



<b>Title of paper:</b>	<b>Monthly HR Report for DSO Senior Management Team Meeting August 2018</b>
<b>Name of NICS HR SHRBP:</b>	<b>[REDACTED]</b>
<b>Purpose of Paper</b>	<b>To provide DSO Departmental Board with relevant HR information and analysis.</b>
<b>FOI Implications:</b>	<b>Any request for disclosure of the information contained in this document would be considered in the context of the relevant provisions of the legislation, including any relevant exceptions that may be applicable</b>
<b>Recommendation:</b>	<b>To note the information/analysis provided.</b>

## DEPARTMENTAL HR INFORMATION AND ANALYSIS

### For DSO Senior Management Team Meeting August 2018

#### 1. BUSINESS PARTNER SUMMARY

The SHRBP team continues to provide advice and support to DSO senior management on a wide range of HR matters.

NICSHR are working closely with DSO to address ongoing Brexit resourcing requirements. Meetings have been held between NICSHR, Finance and DSO to discuss the filling of posts and their progress.

NICSHR is currently developing corporate Brexit trawls at both SO and Grade 7 level. These will offer a supply of staff with particular skills and allow the allocation of successful candidates to Departments as and when required.

It is envisaged that the NICS HR reorganisation will be in place by September/October. A dedicated Strategic HR Business Partner unit is being established and will be led by [REDACTED]. There is no change to current business partnering arrangements for DSO. Further detail on the reorganisation is provided under paragraph 2.3 NICSHR and NICS People Strategy.

#### 2. QUALITATIVE INFORMATION AND ANALYSIS – FUNCTIONAL AREA

##### 2.1 Resourcing

##### ***Departmental Recruitment and Promotion Update***

The data at Table 1 details vacancies, surplus staff, and temporary promotions as at the first of the month. The update below refers to the latest position on related vacancies and competitions

At 14 August 2018, 15 vacancies are being actioned by NICS HR Resourcing, 4 of these vacancies have individuals and start dates confirmed.

##### Advisory 1

2 PLO vacancies – being filled from external list

##### Advisory 2

2 PLO vacancies – being filled from external list

##### Advisory 3

1 PLO vacancy – being filled from external list

Commercial and Property

2 PLO vacancies – method to fill being considered

1 AA vacancy – method to fill being considered

Corporate Services

1 SO – being filled via an existing elective transfer

European and Civil Law Reform

1 G5 Vacancy to be filled via external recruitment

1 PLO – being filled by external recruitment

1 PS Vacancy - Initial consideration being given to a PS competition – in the interim vacancy to be filled with an agency worker

Litigation

2 PLO Vacancies – being filled from external list

1 PS Vacancy – Initial consideration being given to a PS competition – in the interim vacancy to be filled with an agency worker

***NICS Recruitment and Promotion Update***

Grade 3 vacancies arising will be filled by departmental competitions. A list of successful candidates from the Grade 5 competition was published on 2<sup>nd</sup> July 2018, NICS HR is liaising with the NICS Board to decide how further vacancies will be filled.

The General Service G7 competition launched on 23 April and first stage assessments started on 11 June 2018. Due to an increase in the number of likely vacancies to be filled from this competition, the number brought forward at each stage will now be more than originally planned. This will therefore have an effect on the original timetable. It is expected that the second stage assessments will still commence in early September 2018. However interviews will not now commence until early/mid December 2018.

Phase 3 of the EO2 competition is progressing with a further 1000 candidates having been brought through to validation in May. Interviews for those who pass validation will commence in September. A list from this further phase is expected by the end of October.

## 2.2 **Employee Relations**

### ***General***

Summary information on sickness absence and current employee relations case work is set out at Table 6 and 10. Information on DSOs compliance with NICS sickness absence processes is set out at Table 8-9.

### ***Sick Absence***

The Employee Relations team continues to directly manage intermittent and long term sickness absence case for DSO, by liaising with line management to complete progress reports, carry out review meetings and by arranging referrals to Occupational Health Service and Welfare, as appropriate. In respect of absence inefficiency breaches consideration is given to whether a written warning, final written warning or no further action is appropriate. There are currently **7** long term absence cases to be managed in DSO. There are currently no cases being considered under inefficiency sickness absence. Since the last report **2** cases for inefficiency sickness have been completed.

