



Title of paper:	Monthly HR Report for EMFG Departmental Board Meeting September 2018
Name of NICS HR SHRBP:	[REDACTED]
Purpose of Paper:	To provide EMFG Departmental Board with relevant HR information and analysis.
FOI Implications:	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
Recommendation:	To note the information/analysis provided.

DEPARTMENTAL HR INFORMATION AND ANALYSIS

For EMFG Departmental Board September 2018

1. BUSINESS PARTNER SUMMARY

The BP team and resourcing colleagues continue to work closely with EMFG colleagues to progress the Scientific Officer recruitment competition. Work is also ongoing with relevant business areas on a range of HR matters including exploring specialist Apprenticeship options along with DOJ colleagues and the ongoing staffing issues facing the Regional Operations Unit and specifically the Country Parks and Nature Reserves.

2. QUALITATIVE INFORMATION AND ANALYSIS – FUNCTIONAL AREA

2.1 Resourcing

Departmental Recruitment and Promotion Update

The NICS HR Vacancy Management Team continues to liaise with EMFG business areas in relation to an increasing number of vacancies (97 vacancies in total). Of the 20 plus competitions currently being progressed 7 have been with NICS HR more than 6 months and an update on these is detailed below:

Date Received	IRC Number	Grade	Comments
8 Feb 17	Not Allocated	PS EPD	Unsuccessful from Pools. Filled by Agency worker until PS Competition later this year.
20 June 17	220483	Ind. Charge Hand/Grade C Inland Fisheries	CIB sent to BA April 18. Latest reminder sent 5 Jul 18. Still outstanding.
19 July 17	221134	Fisheries Officer Fisheries Downshire/Inland Fisheries	Back with BA 19 July re comments from TUS
25 July 17	226565	Deputy Chief Fisheries Officer Downpatrick	Interviews scheduled August 2018

27 July 17	23178	HScO RED	With HRConnect to arrange CIM
14 Nov 17	226399	SO NED	Relates to BallyKelly Relocation. Release date currently being negotiated with BA's
Various	Not yet allocated	ScO RED/NED/Marine	Large volume competition -30 plus posts. Meeting between NICSHR, BA's representative and HRConnect to agree way forward. BA's to consider modifications to criteria with the intention to advertise early September.

To address ongoing Brexit resourcing requirements, a range of Brexit Elective Transfers have been advertised across NICS to date which offer a supply of staff to be released within two weeks, in accordance with the agreed approach to resourcing Brexit posts. The majority of these specify desirable skills/experience in policy and legislation. Managers with Brexit vacancies are encouraged to consider supply from existing Elective Transfers which have already been advertised and where a preference list of candidates exists. A list of Brexit Elective Transfers issued has been shared for circulation across the Department for information and consideration.

NICS HR is currently developing corporate 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.

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 was published on 2nd July 2018, NICSHR is liaising with the NICS Board to decide how further vacancies will be filled. The General Service G7 competition launched on 23rd April and first stage assessments started on 11th June 2018. The second stage will commence in September. 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**

Sick Absence

Details of Sickness absence casework is at Table 7.

In respect of absence inefficiency breaches consideration is given to whether a written warning, final written warning or no further action is appropriate. Long term sickness absence continues to be managed by regular case review by HR with input from Occupational Health Service and Welfare, as appropriate. Business Intelligence Reports issued to Line Managers (Staff Officer and above) provide more details on sickness absence and in particular compliance.

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.
- [REDACTED] will lead a function responsible for People Strategy, Transformation and Diversity and Inclusion.

It is expected that [REDACTED] will take on responsibility for Business Partnering in late September/early October and he will be contacting Permanent Secretaries specifically to discuss HR Business Partnering going forward.

3. **RECOMMENDATIONS**

The Board are asked to note the paper.

