The Scottish Parliament
Pàrlamaid na h-Alba

Our Workforce KPIs and Dashboard

Quarterly Report	Q4 2021/22 – January to March
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1 Introduction

Welcome to the HR Quarterly Dashboard for Leadership Group.

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 andfacilitating 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 HR 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. Equaliity 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 %	The number of hours attended 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	Pre-Covid Actual: **96%** Seasonal differences may occur	**Group Heads** • Monthly **LG** • Quarterly • 6-monthly interim report • Annual full report **SPCB** • 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** • Monthly **LG** • Quarterly • 6-monthly interim report • Annual full report **SPCB** • 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	**LG** • Quarterly • 6-monthly interim report • Annual full report **SPCB** • 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	**LG** • Quarterly • Annual full report **SPCB** • 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%**	**LG** • 6-monthly report • Annual full report **SPCB** • 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%**	**LG** • 6-monthly questionnaire **SPCB** • 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%**	**LG** • **6-monthly questionnaire** **SPCB** • **6-monthly questionnaire**	8.2 Health & Wellbeing – Staff Risk Assessment

6 High Level Summary

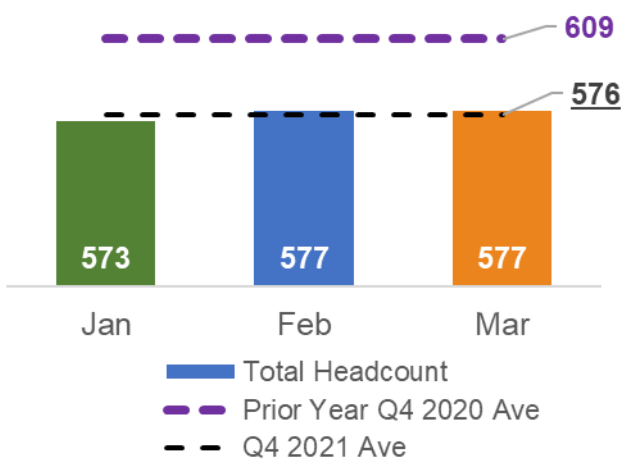
Report Summary Completed by:	

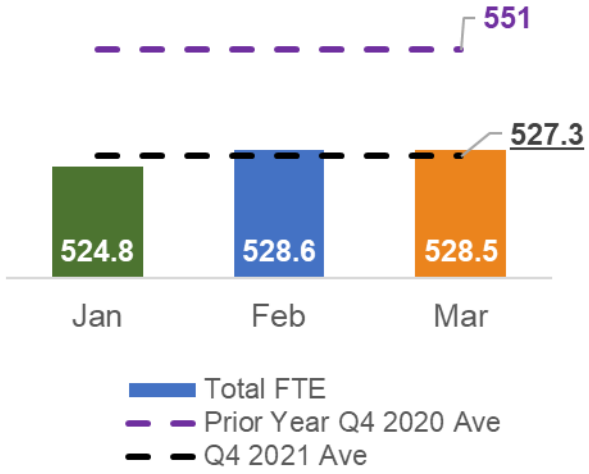
7 Workforce Demographics

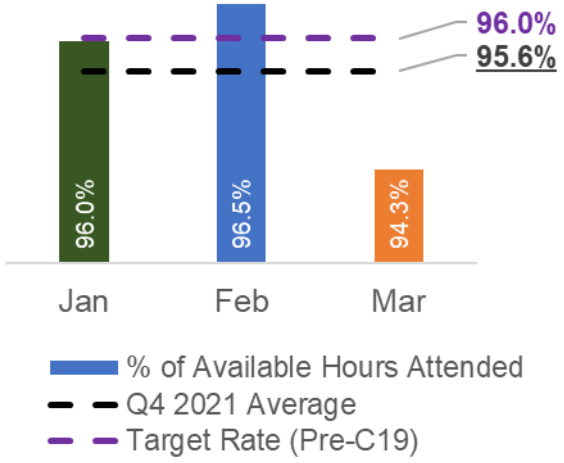
The following graphs and summary data give a view of the organisation (overall and by group where applicable), demographics and attendance statistics through the reporting Quarter. For those metrics where change over time is essential to the analysis, then the data has been collated and presented at 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

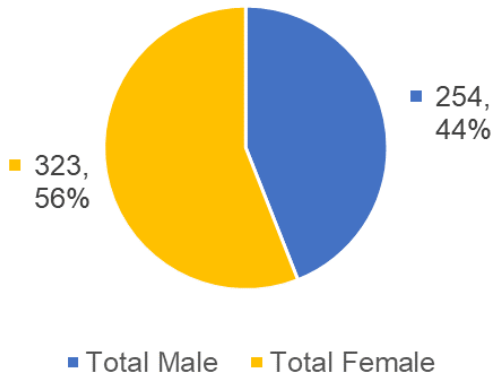
Total Headcount	FTE	Attendance Rate %
Average for Quarter: **576**	Average for Quarter: **527.3**	Average for Quarter: **95.6%**
		% Change from Q3: ↓ **0.1%**



