in People and Investors in Diversity?
6.8.2 – 3	Has your organisation signed the Disability Two Ticks Charter and 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 three 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
6.71	Average number of hours spent completing mandatory e-learning courses per employee per year
6.72	Number of e-learning courses available to staff which are mandatory for all staff
6.73	Number of e-learning courses available to staff which are discretionary
6.74	Total number of e-learning courses available to staff
6.97	Good practice points in e-learning
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 performance management
F ABSENCE	
8.1 – 3	Average number of sick days taken per employee FTE pa: for all employees, management employees and non-management employees
8.4 – 6	Average number of sick days taken per employee headcount pa: for all employees, management employees and 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 – 15	Percentage absence: overall, management employees, non-management employees
8.16 – 17	Cost of occupational and statutory sick pay per employee (FTE and Headcount)

Table	Measure
8.18 – 8.19.1	Cost of sickness absence in the last year and per employee (£)
8.20 – 8.22	Number of days lost due to sickness absence in the last year due to mental health concerns, muscular skeletal conditions and accidents at work as a % of total working days
8.23	Do you use occupational health referrals? (%)
8.24	Number of occupational health referrals per 1,000 employees per year
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 – 2	Average value of ET awards when lost and settlements
9.7 – 9	Total grievance cases, individual grievance cases and group grievance cases per 1,000 employees
9.10 – 11	Percentage of grievances found in favour of complainant and 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 – 23	Number of compromise agreements per 1,000 employees and as a percentage of total number of leavers
9.24	Number of whistle blows per 1000 employees
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
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 – 10.32.4	Staff cost of various HR activities per employee
10.40 – 10.40.1	Percentage of HR staff who are fully qualified and fully or partly qualified
10.98	Good practice points in outsourcing

Table	Measure
10.99	Good practice points in the organisation of the HR function
J REWARD 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?
11.18.1	Are you obliged to report the gender pay gap under the government regulations?
11.18.2	Mean gender pay gap: Women's mean hourly rate is X% lower than men's
11.18.3	Median gender pay gap: Women's median hourly rate is X% lower than men's
11.18.4	Please describe any specific plans you have to address the gender pay gap in your organisation, including any targets you have set and any key points from your supporting narrative
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 – 11.24	Pay ratio: highest to lowest salary, highest to median salary and median to lowest salary
11.25 – 11.26	Minimum and maximum number of paid days annual leave for a full time member of staff (excluding bank holidays)
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 3 main HR issues/challenges for your organisation?