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TABLE 1

EMFG – Current Staff In Post, Vacancies, Temporary Promotions and Surplus Staff

DATA AT: 1 August 2018

Agency/Grade 3 Division	Agency/Grade 3 Division									Other Relevant Information		
	Permanent Staff in Post		Temporary Staff		Agency/ Contract Staff		Total Headcount	Total FTE	Vacancies (H/C) (actively seeking to fill)*	No: of Staff on Temporary Promotion	Declared Surplus	
	H/C	FTE	H/C	FTE	H/C	FTE					H/C	FTE
DAERA, NIEA Chief Exec Off/Bus Supp/ CIDB	38	34.76			0	0	38	34.76	8	6		
NIEA – Natural Environment Division (NED)	148	141.57			43	41.8	191	183.37	23	19		
NIEA – Resource Efficiency Division (RED)	303	289.47			29	29.0	332	318.47	37	6		
DAERA, Regulatory & Natural Resources Policy Division	55	52.10			1	1.0	56	53.10	5	6		
DAERA, Environmental Policy Division	27	26.00			1	1.0	28	27.00	9	5		
DAERA, Marine & Fisheries Division	154	146.68			11	11.0	165	157.68	19	5		
TOTAL	725	690.58	0	0	85	83.8	810	774.38	101	47	0	0
Previous Month's Total	726	691.55	0	0	80	80	806	771.55	96	49	0	0

NOTES:

Figures relate to Permanent and Temporary Staff in Post as per HRConnect at 1 August 2018. Figures exclude Payroll only staff, Staff on Career Break and Seconded Out Staff.

*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 do not include vacancies which have internal departmental approval and have not been submitted to NICS HR Resourcing to fill. **Data supplied by NICS HR Resourcing**

TABLE 2

EMFG – Staff-In-Post – Figures at 1 August 2018

Agency/Grade 3 Division													
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
DAERA, NIEA Chief Exec Off/Bus Supp/ CIDB	H/C	39	37	39	38								
	FTE	35.76	33.76	35.76	34.76								
NIEA – Natural Environment Division (NED)	H/C	148	149	149	148								
	FTE	141.57	142.57	142.57	141.57								
NIEA – Resource Efficiency Division (RED)	H/C	304	303	299	303								
	FTE	290.23	289.44	285.44	289.47								
DAERA, Regulatory & Natural Resources Policy Division	H/C	58	57	56	55								
	FTE	55.30	54.1	53.10	52.10								
DAERA, Environmental Policy Division	H/C	26	26	27	27								
	FTE	25.0	25.0	26.0	26.0								
DAERA, Marine & Fisheries Division	H/C	157	157	156	154								
	FTE	149.18	149.68	148.68	146.68								
TOTAL	H/C	732	729	726	725								
	FTE	697.04	694.55	691.55	690.58								
**NICS OVERALL TOTAL	H/C	23243	23231	23198									
	FTE	21637.46	21626.38	21592.87									

NOTES:

Data supplied by NICS HR Resourcing

Figures exclude Agency Staff

H/C = Head Count

FTE = Full Time Equivalent

** Figure can only be provided as at the end of the previous month

TABLE 3

EMFG – TEMPORARY PROMOTIONS

Data at:	1 August 2018
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Agency/Grade 3 Division	Under 6 Months	Between 6 and 12 Months	Over 12 Months	TOTAL	% of Staff (Head Count)
DAERA, NIEA Chief Exec Off/Bus Supp/ CIDB	1	3	2	6	15.79
*NIEA – Natural Environment Division (NED)	8	1	10	19	12.84
NIEA – Resource Efficiency Division (RED)	6	0	0	6	1.98
DAERA, Regulatory & Natural Resources Policy Division	3	1	2	6	10.91
DAERA, Environmental Policy Division	1	2	2	5	18.52
DAERA, Marine & Fisheries Division	2	2	1	5	3.25
AGENCY TOTAL	21	9	17	47	6.48

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Departmental Total TPs	230	238	255	248								
Departmental Total (%)	7.88	8.17	6.74	6.75								
**NICS Total (%)	6.66	6.87	7.27									

NOTES: Figures derived from HR Connect at 1 August 2018

*This figure also includes 5 staff (Headcount) in EMFG Natural Environment Division who are temporarily promoted due to the TG1 Industrial Pay and Grading Review.