## 2.3 **NICSHR and NICS People Strategy**

As part of the implementation of the People Strategy, NICSHR will be developing and delivering new initiatives (such as an outreach and marketing strategy for the NICS as a diverse and inclusive employer; line management toolkits; and new approaches to learning and development) and reviewing a number of HR policies and practices (including the approach to Resourcing and all ER policies). To make sure that NICSHR is well placed to deliver the priorities set out in the People Strategy, a range of structural changes are being implemented within the organisation, including the establishment of dedicated People Strategy and Business Partner Units.

- [REDACTED] will lead a dedicated Strategic HR Business Partner unit.
- Under the leadership of [REDACTED], Civil Service Pension Branches will move out of NICSHR to Enterprise Shared Services (ESS), Dept of Finance.
- [REDACTED] will lead the Learning and Development function.
- [REDACTED] will lead Employee Relations along with Occupational Health and Welfare.
- [REDACTED] will lead Resourcing function.
- [REDACTED] will lead a function responsible for People Strategy, Transformation and Diversity and Inclusion. This function will be

responsible for the delivery programme for the People Strategy, the initiation of new projects and areas of work (such as Apprenticeships) and NICS Diversity and Inclusion.

- [REDACTED] will join our senior team to lead NICS HR Support Services, including our corporate and financial planning, premises work, information management and governance arrangements between NICS HR and HRConnect.

A temporary Grade 5 role will also be put in place for approx. 6 months to a year to lead work on Pay, Grading, NIPS on-boarding, Strategic Litigation Unit and Civil Service Appeals Board, as well as some Strategic HR Business Partnering support as necessary for a period of time.

Over the next few weeks NICS HR SMT will continue to work on the implementation of the new approach and to finalise timelines. [REDACTED] [REDACTED] will be contacting Permanent Secretaries specifically to discuss HR Business Partnering. It is intended that significant implementation moves will be in place by September/October.

### **3. RECOMMENDATIONS**

To note the information/analysis provided.

## **INDEX OF TABLES**

### **Staffing and Resourcing**

- Table 1: Current Staff in Post, Vacancies, Temporary Promotions and Surplus Staff**
- Table 2: Temporary Promotions**
- Table 3: Temporary Promotions over 12 months by TP reason**
- Table 4: Vacancies – Year to Date**

### **Sickness Absence**

- Graph 1: Sickness Absence Rates Trends**
- Table 5: Sickness Absence June 2018**
- Table 6: Sickness Absence Casework**
- Table 7: Summary of Mental Health Illnesses**
- Table 8: Sickness Absence Return to Work Interviews Compliance**
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### **Employee Relations Casework and Performance Management**

- Table 10: Employee Relations Casework**
- Table 11: End of Year Reviews as at 1 August 2018**
- Table 12: PPA/PDPs as at 1 August 2018**

TABLE 1

# Departmental Solicitors Office – Current Staff In Post, Vacancies, Temporary Promotions and Surplus Staff

DATA AT – 1 August 2018

Agency/Grade 5 Division	Agency/Grade 3 Division								
	Permanent Staff in Post		Temporary Staff		Agency/ Contract Staff		Total Headcount	Total FTE	Vacancies (H/C) (actively seeking to fill)**
	H/C	FTE	H/C	FTE	H/C	FTE			
DSO Advisory Division 1	15	13.44	0	0	3	3	18	16.44	2
DSO Advisory Division 2	18	16.16	0	0	1	1	19	17.16	2
DSO Advisory Division 3	11	10.8	0	0	2	2	13	12.8	
DSO Commercial and Property	22	19.63	0	0	1	0.4	23	20.03	2
DSO Corporate Services Division	16	13.45	0	0	6	6	22	19.45	1
DSO European and Civil Law Reform	8	7.43	0	0	1	1	9	8.43	3
DSO Litigation	32	29.53	0	0	2	2	34	31.53	4
TOTAL	124*	112.44*	0	0	16	15.4	140*	127.84*	14

Other Relevant Information		
No: of staff on Temporary Promotion	Declared Surplus	
	H/C	FTE
1		
4		
1		
1		
	1	0.56
1		
2		
<b>10</b>	<b>1</b>	<b>0.56</b>

<b>Previous Months Total</b>	<b>122*</b>	<b>110.44*</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>13.4</b>	<b>136*</b>	<b>123.84*</b>	<b>8</b>
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<b>11</b>	<b>1</b>	<b>0.56</b>
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NOTES: Figures relate to Permanent and Temporary Staff in Post as per HR Connect at 1 August 2018. \*Departmental Solicitor's Office is included in the overall Totals (2).

