

ANGUS COUNCIL
RESOURCES AND CENTRAL SERVICES COMMITTEE
1 SEPTEMBER 2005
HR ORGANISATIONAL HEALTH INDICATORS
REPORT BY CHIEF EXECUTIVE

ABSTRACT

This report details a range of indicators for the Council designed to help measure the effectiveness of human resource management and its contribution to organisational performance.

1. RECOMMENDATION

The Committee note the terms of this report.

2. INTRODUCTION

Most employers would agree that people are their most important asset. Human resource practices that enhance the value of this important asset are coming increasingly under scrutiny as more and more organisations attempt to measure the effectiveness of the human resource management process.

Current practice within both the public and private sectors on this varies as it is difficult to measure a function which has no physical product and which has many "soft" aspects to it.

However, there are various activities which can be measured to give a general indication of "organisational health" in relation to human resource management and the Personnel & Property Services Committee on 3 September 2002 adopted an initial range of HR organisation health indicators for the Council and agreed that the Council's performance against these indicators be submitted to Committee on an annual basis. The initial range of indicators has now developed to that outlined in the attached appendix.

It is important to stress that these organisational health indicators are not a direct measure of the effectiveness of Personnel Services per se – they are a measure of the effectiveness of personnel policies and procedures, the effectiveness of managers in implementing these policies and procedures and the effectiveness of managers in managing their employees.

3. ORGANISATIONAL HEALTH INDICATORS 2004/05

The indicators, attached, are divided into five broad categories – industrial/employee relations; recruitment/retention; health and safety; training, and, equal opportunities.

These indicators are figures and in themselves they do not represent an absolute measure of effectiveness. However, through benchmarking - either externally or internally comparing performance over time – they can take on meaning, identifying trends and areas for action and assisting the human resource function in planning, review and continuous improvement. Accordingly, the appendix includes external comparisons and previous years' information wherever figures are available.

4. FINANCIAL IMPLICATIONS

There are no financial implications arising from the terms of this report.

5. HUMAN RIGHTS IMPLICATIONS

There are no human rights implications associated with this report.

6. CONSULTATION

The Director of Finance and Director of Law & Administration have been consulted on the terms of this report. The HR organisational health indicators have been the subject of consultation with the Chief Officers Management Team.

D S Sawers
Chief Executive

HR/PersServMan

NOTE No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973, (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above Report.

HR ORGANISATIONAL HEALTH INDICATORS: 2004/05

	2002/03	2003/04	2004/05	External Benchmark
Industrial Relations/Employee Relations				
1. Number of disciplinary hearings	25	24	18	
2. Number of disciplinary hearings per 1000 employees	4.87	4.62	3.25	All Orgs – 16.4 Lrge Public Sector – 4.5
3. Number of appeals against disciplinary action at departmental level	0	0	0	
4. Number of appeals against disciplinary action to Committee	1	3	0	
5. Number of Employment Tribunal claims received	1	0	1	
6. Number of Employment Tribunal claims per 1000 employees	0.2	0	0.2	All Orgs – 4.1 Lrge Public Sector - 1.9
7. Number of grievances to Chief Officers	1	4	1	
8. Number of grievances to Committee	0	0	0	
9. Number of formal complaints under Harassment at Work Policy	1	3	0	
10. Number of working days lost through industrial disputes	0	1408	1686	
11. Number of working days lost due to sickness absence	46773	42670	47217	
12. Percentage sickness absence level	4.79%	4.13%	4.51%	Lrge Public Sector – 5.7% *Scottish Councils – 5.3%
13. Average number of days sickness absence per employee	9.70	8.41	8.9	Lrge Public Sector – 8.5 Lrge Private Sector – 6.9
14. Average length of absence (days)		5.63	5.63	Lrge Public Sector – 5.8 Lrge Private Sector – 4.8
15. Number of early retirals on grounds of ill health	21	27	19	
16. Number of employees released on early retiral/voluntary redundancy	8	12	13	
Recruitment/Retention				
17. Number of jobs advertised	896	1023	1082	
18. Percentage of jobs advertised externally	88.16%	92.18%	84.84%	
19. Recruitment cost per recruit (cost of advertising divided by number of new starts)	£405.43	£502.42	£532.31	Lrge Public Sector – £1123 Lrge Private Sector – £2378
20. Employee turnover	9.65%	10.75%	9.05%	Lrge Public Sector – 10.5% Lrge Private Sector – 21.1%
Health And Safety				
21. Number of employee accidents	305	344	361	
22. Number of non employee accidents	1233	1434	1401	
23. Number of reportable employee accidents	49	35	19	
24. Number of reportable non employee accidents	2	5	19	
25. Number of dangerous occurrences	0	0	0	
26. Number of reportable diseases	0	0	1	
27. Number of working days lost due to accidents at work	1253	909	702	
28. Number of improvement notices against the Council issued by the HSE	0	0	0	
29. Number of prohibition notices against the Council issued by the HSE	0	0	0	
30. Number of prosecutions against the Council	0	0	0	
31. Number of incidents of violence or aggression	256	235	388	
Training				
32. Average number of training days per employee	3.23	3.20	3.65	Lrge Public Sector – 2.8 Lrge Private Sector – 3
33. Percentage of employees receiving training	78.91%	74.65%	76.10%	Lrge Public Sector – 6% Lrge Private Sector – 71%
Equal Opportunities				
34. Percentage of highest paid 2% of earners who are female		*22.45%	22.68%	* Scottish Councils – 28.3%
35. Percentage of highest paid 5% of earners who are female		*22.61%	22.70%	* Scottish Councils – 35.8%
36. Percentage of employees who are female		72.68%	72.47%	All Orgs–52.6% Lrge Public Sector – 56.1%
Note 34-35 exclude teaching staff				

* Audited figures – originally reported as 7.0% (34) and 16.8% (35)

Figures provided by HR Benchmarker DLA Consulting
 Large Private Sector } Organisation with
 Large Public Sector } 1000 + employees
 Except * Audit Scotland Performance Indicators 2003/04