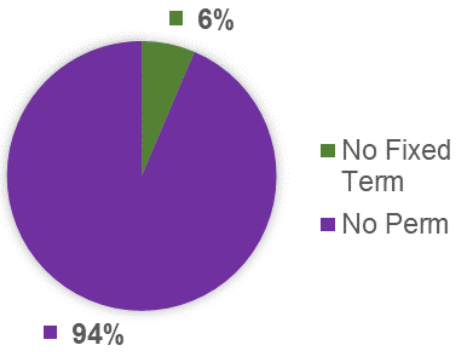




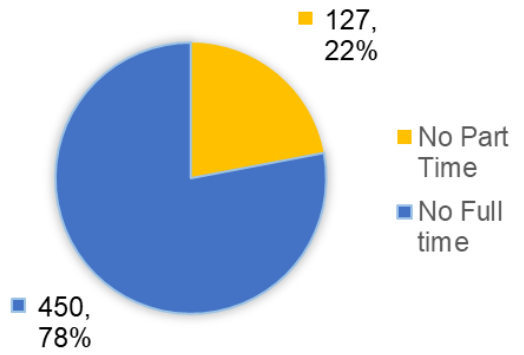
Headcount by Gender – End Q4



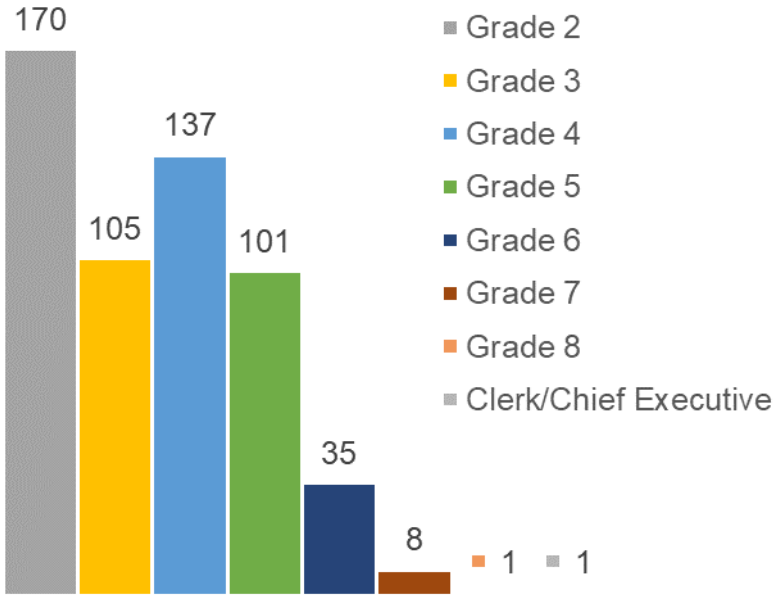
Headcount by Contract Type – End Q4

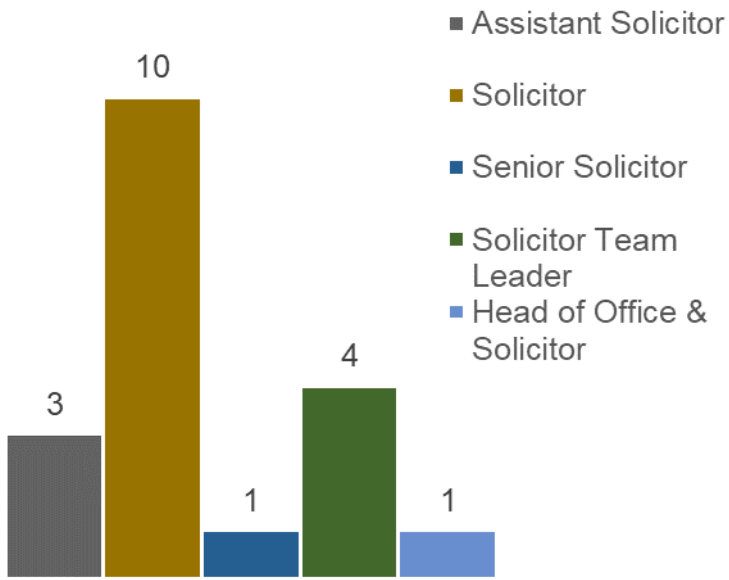


Headcount by Hours Type – End Q4

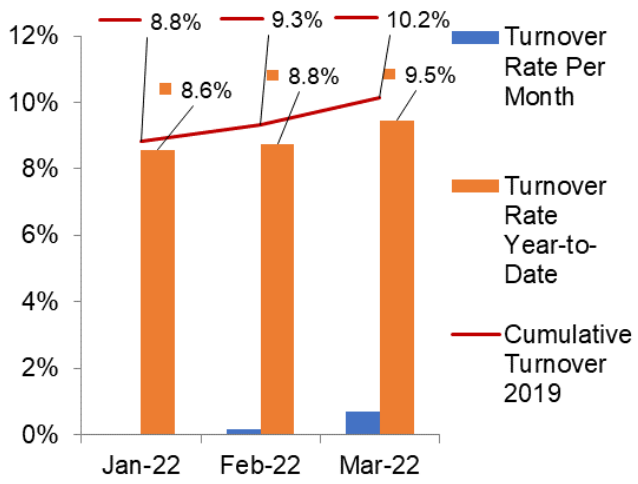


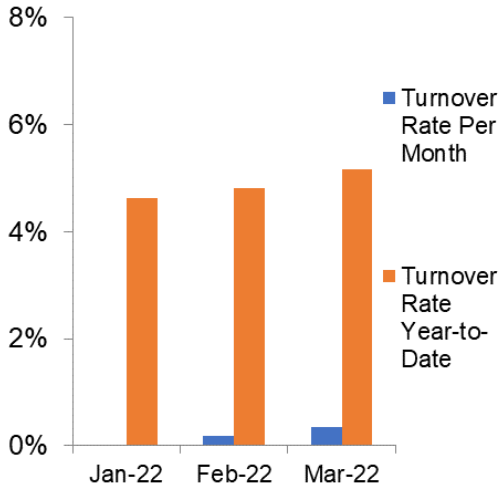
Headcount by Pay Grade – End Q4

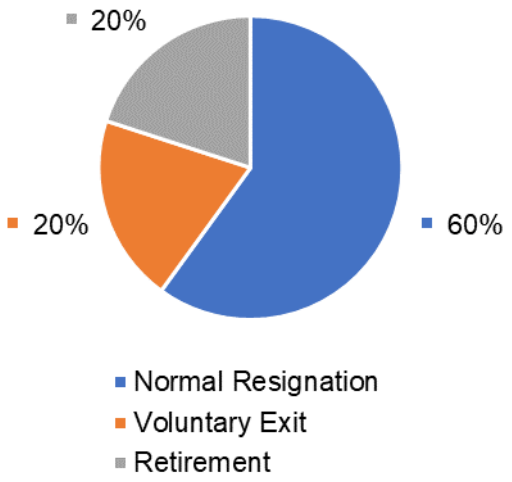




Turnover Rate %	Turnover (Resignation) %	Leaver Detail
Cumulative Turnover – To End Q4	Cumulative Turnover – To End Q4	Total Leavers – Q4
9.5%	**5.2%**	**5**