** Figure can only be provided as at the end of the previous month

Data supplied by NICS HR Resourcing

TABLE 4

EMFG - Temporary Promotions over 12 months by TP Reason

Agency/Grade 3 Division	Chain	Leave	Sick Absence	Special Exercise	Maternity	Vacant Post	No Reason Recorded	Total
DAERA, NIEA Chief Exec Off/Bus Supp/ CIDB						2		2
NIEA – Natural Environment Division (NED)				8		2		10
NIEA – Resource Efficiency Division (RED)								
DAERA, Regulatory & Natural Resources Policy Division	1		1					2
DAERA, Environmental Policy Division	1					1		2
DAERA, Marine & Fisheries Division				1				1
DEPARTMENT TOTAL	2		1	9		5		17

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

Data supplied by NICS HR Resourcing

EMFG – VACANCIES* - Figures as at 1 August 2018
TABLE 5

Agency/Grade 3 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
DAERA, NIEA Chief Exec Off/Bus Supp/ CIDB	1	2	8	8								
NIEA – Natural Environment Division (NED)	45	21	26	23								
NIEA – Resource Efficiency Division (RED)	2	25	35	37								
DAERA, Regulatory & Natural Resources Policy Division	2	1	6	5								
DAERA, Environmental Policy Division	8	8	5	9								
DAERA, Marine & Fisheries Division	14	15	16	19								
DEPARTMENTAL TOTAL	72	72	96	101								

NOTES:

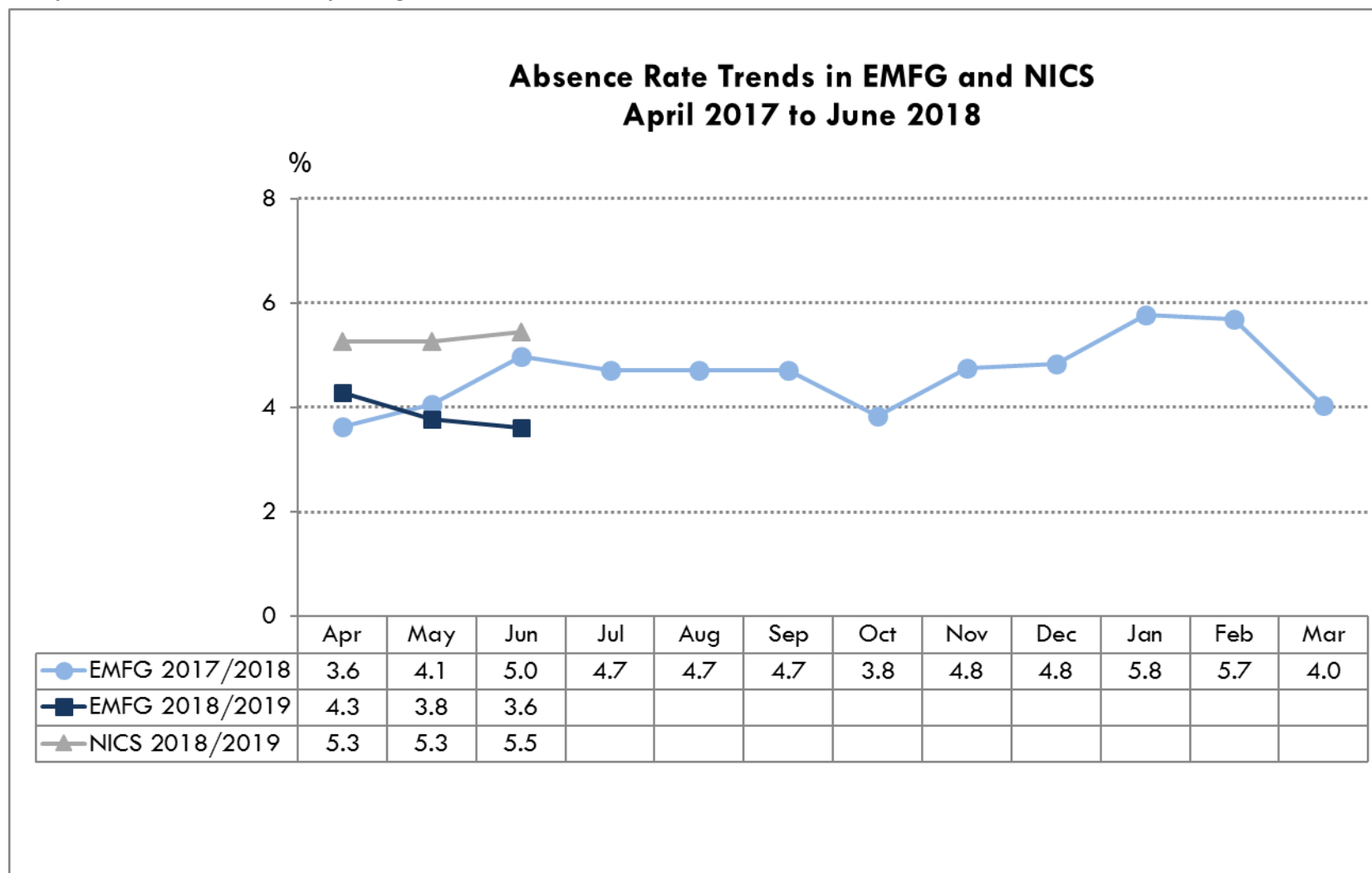
*Vacancy figures include analogous grades and refer only to vacancies with an approved Funding and Headcount form which NICS HR is actively seeking to fill. Figures do not include vacancies which have internal departmental approval and have not been submitted to NICS HR Resourcing to fill.