\*\*Vacancy figures include analogous grades and refer only to vacancies with an approved Funding and Headcount form which NICS HR is actively seeking to fill. Figures may also include a small number of posts being progressed to fill in anticipation of an approved future dated vacancy.

Data supplied by NICS HR Resourcing

TABLE 2

## Departmental Solicitors Office – TEMPORARY PROMOTIONS

Data at:	1 August 2018
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Agency/Grade 5 Division	Under 6 Months	Between 6 and 12 Months	Over 12 Months	TOTAL	% of Staff (Head Count)
DSO Advisory Division 1	-	1	-	1	6.67%
DSO Advisory Division 2	-	4	-	4	22.22%
DSO Advisory Division 3	-	-	1	1	9.09%
DSO Commercial and Property	-	-	1	1	4.55%
DSO Corporate Services Division	-	-	-	-	-
DSO European and Civil Law Reform	-	1	-	1	12.5%
DSO Litigation	1	1	-	2	6.25%
<b>*DEPARTMENT TOTAL</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>8.06%</b>

NOTES: Figures derived from HR Connect at 1 August 2018.

Data supplied by NICS HR Resourcing



**TABLE 3****Departmental Solicitors Office - Temporary Promotions over 12 months by TP Reason**

Agency/Grade 5 Division	Chain	Leave	Sick Absence	Special Exercise	Maternity	Vacant Post	No Reason Recorded	Total
DSO Advisory Division 1	-	-	-	-	-	-	-	-
DSO Advisory Division 2	-	-	-	-	-	-	-	-
DSO Advisory Division 3	-	-	-	-	-	1	-	1
DSO Commercial and Property	-	-	-	-	-	1	-	1
DSO Corporate Services Division	-	-	-	-	-	-	-	-
DSO European and Civil Law Reform	-	-	-	-	-	-	-	-
DSO Litigation	-	-	-	-	-	-	-	-
<b>DEPARTMENT TOTAL</b>	-	-	-	-	-	2	-	2

**Notes:** TP Reason recorded by line managers on HR Connect. Report taken at 1 August 2018

Data supplied by NICS HR Resourcing

**Departmental Solicitors Office – VACANCIES - \*Figures as at 1 August 2018**

**TABLE 4**

Agency/Grade 5 Division	April 18	May 18	June 18	*July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	*Mar 19
DSO Advisory Division 1	1	0	0	2								
DSO Advisory Division 2	1	0	0	2								
DSO Advisory Division 3	0	0	0									
DSO Commercial and Property	0	0	0	2								
DSO Corporate Services Division	1	1	1	1								
DSO European and Civil Law Reform	1	2	2	3								
DSO Litigation	6	6	5	4								
<b>DEPARTMENTAL TOTAL</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>14</b>								