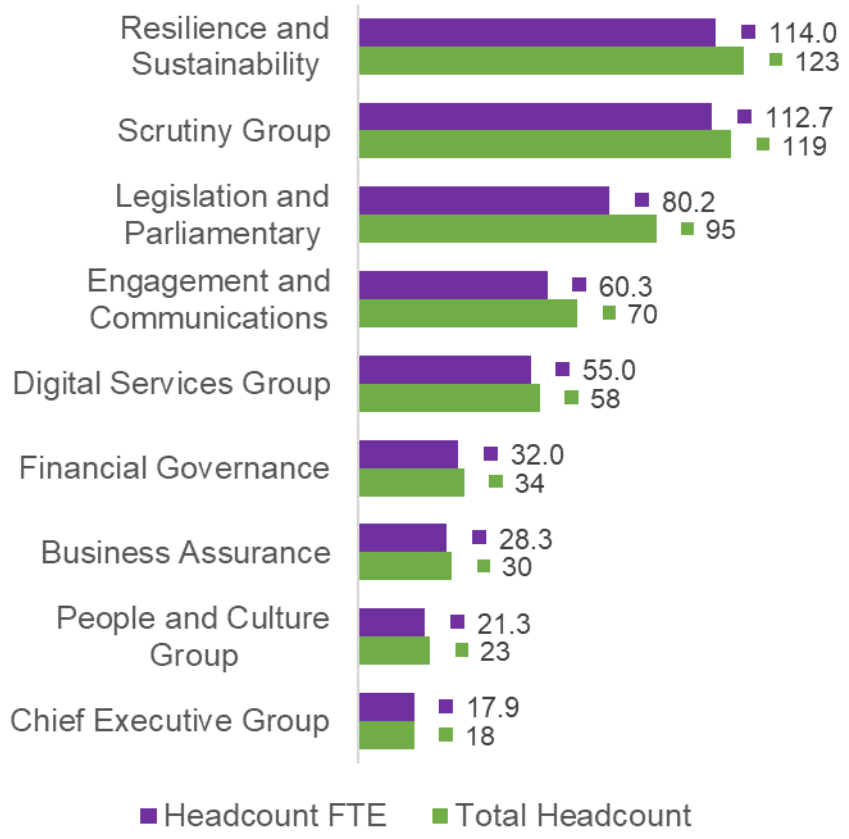




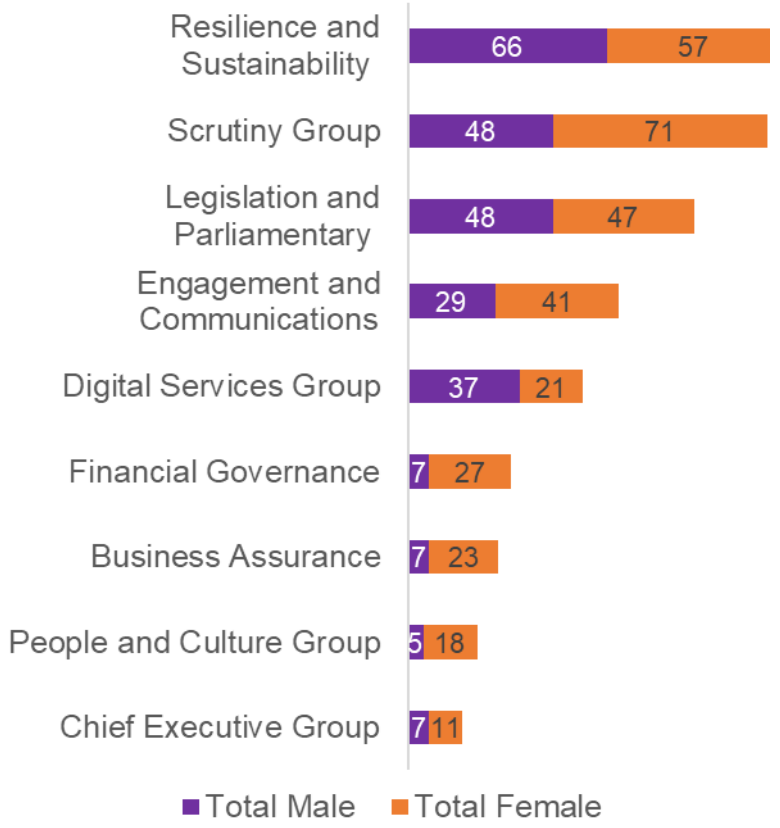


7.2 Group Level

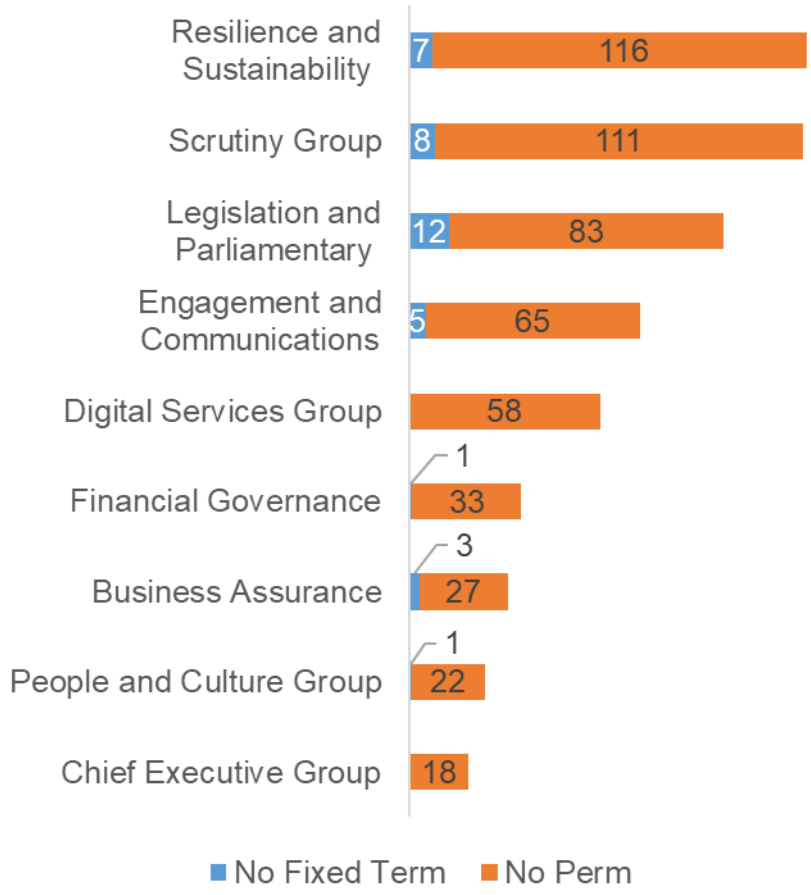
Headcount and FTE – End Q4



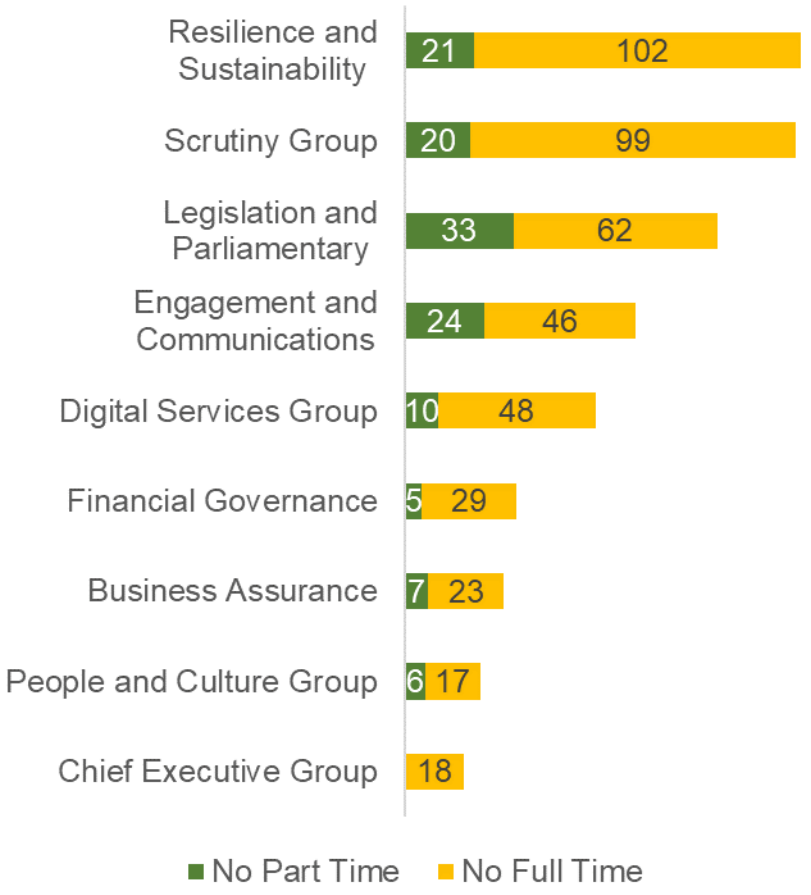
Headcount by Gender – End Q4



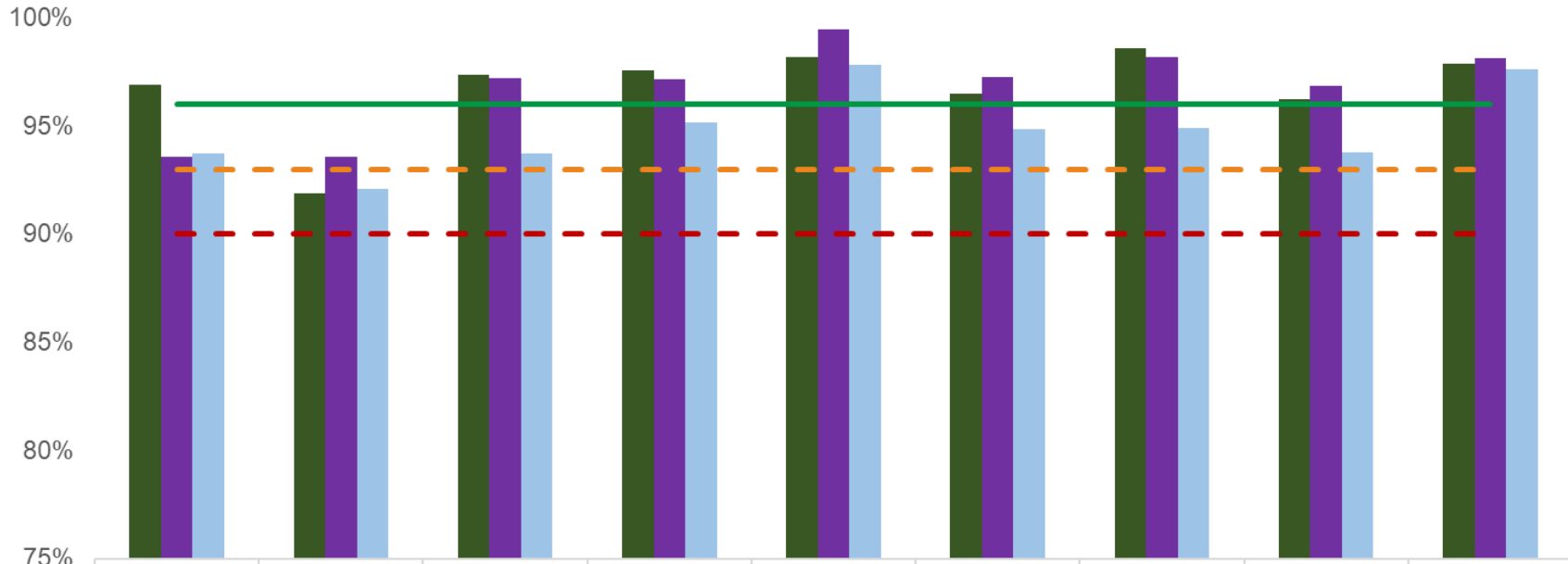
Headcount by Contract Type – End Q4



Headcount by Hours Type – End Q4

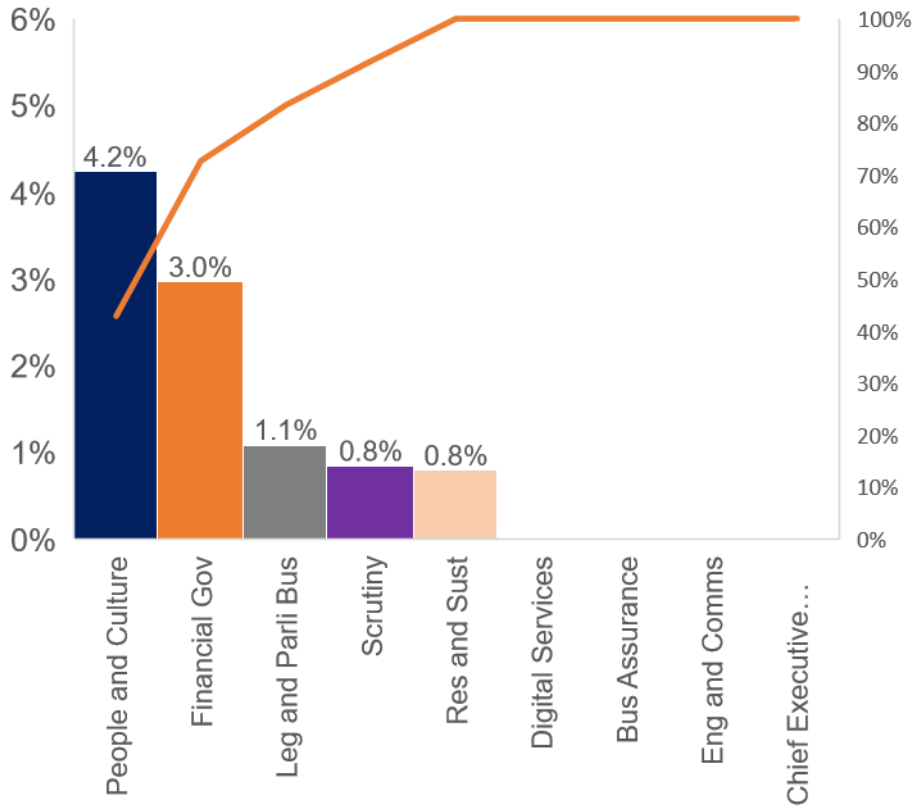


Attendance Rate % Q4 Trend

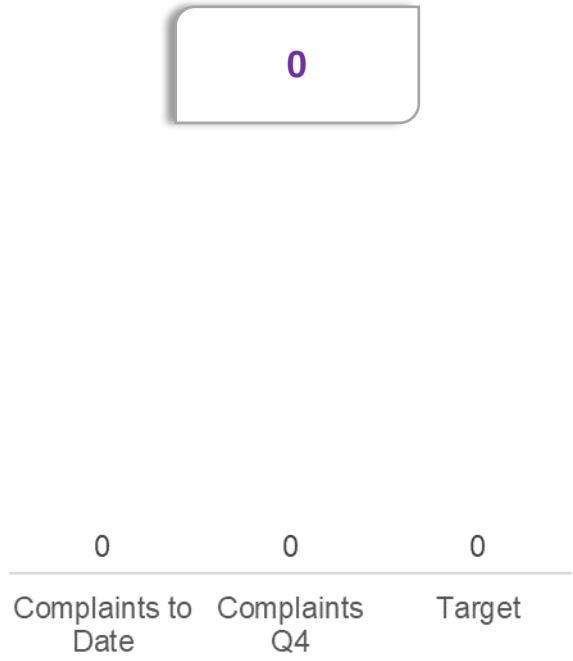


	Financial Governance Group	Resilience and Sustain	Engage and Commns	Digital Services Group	Business Assurance	Legislation and Parliament	Chief Executive Group	Scrutiny Group	People and Culture
Jan	96.9%	91.9%	97.4%	97.6%	98.2%	96.5%	98.6%	96.3%	97.9%
Feb	93.6%	93.6%	97.2%	97.2%	99.5%	97.2%	98.2%	96.9%	98.1%
Mar	93.8%	92.1%	93.8%	95.2%	97.8%	94.9%	94.9%	93.8%	97.6%
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%

Turnover Rate % (All) by Group (Cumulative Total End Q4)