Data supplied by NICS HR Resourcing

EMFG – SICKNESS ABSENCE RATE TRENDS

Data supplied by NISRA (SOURCE: HRCONNECT and COMPASS)

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.



EMFG – SICKNESS ABSENCE – June 2018

Table 6

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	4.3	3.8	3.6										3.9
	Projected Average Working Days Lost for 2018/19* (days)	11.4	9.5	8.4										8.4
	Estimated Lost Production (NICS in brackets) (£)	£66k (£2.3m)	£63k (£2.6m)	£60k (£2.7m)										£0.2m (£7.7m)
Long-Term (LT) sickness absence	Proportion of Available Working Days lost to LT absences (%)	2.7	2.4	1.9										2.7
	No. of Staff on LT sick (No. of Mental Health** cases in brackets)	18 (8)	17 (6)	13 (5)										
Proportion of Staff with no sickness absence (%)		93.2	92.3	93.5										86.3

NOTES:

*The provisional Average Working Days Lost for 2017/18 is 10.6.

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

Data supplied by NISRA (SOURCE: HRCONNECT and COMPASS)

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 7

EMFG – 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*	13	1	0	3	15

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*	10	3	2

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	31	3	11	39

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

Data Supplied by Employee Relations

TABLE 8

EMFG – 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	
	EMFG	NICS Overall
Work Related Stress	0.44	0.69
Other Mental Illness	0.77	1.41
Total – All Mental Health Illnesses	1.22	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	
	EMFG	NICS Overall
SO+	0.30	0.36
EOII/EOI	0.88	0.58
AA/AO	0.27	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 and COMPASS)

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 9

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

Period:	July 18
Data at:	3 August 18

Agency/Grade 3 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	%
DAERA, Environmental Policy Division	2	1	50.0	0	0.0	1	50.0	0	0.0
DAERA, Marine & Fisheries Division	3	2	66.7	1	33.3	0	0.0	0	0.0
NIEA – Chief Exec Off/Bus Supp/ CIDB	1	0	0.0	0	0.0	1	100.0	0	0.0
NIEA – Natural Environment Division (NED)	2	0	0.0	1	50.0	1	50.0	0	0.0
NIEA – Resource Efficiency Division (RED)	10	4	40.0	3	30.0	2	20.0	1	10.0
DAERA, Regulatory & Natural Resources Policy Division	4	2	50.0	1	25.0	1	25.0	0	0.0
DEPT TOTAL	22	9	40.9	6	27.3	6	27.3	1	4.5
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
53.8	54.2	53.6	53.5								

NOTES: Data supplied by NISRA (SOURCE: HRCONNECT)