**NOTES:**

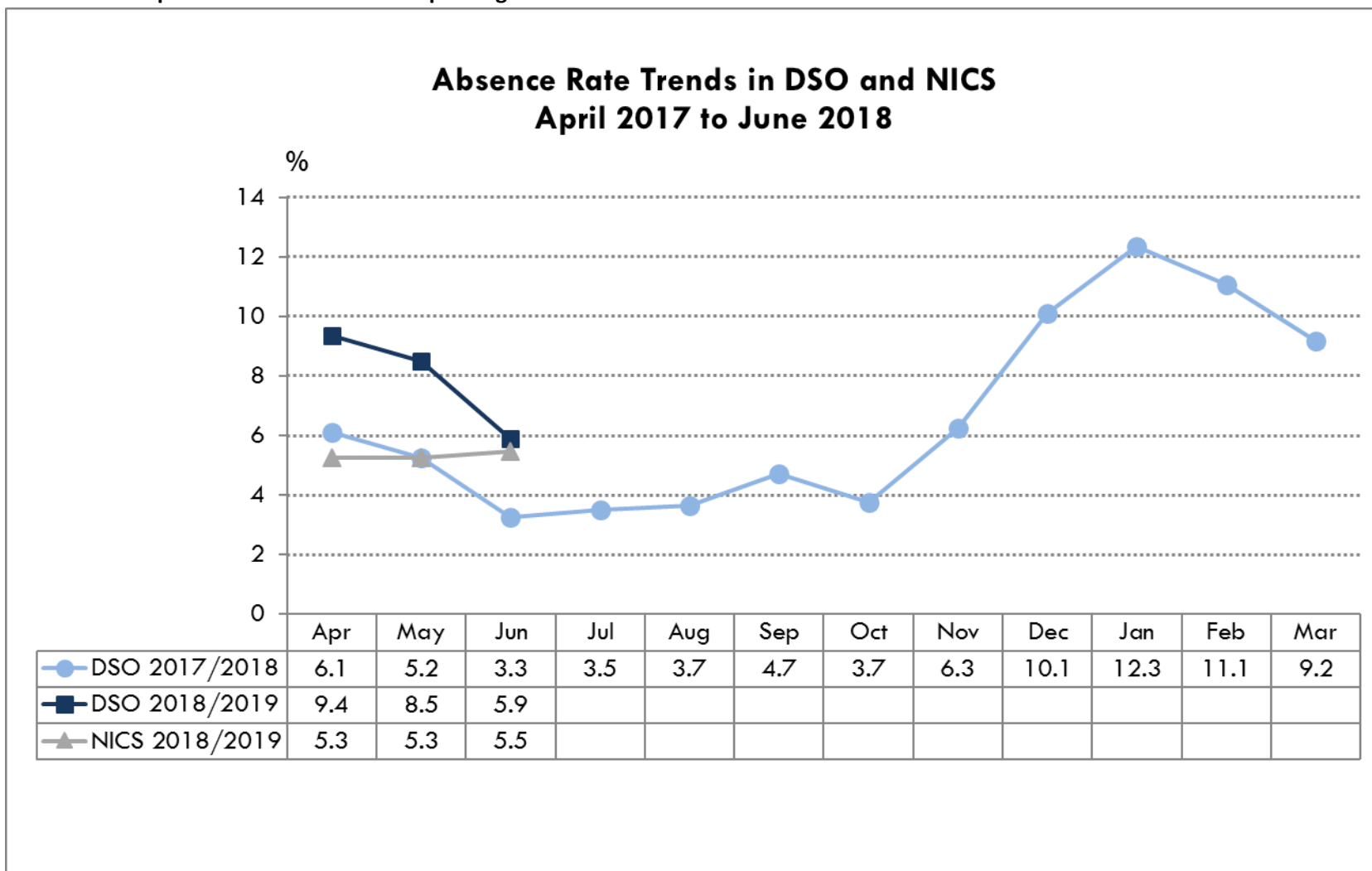
Vacancy figures include analogous grades and refer only to vacancies with an approved Funding and Headcount form which NICS HR is actively seeking to fill. Figures may also include a small number of posts being progressed to fill in anticipation of an approved future dated vacancy.

Data supplied by NICS HR Resourcing

## DSO – SICKNESS ABSENCE RATE TRENDS

Data supplied by NISRA (SOURCE: HRCONNECT)

These figures are derived from management information that feed into the production of official statistics. As such they should be treated as 'Official – Sensitive' and not used in public statements without prior agreement of the lead statistician.



## DSO – SICKNESS ABSENCE – June 2018

**Table 5**

18/19		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	YTD
All sickness absence	% of Available Working Days Lost	9.4	8.5	5.9										7.5
	Projected Average Working Days Lost for 2018/19* (days)	12.7	13.4	13.8										13.8
	Estimated Lost Production (NICS in brackets) (£)	£26k (£2.3m)	£26k (£2.6m)	£19k (£2.7m)										£66k (£7.7m)
Long-Term (LT) sickness absence	Proportion of Available Working Days lost to LT absences (%)	6.4	5.7	3.2										5.5
	No. of Staff on LT sick (No. of Mental Health** cases in brackets)	7 (5)	6 (3)	4 (2)										
Proportion of Staff with no sickness absence (%)		87.1	89.7	89.3										80.6

NOTES: Data supplied by NISRA (SOURCE: HRCONNECT)

\*The provisional Average Working Days Lost for 2017/18 is 15.7.

\*\*Mental health refers to any absence recorded as 'Anxiety/Stress/Depression/Other Psychiatric Illnesses'

These figures are derived from management information that feed into the production of official statistics. As such they should be treated as 'Official – Sensitive' and not used in public statements without prior agreement of the lead statistician.