Culture of Respect : No. of Complaints



Recruitment

Applications

43 Minority Ethnic

194 White

2 Not Indicated

Interview

6 Minority Ethnic

35 White

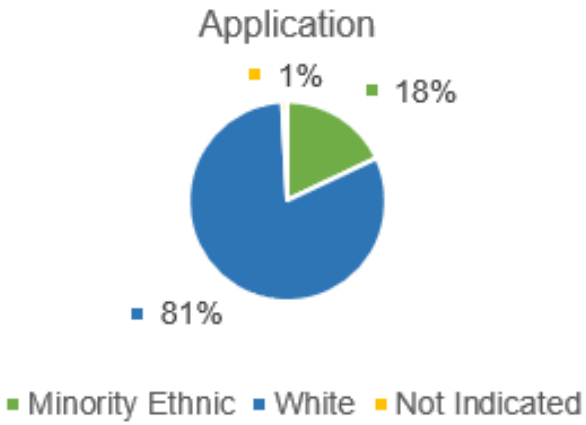
0 Not Indicated

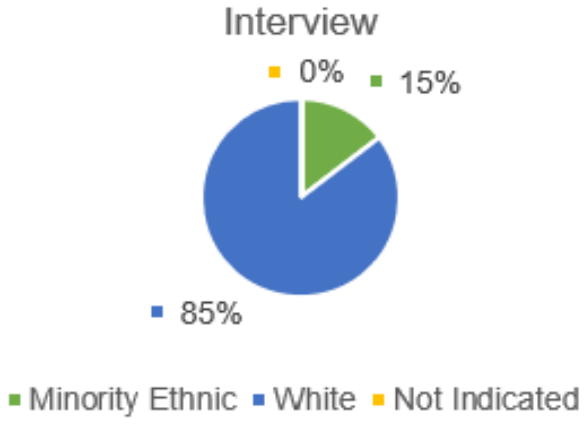
Offer/Placement

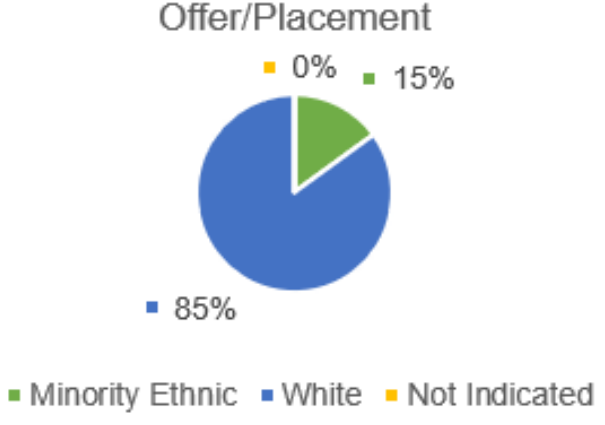
3 Minority Ethnic

17 White

0 Not Indicated







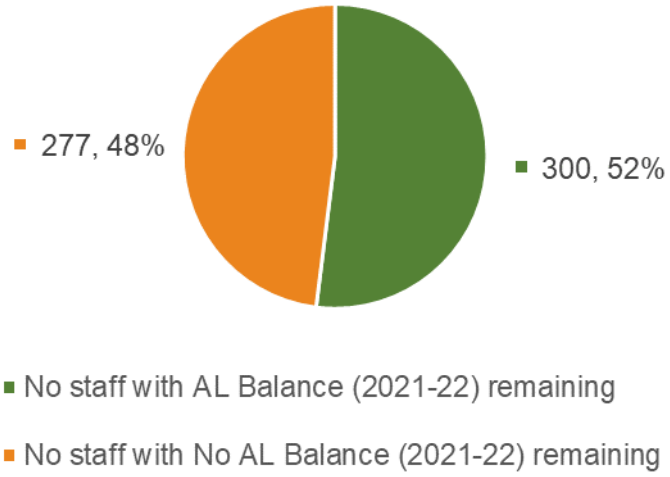
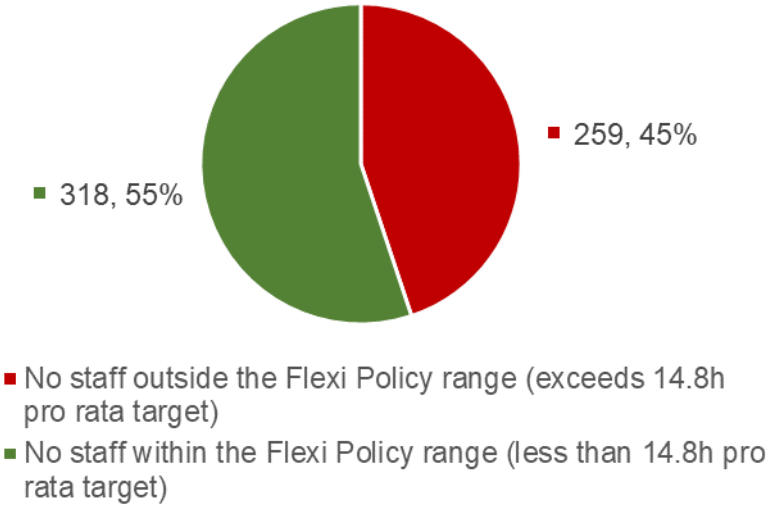
Comments on Headcount, Diversity and/or Attendance this Quarter

See Executive Summary

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.

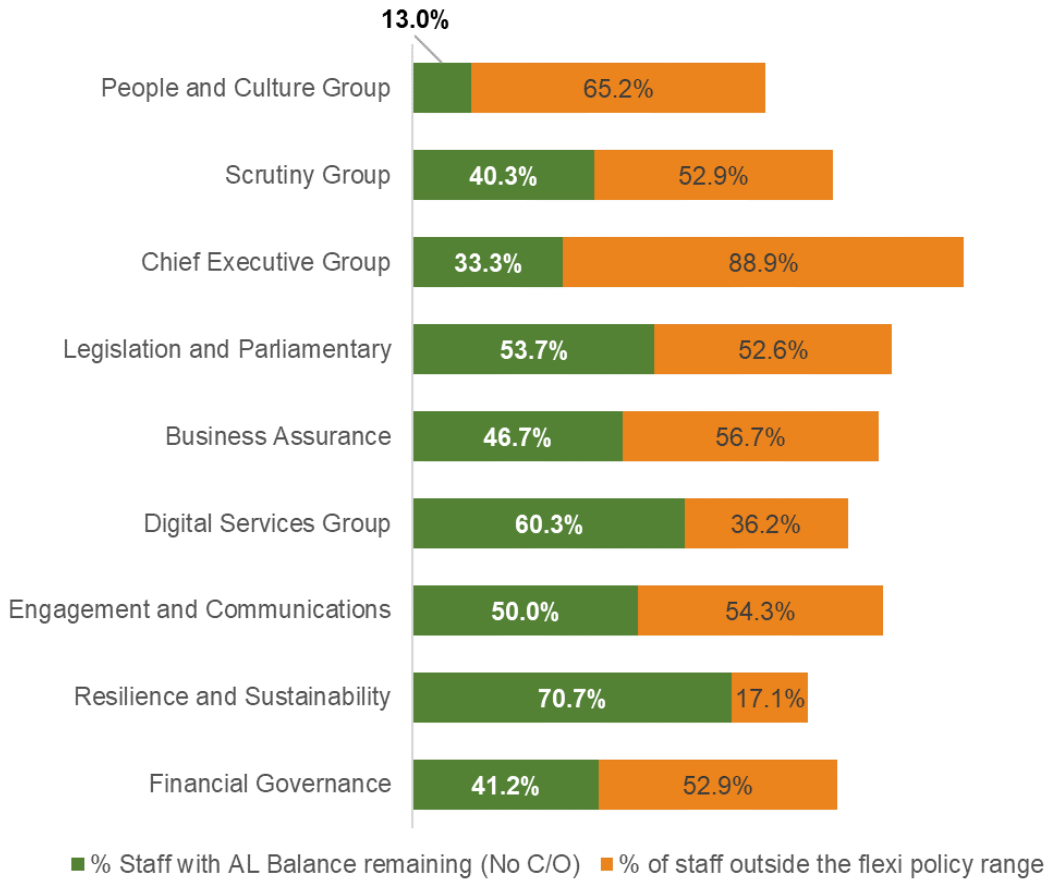
8.1 Organisational Level

Annual Leave Balance – End Q4	Flexi Time Balance – End Q4
Average Hours per head (End Q3) **25.1 (56.8 incl. C/O)**	Average Hours per head (End Q3) **17.9**
	

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.