TABLE 10

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

Period:	June 18
Data at:	17 July 18

Agency/Grade 3 Division	Number of absences requiring certification during period	Number of absence occasions compliant ¹		Number of absence occasions NOT compliant		Number of Calendar Days requiring certification	Number of Calendar Days Certified ²		Number of Calendar Days NOT Certified		Number of Calendar Days Entered Late ³	
		No	%	No	%		No	%	No	%	No	%
DAERA, Environmental Policy Division	2	2	100.0	0	0.0	31	31	100.0	0	0.0	0	0.0
DAERA, Marine & Fisheries Division	9	5	55.6	4	44.4	93	83	89.2	5	5.4	5	5.4
NIEA – Chief Exec Off/Bus Supp/ CIDB	3	3	100.0	0	0.0	62	62	100.0	0	0.0	0	0.0
NIEA – Natural Environment Division (NED)	5	3	60.0	2	40.0	77	72	93.5	5	6.5	0	0.0
NIEA – Resource Efficiency Division (RED)	26	13	50.0	13	50.0	395	310	78.5	81	20.5	4	1.0
DAERA, Regulatory & Natural Resources Policy Division	3	2	66.7	1	33.3	39	34	87.2	5	12.8	0	0.0
DEPT TOTAL	48	28	58.3	20	41.7	697	592	84.9	96	13.8	9	1.3
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
64.0	61.7	57.1									

NOTES: Data supplied by NISRA (SOURCE: HRCONNECT)

¹Compliant sick absences are those that are correctly recorded and all days are either self-certified or covered by medical evidence²Certified Sick absences are those covered by self-certification or medical evidence³Days 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.

TABLE 11

EMFG – EMPLOYEE RELATIONS CASEWORK

Case Type	Carried forward from 30 June 2018	Cases Closed during July 2018	New cases during July 2018	Live Cases as at 31 July 2018
Dignity at Work	1	0	0	1
Discipline	0	0	1	1
Inefficiency Performance	0	0	0	0
Grievance	0	0	0	0
Industrial Tribunals	0	0	0	0
Total	1	0	1	2

NOTES: Data supplied by NICS HR Employee Relations

TABLE 12

EMFG – 2017/18 END OF YEAR REVIEWS AS AT 1 AUGUST 2018**TARGET: 90% AGREED BY 30 APRIL 2018**

Agency/Grade 3 Division	Agreed		In Progress		Not Started	
	%	Count	%	Count	%	Count
Environmental Policy Division	100.0%	27	0.0%	0	0.0%	0
Marine and Fisheries Division	94.7%	126	2.3%	3	3.0%	4
Regulatory & Natural Resources Policy Division	100.0%	55	0.0%	0	0.0%	0
NIEA: CEO / Business Support / CIDB	91.2%	31	0.0%	0	8.8%	3
NIEA: Natural Environment Division (NED)	93.4%	127	3.7%	5	2.9%	4
NIEA: Resource Efficiency Division (RED)	91.9%	274	2.3%	7	5.7%	17
EMFG TOTAL	93.7%	641	2.2%	15	4.1%	28
NICS TOTAL	87.8%	18346	3.8%	794	8.4%	1756

Notes:

- Data supplied by NISRA (Source: HRConnect).
- Subtotals may not match Departmental total as some staff fall outside the Agency/Grade 3 Division structure.

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
EMFG	55.4%	84.8%	91.3%	93.7%								
NICS	54.6%	76.7%	85.7%	87.8%								

TABLE 13

EMFG – PPA/PDPs AS AT 1 AUGUST 2018

TARGET: 90% AGREED BY 30 JUNE 2018

Agency/Grade 3 Division	Agreed		In Progress		Not Started	
	%	Count	%	Count	%	Count
Environmental Policy Division	100.0%	27	0.0%	0	0.0%	0
Marine and Fisheries Division	92.5%	123	5.3%	7	2.3%	3
Regulatory & Natural Resources Policy Division	100.0%	55	0.0%	0	0.0%	0
NIEA: CEO / Business Support / CIDB	94.1%	32	0.0%	0	5.9%	2
NIEA: Natural Environment Division (NED)	97.1%	132	2.9%	4	0.0%	0
NIEA: Resource Efficiency Division (RED)	92.0%	277	3.3%	10	4.7%	14
EMFG TOTAL	94.2%	647	3.1%	21	2.8%	19
NICS TOTAL	84.2%	17535	6.1%	1262	9.7%	2023

Notes:

- Data supplied by NISRA (Source: HRConnect).
- Subtotals may not match Departmental total as some staff fall outside the Agency/Grade 3 Division structure.

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
EMFG	21.0%	65.4%	80.2%	94.2%								
NICS	24.1%	60.1%	74.9%	84.2%								