TABLE 6

## DSO – SICKNESS ABSENCE CASEWORK

## A

Case Type	Cases carried forward from previous month	RtW	Left the Service	New cases	Live Cases – 31 July 2018
Current Long-term sickness absence*	4	0	0	3	7

## B - Long-Term Sickness Absence Cases at 31 July 2018 by Length of Absence

Case Type	Number of live cases at 31 July 2018		
	0-6 months	6-12 months	12 months plus
Long-term sickness absence*	5	1	1

## C - Consideration of Inefficiency Casework at 31 July 2018

Case Type	Cases carried forward from previous month	Cases Closed	New cases	Live Cases – 31 July 2018
Cases under consideration for inefficiency action (Long-Term and Short Term Absences) following their return to work	2	2	0	0

\*Long-term sickness absence is sickness absence lasting 20 working days or more

Data Supplied by Employee Relations

TABLE 7

**DSO – MENTAL HEALTH ILLNESSES****Percentage of Working Days Lost to Mental Health Illnesses (April 18 - June 18)**

Illness	Percentage of Available Working Days Lost to Mental Health Illnesses	
	DSO	NICS Overall
Work Related Stress	2.31	0.69
Other Mental Illness	0.89	1.41
Total – All Mental Health Illnesses	3.20	2.10

**Percentage of Working Days Lost to Work-Related Stress by Grade (April 18 - June 18)**

Analogous Grade Level	Percentage of Available Working Days Lost to Work Related Stress	
	DSO	NICS Overall
SO+	0.14	0.36
EOII/EOI	-	0.58
AA/AO	11.57	0.89
Industrial		0.84

**Note:** “Mental Health” refers here to absences recorded as Anxiety/Stress/Depression/Other Psychiatric Illnesses. Figures in the top table are calculated based on the overall available working days whereas the figures in the bottom table are based on the available working days for each grade grouping only.

Data supplied by NISRA (SOURCE: HRCONNECT)

These figures are derived from management information that feed into the production of official statistics. As such they should be treated as ‘Official – Sensitive’ and not used in public statements without prior agreement of the lead statistician.

TABLE 8

**DSO – SICKNESS ABSENCE RETURN TO WORK INTERVIEWS COMPLIANCE****TARGET: 85 % within 2 working days**

Period:	July 18
Data at:	3 August 18

Agency/Grade 5 Division	Total Number of Absences ended in period	Interview Conducted <=2 working days		Interview Conducted > 2 working days		Interview Not Completed		Interview Date Incorrect	
		No	%	No	%	No	%	No	%
DSO Advisory Division 1	0	0	0	0	0	0	0	0	0
DSO Advisory Division 2	0	0	0	0	0	0	0	0	0
DSO Advisory Division 3	0	0	0	0	0	0	0	0	0
DSO Commercial and Property	0	0	0	0	0	0	0	0	0
DSO Corporate Services Division	0	0	0	0	0	0	0	0	0
DSO Litigation	1	1	100.0	0	0.0	0	0.0	0	0.0
DEPT TOTAL	1	1	100.0	0	0.0	0	0.0	0	0.0
NICS OVERALL TOTAL	869	576	66.3	80	9.2	192	22.1	21	2.4

YEAR TO DATE - PERCENTAGE OF INTERVIEWS CONDUCTED <= 2 working days											
Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
60.0	54.5	42.1	45.0								

**NOTES: Data supplied by NISRA (SOURCE: HRCONNECT)**

- Due to small numbers, European and Civil Law Reform is only included in the overall DSO total.

TABLE 9

**DSO – SICKNESS ABSENCE CERTIFICATION COMPLIANCE INFORMATION****TARGET: 95 % within 2 weeks**

Period:	June 18
Data at:	17 July 18

Agency/Grade 5 Division	Number of absences requiring certification during period	Number of absence occasions compliant <sup>1</sup>		Number of absence occasions NOT compliant		Number of Calendar Days requiring certification	Number of Calendar Days Certified <sup>2</sup>		Number of Calendar Days NOT Certified		Number of Calendar Days Entered Late <sup>3</sup>	
		No	%	No	%		No	%	No	%	No	%
DSO Advisory Division 1	1	1	100.0	0	0.0	9	9	100.0	0	0.0	0	0.0
DSO Advisory Division 2	1	0	0.0	1	100.0	21	15	71.4	0	0.0	6	28.6
DSO Advisory Division 3	1	1	100.0	0	0.0	1	1	100.0	0	0.0	0	0.0
DSO Commercial and Property	0	0	0	0	0	0	0	0	0	0	0	0
DSO Corporate Services Division	6	6	100.0	0	0.0	99	99	100.0	0	0.0	0	0.0
DSO Litigation	3	3	100.0	0	0.0	52	52	100.0	0	0.0	0	0.0
DEPT TOTAL	15	13	86.7	2	13.3	214	207	96.7	1	0.5	6	2.8
NICS OVERALL TOTAL	1,986	1,355	68.2	631	31.8	30,439	27,018	88.8	2,514	8.3	907	3.0