Annual Leave Balance and Flexi Policy alignment (End Q4)



Comments on Planned Absence this Quarter

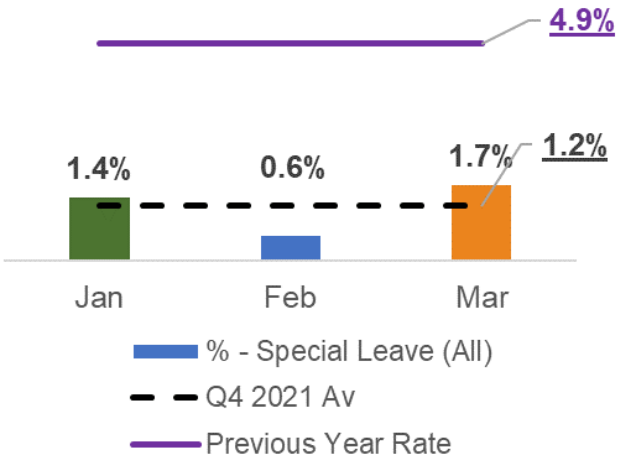
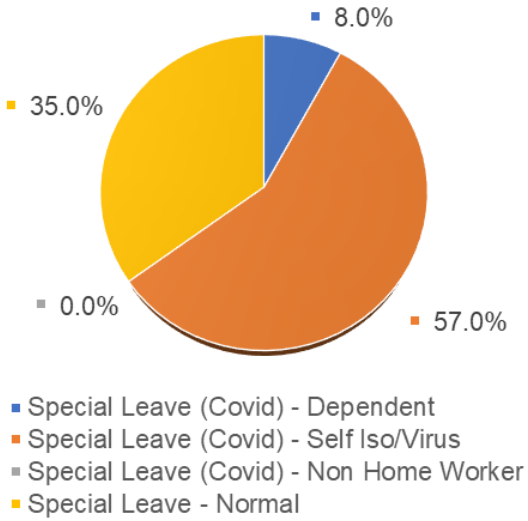
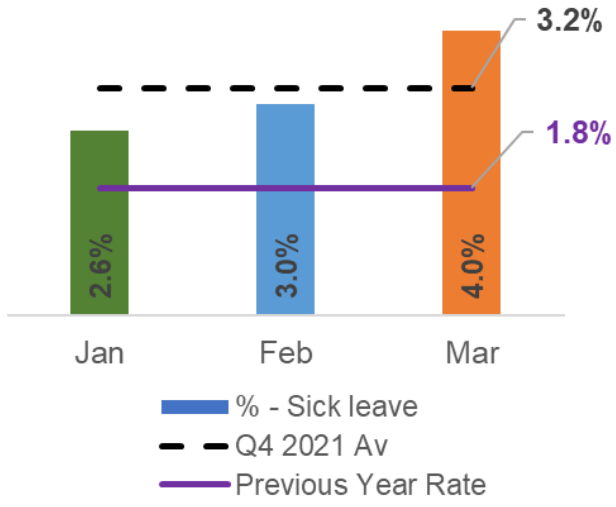
See Executive Summary

9 Health & Wellbeing:

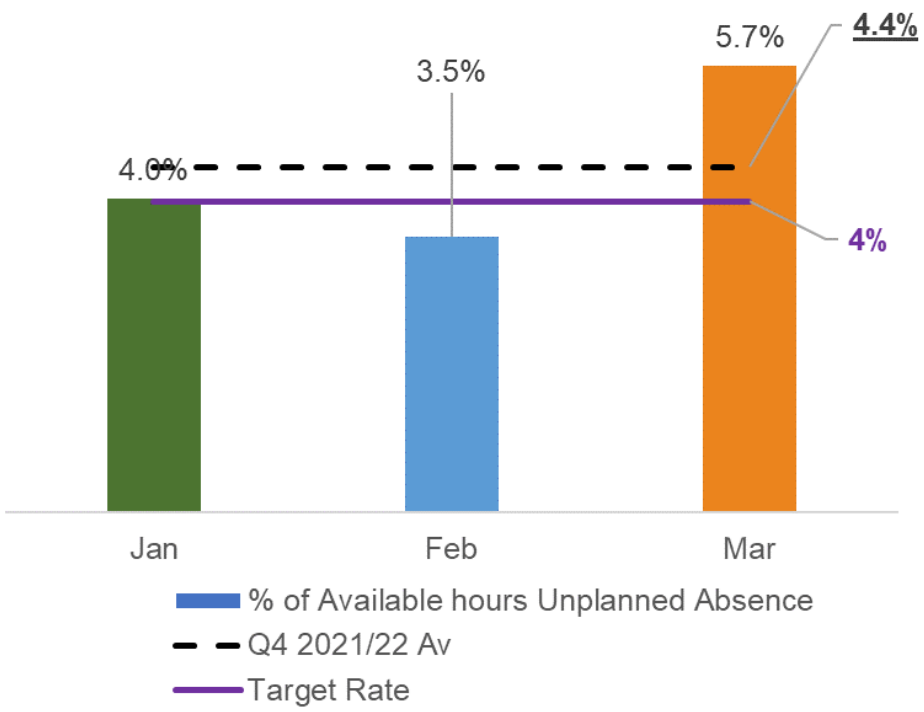
9.1 Health & Wellbeing Unplanned Absence

9.1.1 Organisation Level

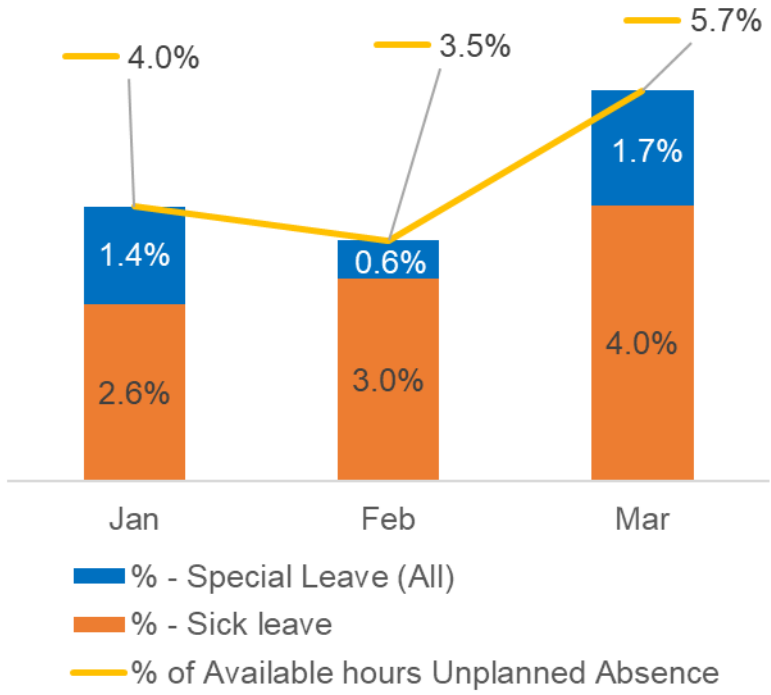
The following set of graphs and data will give a view of the rates for each category of unplanned absence for each month end and also as an average for the quarter at the time of the report.

Special Leave %	Special Leave Categories	Sickness Rate %
% of Avail Hours **1.2%** % Change Q3v4 ↑ **0.2%**	Covid Dep **250** Covid SO/V/ Vac **1788** Covid NHW **0** Norm **1097**	% of Avail Hours **3.2%** % Change Q3v4 ↓ **0.1%**
		

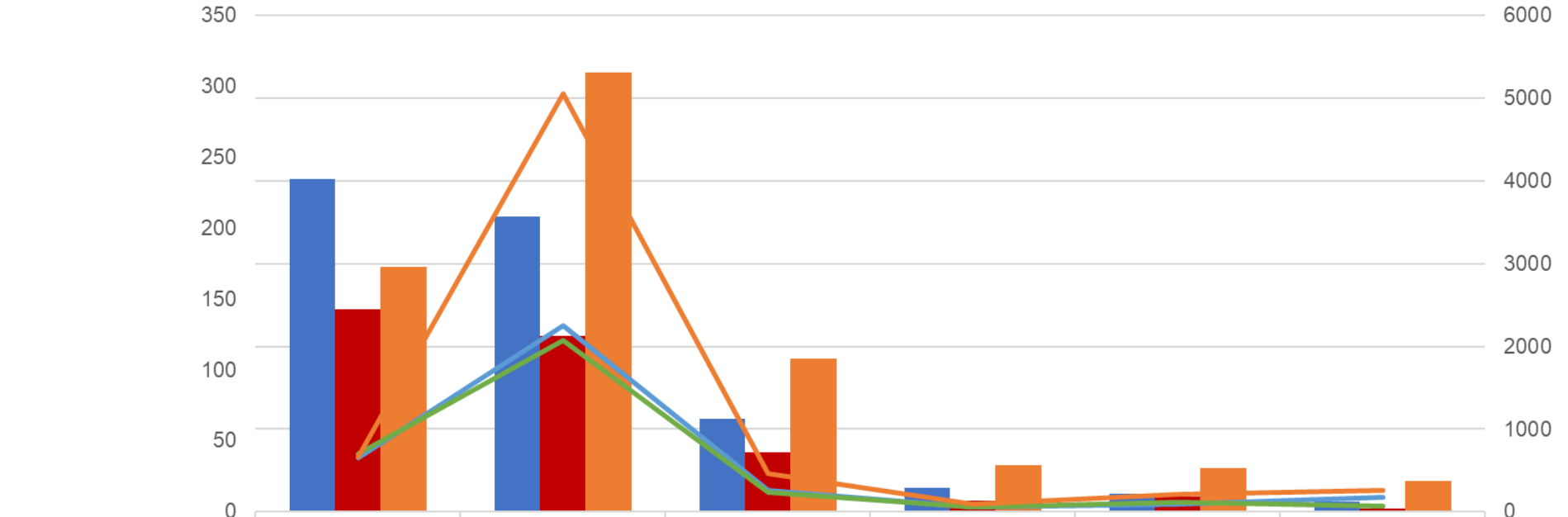
Unplanned Absence as % of Available hours



