

# People Count 2019

HR and Workforce Benchmarks  
for the Third Sector

## List of measures reported in the Study

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2019



Table	Measure
<b>A GENERAL INFORMATION</b>	
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>B COMPOSITION OF WORKFORCE</b>	
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
2.9	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
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
2.30	Percentage of employees who are LGBTQ
2.31.1	Percentage of employees who are of no religion
2.31.2	Percentage of employees who are Buddhist
2.31.3	Percentage of employees who are Christian
2.31.4	Percentage of employees who are Hindu
2.31.5	Percentage of employees who are Jewish
2.31.6	Percentage of employees who are Muslim
2.31.7	Percentage of employees who are Sikh
2.31.8	Percentage of employees who are of another religion

<b>Table</b>	<b>Measure</b>
2.32.1	Percentage of employees who prefer not to disclose their ethnicity
2.32.2	Percentage of employees who prefer not to disclose their disability status
2.32.3	Percentage of employees who prefer not to disclose their sexuality
2.32.4	Percentage of employees who prefer not to disclose their religion
2.33.1	Percentage of employees on whom no ethnicity data is held
2.33.2	Percentage of employees on whom no disability data is held
2.33.3	Percentage of employees on whom no sexuality data is held
2.33.4	Percentage of employees on whom no religious data is held
2.99	Good practice points in composition of the workforce
<b>C RECRUITMENT</b>	
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
3.21	Average number of days taken to fill a vacancy (days from date on which HR is formally 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)
3.50	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 employment offers made
3.53	Percentage of employment offers made to applicants in the last year who are disabled as a percentage of all employment offers made
3.54	Cost of recruitment and selection per recruit
3.99	Good practice points in recruitment
<b>SELECTION</b>	
4.99	Good practice points in selection
<b>RETENTION</b>	
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 of service
5.4-9	Staff turnover: for various reasons
5.9.1	Staff turnover: total involuntary
5.10	Length of service of leavers

<b>Table</b>	<b>Measure</b>
5.14	Percentage of leavers for whom there is written information about leaving
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
<b>D LEARNING AND DEVELOPMENT</b>	
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
6.8	Are you accredited to Investors in People?
6.8.1	Are you accredited to Investors in Diversity?
6.8.2	Has your organisation signed the Disability Two Ticks Charter?
6.8.3	Has your organisation signed the Mindful Employer Charter?
6.17-19	Percentage of employees who have completed the corporate induction programme within 3 months, six months and twelve months of joining (%)
6.98	Organisation's approach to career planning
6.99	Good practice points in learning and development
<b>E PERFORMANCE MANAGEMENT</b>	
7.2	Percentage of employees who received a formal appraisal last year
7.4	Number of times per annum that employees typically meet with their line manager to discuss their performance
7.99	Good practice points in appraisal
<b>F ABSENCE</b>	
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
8.13	Percentage absence: overall
8.14	Percentage absence: management employees
8.15	Percentage absence: non-management employees
8.18	Cost of sickness absence in the last year
8.19	Cost of sickness absence per employee FTE in the last year
8.19.1	Cost of sickness absence per employee headcount in the last year
8.20	Percentage absence: mental health concerns
8.24	Number of occupational health referrals per 1,000 employees per year
8.99	Good practice points in absence management
<b>G EMPLOYEE RELATIONS</b>	
9.1	Total number of formal warnings per 1000 employees
9.2	ET1s received per 1000 employees
9.7	Total grievance cases per 1,000 employees

<b>Table</b>	<b>Measure</b>
9.12	Do you recognise a trade union?
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
9.99	Good practice points in employee relations
<b>H HUMAN RESOURCES FUNCTION</b>	
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) (£)
10.28	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
10.32.1, 33.1, 34.1, 35.1,36.1, 37.1, 38.1, 39.1	HR FTE for various HR activities per 1,000 employees
10.99	Good practice points in the organisation of the HR function
<b>J REWARD STRATEGY</b>	
11.1 - 12	Use of various pay system methods
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	Plans for the gender pay gap
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
11.23	Pay ratio: highest to median salary
11.24	Pay ratio: median to lowest salary
11.25	Minimum number of paid days annual leave for a full time member of staff (excluding bank holidays)
11.26	Maximum number of paid days annual leave for a full time member of staff (excluding bank holidays)
11.27	Percentage of respondents obliged to report the gender pay gap under the government regulations?
11.28	Is women's mean hourly rate lower or higher than men's in your organisation?
11.29	Percentage by which women's mean hourly rate is lower than men's
11.30	Is women's median hourly rate lower or higher than men's in your organisation?
11.31	Percentage by which women's median hourly rate is lower than men's
11.99	Good practice in salary strategy
<b>K FUTURE DEVELOPMENTS</b>	
12.99	Looking forward, what do you see as the three main HR issues/challenges for your organisation?