YEAR TO DATE - PERCENTAGE OF ABSENCES COMPLIANT											
Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
56.3	44.4	55.6									

NOTES: Data supplied by NISRA (SOURCE: HRCONNECT)

<sup>1</sup>Compliant sick absences are those that are correctly recorded and all days are either self-certified or covered by medical evidence

<sup>2</sup>Certified Sick absences are those covered by self-certification or medical evidence

<sup>3</sup>Days entered late refer to sick absence occasions that are covered by medical evidence, but the medical evidence has been submitted later than the stipulated period

\*As staff/managers have 2 weeks to certify a sick absence, data in this table relates to previous month.

Due to small numbers, European and Civil Law Reform is only included in the overall DSO total.



TABLE 10

**DSO – EMPLOYEE RELATIONS CASEWORK**

Case Type	Carried forward from Previous Month	Cases Closed	New cases	Live Cases as at 31 July 2018
Dignity at Work	4	0	0	4
Discipline	0	0	0	0
Inefficiency Performance	0	0	0	0
Grievance	0	0	0	0
Industrial Tribunals	1	0	0	1
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>

NOTES: Data supplied by NICS HR Employee Relations

TABLE 11

## DSO – 2017/18 END OF YEAR REVIEWS AS AT 1 AUGUST 2018

TARGET: 90% AGREED BY 30 APRIL 2018

Agency/Grade 5 Division	Agreed		In Progress		Not Started	
	%	Count	%	Count	%	Count
Advisory Division 1	28.6%	4	21.4%	3	50.0%	7
Advisory Division 2	64.7%	11	5.9%	1	29.4%	5
Advisory Division 3	100.0%	10	0.0%	0	0.0%	0
Commercial and Property	70.0%	14	10.0%	2	20.0%	4
Corporate Services	75.0%	12	18.8%	3	6.3%	1
Litigation	70.4%	19	3.7%	1	25.9%	7
<b>DSO TOTAL</b>	<b>66.4%</b>	<b>75</b>	<b>11.5%</b>	<b>13</b>	<b>22.1%</b>	<b>25</b>
<b>NICS TOTAL</b>	<b>88.7%</b>	<b>18501</b>	<b>3.4%</b>	<b>709</b>	<b>7.9%</b>	<b>1657</b>

## Notes:

- Data supplied by NISRA (Source: HRConnect).
- Due to small numbers, European and Civil Law Reform is only included in the overall DSO total.

2017/18 End of Year Reviews Agreed												
	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019
<b>DSO</b>	11.0%	43.1%	61.6%	66.4%								
<b>NICS</b>	54.6%	76.7%	85.7%	88.7%								

TABLE 12

## DSO – PPA/PDPs AS AT 1 AUGUST 2018

TARGET: 90% AGREED BY 30 JUNE 2018

Agency/Grade 5 Division	Agreed		In Progress		Not Started	
	%	Count	%	Count	%	Count
Advisory Division 1	7.1%	1	42.9%	6	50.0%	7
Advisory Division 2	83.3%	15	5.6%	1	11.1%	2
Advisory Division 3	100.0%	11	0.0%	0	0.0%	0
Commercial and Property	77.3%	17	22.7%	5	0.0%	0
Corporate Services	50.0%	8	18.8%	3	31.3%	5
Litigation	74.2%	23	6.5%	2	19.4%	6
<b>DSO TOTAL</b>	<b>64.5%</b>	<b>78</b>	<b>15.7%</b>	<b>19</b>	<b>19.8%</b>	<b>24</b>
<b>NICS TOTAL</b>	<b>84.2%</b>	<b>17535</b>	<b>6.1%</b>	<b>1262</b>	<b>9.7%</b>	<b>2023</b>

## Notes:

- Data supplied by NISRA (Source: HRConnect).
- Due to small numbers, European and Civil Law Reform is only included in the overall DSO total.

PPA/PDPs Agreed												
	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019
<b>DSO</b>	6.2%	20.9%	58.3%	64.5%								
<b>NICS</b>	24.1%	60.1%	74.9%	84.2%								