Reasons for Unplanned Absence as % of Available hours

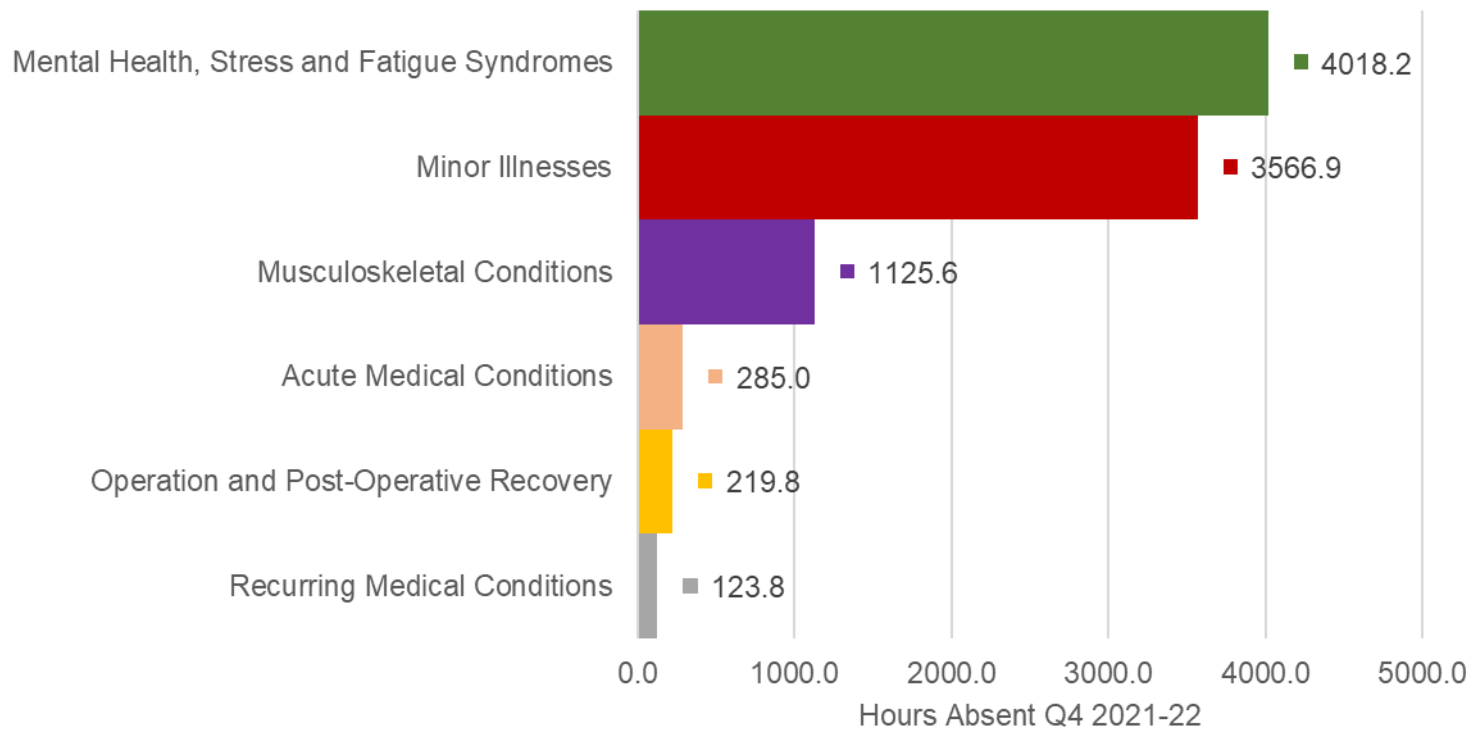


Sickness Absence Breakdown : Total hours absent and number of absence instances



	Mental Health, Stress and Fatigue Syndromes	Minor Illnesses	Musculoskeletal Conditions	Acute Medical Conditions	Operation and Post-Operative Recovery	Recurring Medical Conditions
Hours (Q4 2021)	4018.22	3566.87	1125.6	285	219.8	123.77
Hours (Q4 2020)	2446.33	2129.49	716.1	127.65	179.93	40.5
Hours (Q4 2019)	2958.27	5314.84	1845.35	565.2	527.4	374.93
Instances (Q4 2021)	38	131	15	3	5	10
Instances (Q4 2020)	41	121	14	3	7	4
Instances (Q4 2019)	39	295	27	5	12	15

Sickness Absence Reasons for Quarter – Hours lost per Category

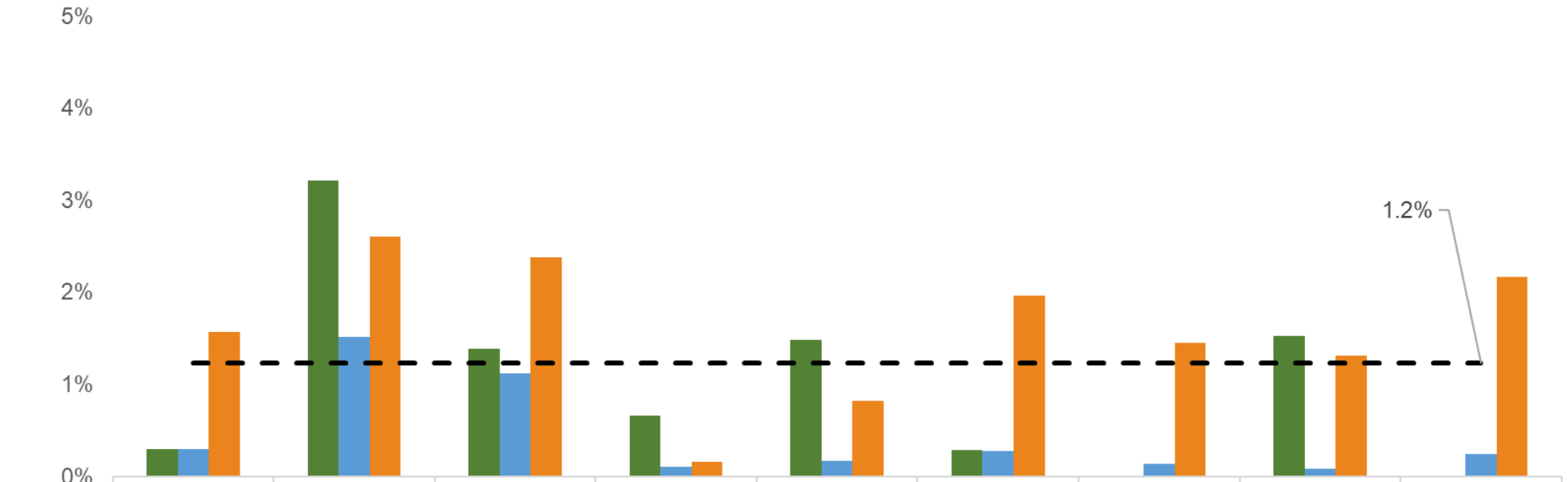


Comments on Unplanned Absence this Quarter

See Executive Summary

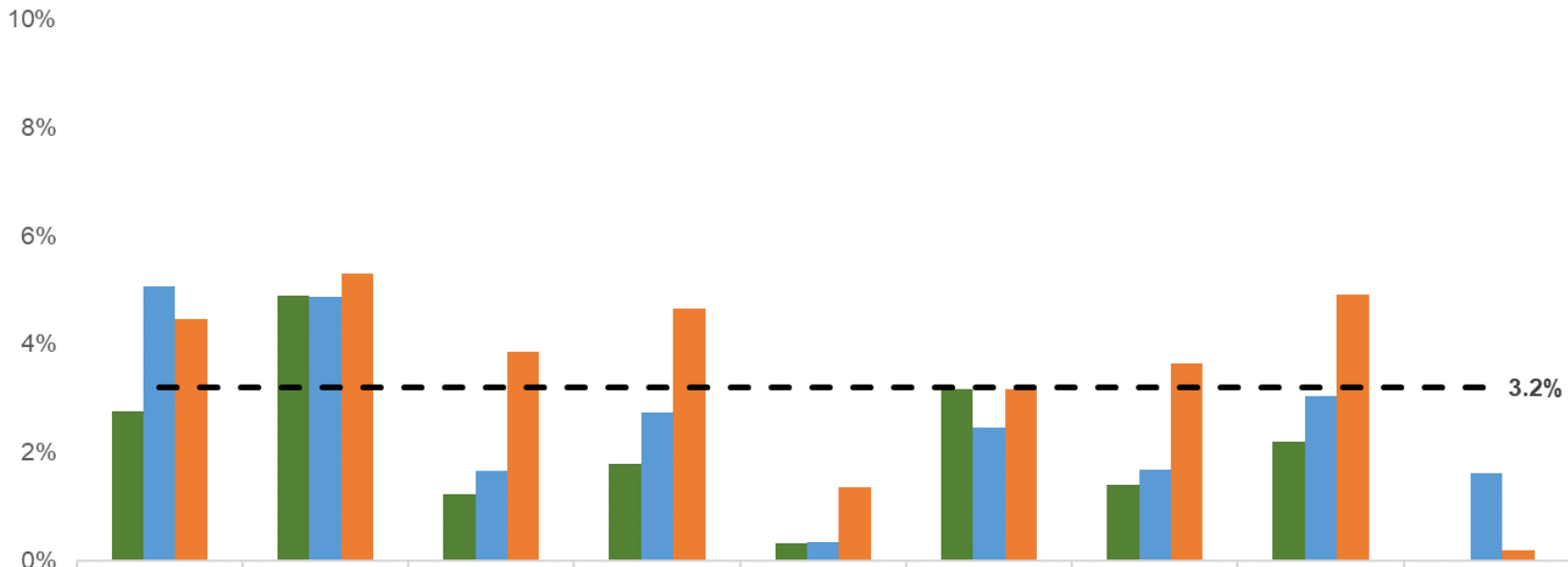
9.1.2 Group Level

Special Leave % Q4



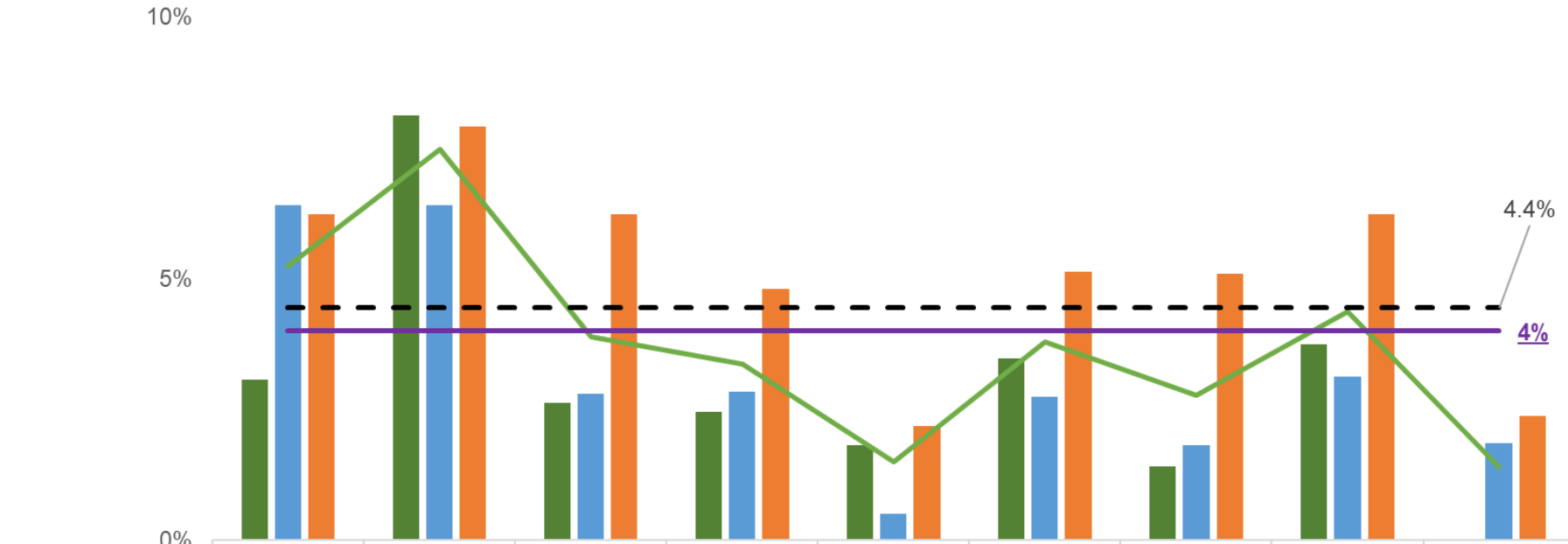
	Financial Resources Group	Resilience and Sustainability	Engagement and Comms	Digital Services Group	Business Assurance	Legislation and Parliamentary	Chief Executive Group	Scrutiny Group	People and Culture
Jan	0.3%	3.2%	1.4%	0.7%	1.5%	0.3%	0.0%	1.5%	0.0%
Feb	0.3%	1.5%	1.1%	0.1%	0.2%	0.3%	0.1%	0.1%	0.3%
Mar	1.6%	2.6%	2.4%	0.2%	0.8%	2.0%	1.5%	1.3%	2.2%
Org Ave Q4	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%

Sickness Rate % Q4



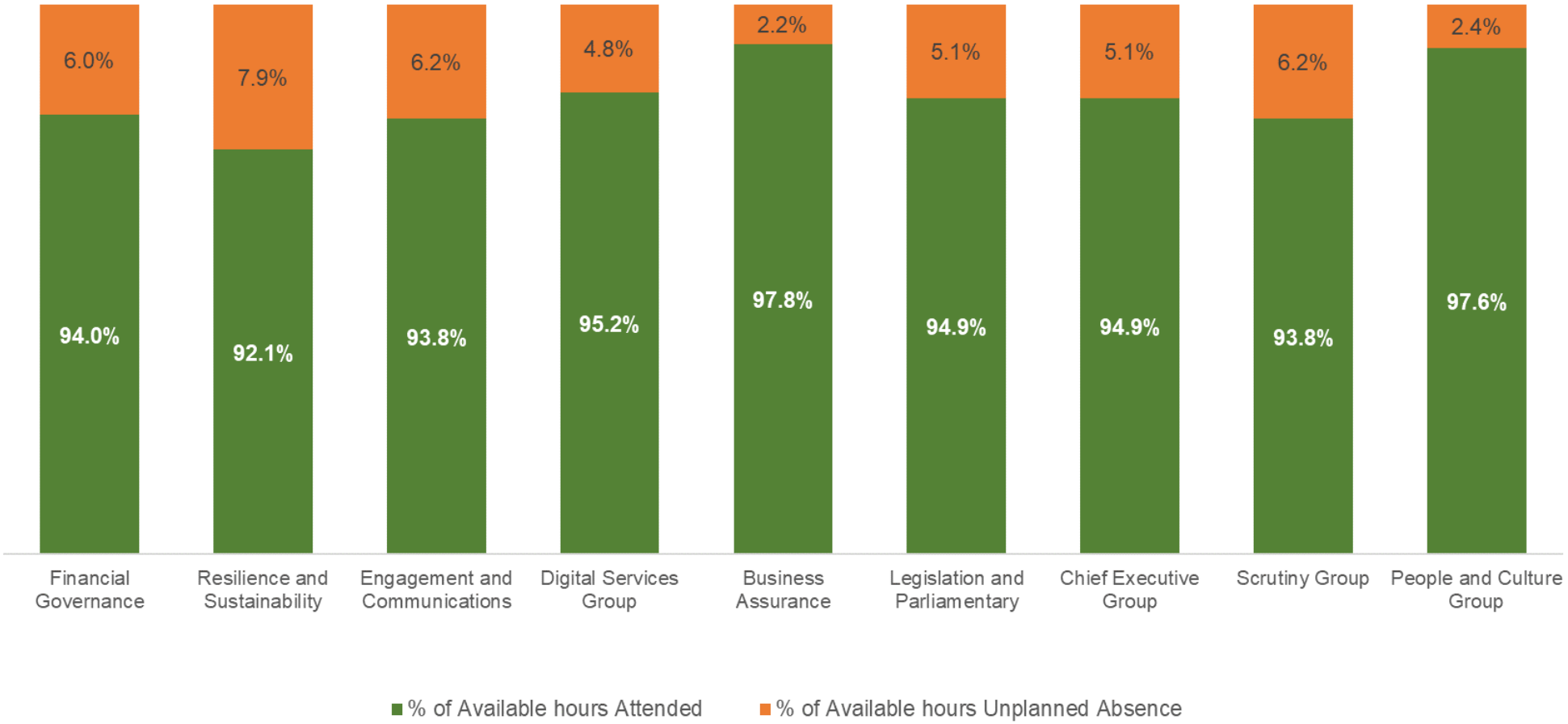
	Financial Governance	Resilience and Sustainability	Engagement and Comms	Digital Services	Business Assurance	Legislation and Parliamentary	Chief Executive	Scrutiny Group	People and Culture
Jan	2.8%	4.9%	1.2%	1.8%	0.3%	3.2%	1.4%	2.2%	0.0%
Feb	5.1%	4.9%	1.7%	2.7%	0.3%	2.5%	1.7%	3.0%	1.6%
Mar	4.5%	5.3%	3.9%	4.6%	1.4%	3.2%	3.6%	4.9%	0.2%
Org Avg Q4	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%	3.2%

Unplanned Absence % of Available Hours – Q4 by Group by Month

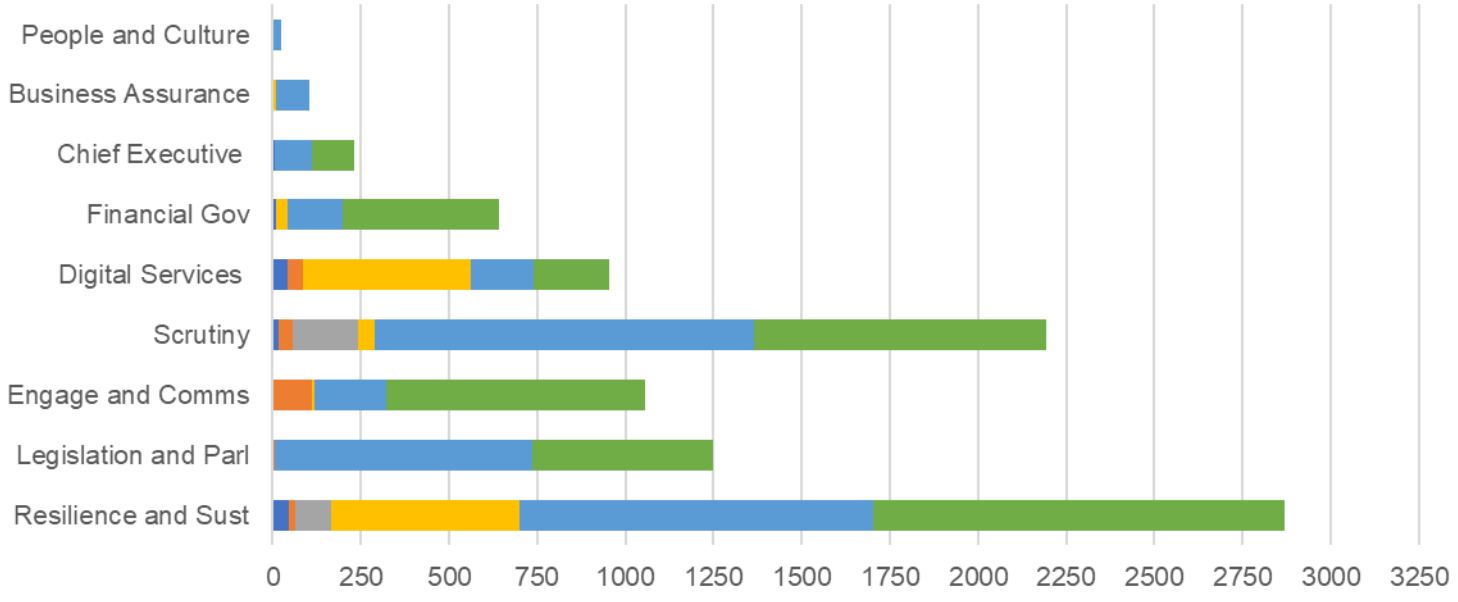


	Financial Resources Group	Resilience and Sust	Eng and Comms	Digital Services Group	Business Assurance	Legislation and Parl	Chief Executive Group	Scrutiny Group	People and Culture
Jan	3.1%	8.1%	2.6%	2.4%	1.8%	3.5%	1.4%	3.7%	0.0%
Feb	6.4%	6.4%	2.8%	2.8%	0.5%	2.8%	1.8%	3.1%	1.9%
Mar	6.2%	7.9%	6.2%	4.8%	2.2%	5.1%	5.1%	6.2%	2.4%
Group Av Q4	5.2%	7.5%	3.9%	3.4%	1.5%	3.8%	2.8%	4.4%	1.4%
Org Ave Q4	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%
Target Rate	4%	4%	4%	4%	4%	4%	4%	4%	4%

Unplanned Absence % of Available Hours – Quarterly Group Rates



Sickness Absence breakdown by Group – Quarterly Reason Summary



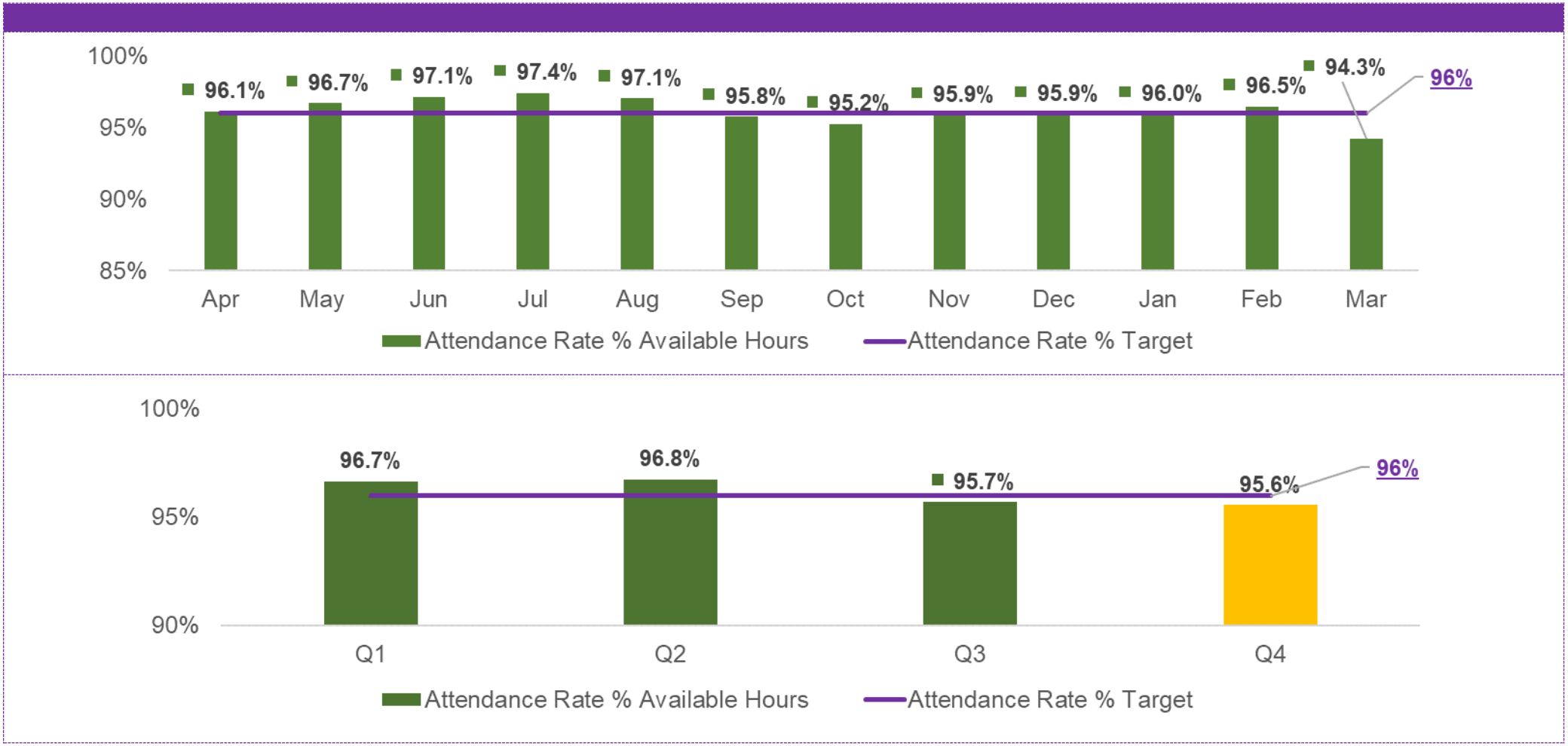
	Resilience and Sust	Legislation and Parl	Engage and Comms	Scrutiny	Digital Services	Financial Gov	Chief Executive	Business Assurance	People and Culture
Recurring Medical Conditions	44.4	0	0	18.5	42.67	10.8	7.4	0	0
Operation and Post-Operative Recovery	20	7.4	111	37	44.4	0	0	0	0
Acute Medical Conditions	100	0	0	185	0	0	0	0	0
Musculoskeletal Conditions	535	0	7.4	47.8	473.6	29.6	0	10	0
Minor Illnesses	1004.2	727.75	203.48	1075.38	178.97	156.77	104.3	92.62	23.4
Mental Health, Stress and Fatigue Syndromes	1166.67	514.35	732.6	828.2	214	444	118.4	0	0

Comments on Group Unplanned Absence this period

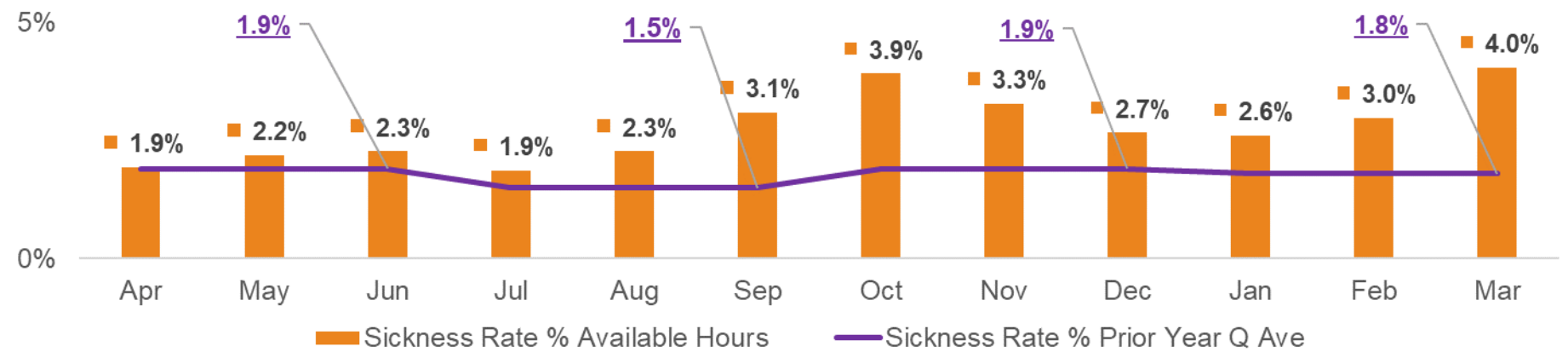
See Executive Summary

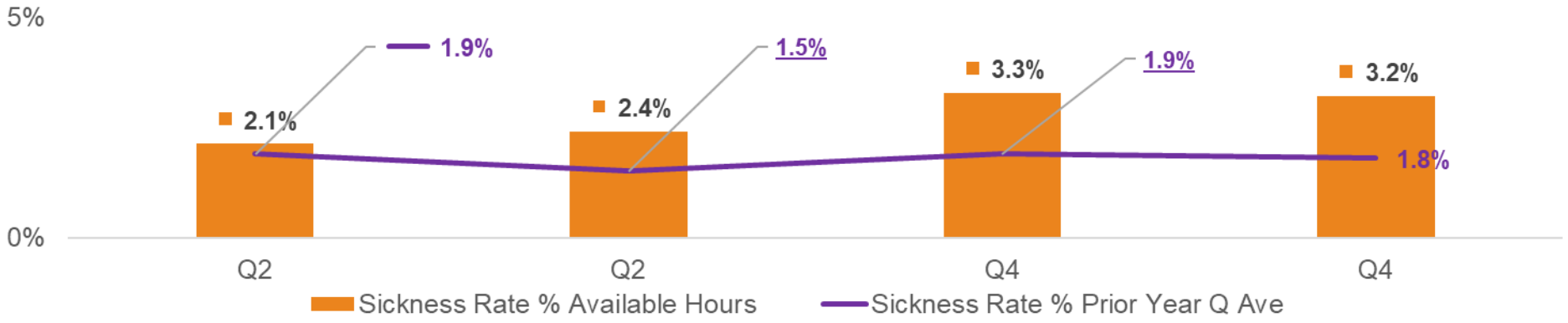
10 Trends – Quarter on Quarter (Month on Month at high level)

The trends below will include KPIs and key measures which the Leadership Group 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