

From: [REDACTED]
Date: 23 July 2018
To: W&I Directors Forum

HUMAN RESOURCES MANAGEMENT INFORMATION REPORT

Recommendation

The report attached is in respect of Working Age and Social Inclusion areas within the Work and Inclusion Group and provides information on Performance Management and Temporary Promotion position; and a further analysis of the vacancy position: (i) number of posts by grade; (ii) number of staff in post by grade; (iii) number of Agency workers by grade; (iv) vacancies/surpluses; and (v) sickness absence information.

2. Key points to note in the last month have included:

- Mental Health: the pilot programmes in the 3 areas will continue and an evaluation of the intervention strategy up to July 2018 will be incorporated in the Mental Health Project findings which has been tabled for consideration at the September DMB meeting. **It is also planned to introduce the pilot to Armagh and Ballymena UC teams to provide a stronger statistical profile for work related stress cases. Awareness seminars have been arranged for Armagh – 16 August and Ballymena 14 August 2018. TUS colleagues have been notified.**
- Management met with TUS colleagues on 20 July to discuss the proposed handling arrangements for the management of oversupply within WIG. It is proposed that a communication will issue to affected staff in due course outlining the process to be applied.

I have attached tables detailing the information outlined above in the format of the stewardship report that is presented to DMB on a bi-monthly basis.

SIGNED:

[REDACTED]

TABLE 1: DfC – VACANCY ANALYSIS - STAFF IN POST (FTE), VACANCIES AND SURPLUSES

| Grade 3 Group | Staff in Post 18 May 2018 v May 2018 baseline | | | | | | | | | |
|---|---|-------------------|----------------------|-------------------|--------------------------|-------------------|----------------|----------------|----------------|------------|
| | Permanent | | Temporary/Fixed Term | | Recruitment Agency/Other | | Total Baseline | Total FTE | Variance | Bids* |
| | Baseline | Staff in Post FTE | Baseline | Staff in Post FTE | Baseline | Staff in Post FTE | | | | |
| DfC, Engaged Communities Group | 429.95 | 374.41 | 1.00 | 1.00 | | 37.80 | 430.95 | 413.21 | -17.74 | 31 |
| DfC, Housing, Urban Regeneration & Local Government Group | 382.36 | 345.77 | 3.00 | | | 11.00 | 385.36 | 356.77 | -28.59 | 11 |
| DfC, Strategic Planning and Resources Group | 709.24 | 624.09 | | 0.20 | | 9.00 | 709.24 | 633.29 | -75.95 | 48 |
| DfC, Work and Inclusion Group | 6236.11 | 5551.51 | 5.88 | 151.87 | 947.22 | 1170.00 | 7189.21 | 6873.38 | -315.83 | 327 |
| TOTAL | 7757.66 | 6895.78 | 9.88 | 153.07 | 947.22 | 1227.80 | 8714.76 | 8276.65 | -438.11 | 417 |

| | | | | | | | | | | |
|------------------------|---------|---------|------|--------|--------|---------|---------|---------|---------|-----|
| Previous Month's Total | 7739.04 | 6883.66 | 9.93 | 159.07 | 947.22 | 1151.00 | 8696.19 | 8193.73 | -502.46 | 423 |
|------------------------|---------|---------|------|--------|--------|---------|---------|---------|---------|-----|

No June figures were prepared and July statistics will be incorporated next month.

*Figures include bids for fixed term and Recruitment Agency workers 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.

A breakdown of Work and Inclusion Group staff in post by Grade 5 Division compared to the June 18 baselines are outlined below:

TABLE 2: WORK & INCLUSION – VACANCY ANALYSIS - STAFF IN POST (FTE), VACANCIES AND SURPLUSES BY G5 COMMAND

| Work and Inclusion Group | | | |
|--------------------------|-----------------------------------|------------------------------------|------------------------|
| | Total Grade 3 June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | 0.00 | 0.00 | 0.00 |
| Special Advisor | 0.00 | 0.00 | 0.00 |
| Grade 3 | 1.00 | 0.20 | -0.80 |
| Grade 5 | 6.00 | 6.00 | 0.00 |
| Grade 6 | 7.00 | 6.00 | -1.00 |
| Grade 7 | 45.50 | 39.01 | -6.49 |
| DP | 111.27 | 107.74 | -3.53 |
| SO | 267.84 | 258.08 | -9.76 |
| EO1 | 519.10 | 475.38 | -43.72 |
| EO2 | 2312.80 | 1893.68 | -419.12 |
| AO | 2623.64 | 2419.51 | -204.13 |
| AA | 337.95 | 301.10 | -36.85 |
| Personal Secretary | 4.77 | 3.77 | -1.00 |
| Typists | 4.40 | 3.81 | -0.59 |
| Temporary AO | 5.84 | 13.00 | 7.16 |
| Temporary EO2 | 0.00 | 0.00 | 0.00 |
| Fixed Term AO | 0.00 | 3.67 | 3.67 |
| Fixed Term EO2 | 0.00 | 134.00 | 134.00 |
| Recruitment Agency | 947.22 | 1199.00 | 251.78 |
| Non-Civil Servants | 0.00 | 0.00 | 0.00 |
| Total | 7194.33 | 6863.95 | -330.38 |

| Deputy Secretary Grade 3 Office | | | |
|---------------------------------|-------------------------------|------------------------------------|------------------------|
| | G3 Office June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | 1.00 | | -1.00 |
| Grade 5 | | 1.00 | 1.00 |
| Grade 6 | | | 0.00 |
| Grade 7 | 1.00 | 1.00 | 0.00 |
| DP | 2.00 | 2.00 | 0.00 |
| SO | 2.00 | | -2.00 |
| EO1 | 8.00 | 3.00 | -5.00 |
| EO2 | 7.00 | 4.00 | -3.00 |
| AO | 2.00 | 1.00 | -1.00 |
| AA | | | 0.00 |
| Personal Secretary | 1.00 | 1.00 | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | | 0.00 |
| Recruitment Agency | | 3.00 | 3.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 24.00 | 16.00 | -8.00 |

| Working Age Services | | | |
|----------------------|---|------------------------------------|------------------------|
| | Working Age Services June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | 1.00 | 1.00 | 0.00 |
| Grade 6 | 1.00 | 1.00 | 0.00 |
| Grade 7 | 6.20 | 6.00 | -0.20 |
| DP | 20.40 | 20.29 | -0.11 |
| SO | 62.70 | 65.75 | 3.05 |
| EO1 | 126.91 | 116.07 | -10.84 |
| EO2 | 821.04 | 688.88 | -132.16 |
| AO | 1111.68 | 986.11 | -125.57 |
| AA | 191.46 | 180.93 | -10.53 |
| Personal Secretary | | | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | 3.67 | 3.67 |
| Fixed Term EO2 | | 48.00 | 48.00 |
| Recruitment Agency | 433.07 | 591.00 | 157.93 |
| Non-Civil Servants | | | 0.00 |
| Total | 2775.46 | 2708.70 | -66.76 |

| Social Security Policy & Legislation | | | |
|--------------------------------------|--|------------------------------------|------------------------|
| | Social Security Policy & Legislation June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | 1.00 | 1.00 | 0.00 |
| Grade 6 | | | 0.00 |
| Grade 7 | 5.00 | 4.00 | -1.00 |
| DP | 12.18 | 11.61 | -0.57 |
| SO | 15.10 | 14.32 | -0.78 |
| EO1 | 12.00 | 10.60 | -1.40 |
| EO2 | 1.00 | 0.60 | -0.40 |
| AO | | | 0.00 |
| AA | 2.00 | 1.78 | -0.22 |
| Personal Secretary | 1.00 | 1.00 | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | | 0.00 |
| Recruitment Agency | | | 0.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 49.28 | 44.91 | -4.37 |

| Work and Wellbeing Division | | | |
|-----------------------------|---|------------------------------------|------------------------|
| | Work and Wellbeing June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | 1.00 | | -1.00 |
| Grade 6 | 1.00 | 1.00 | 0.00 |
| Grade 7 | 7.00 | 6.61 | -0.39 |
| DP | 19.79 | 19.39 | -0.40 |
| SO | 32.48 | 26.88 | -5.60 |
| EO1 | 48.38 | 39.70 | -8.68 |
| EO2 | 57.50 | 49.68 | -7.82 |
| AO | 35.79 | 28.57 | -7.22 |
| AA | | | 0.00 |
| Personal Secretary | | | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | 2.00 | 2.00 |
| Recruitment Agency | 4.00 | 12.00 | 8.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 206.94 | 185.83 | -21.11 |

| Universal Credit | | | |
|---------------------|--------------------------------------|------------------------------------|------------------------|
| | Universal Credit June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | 1.00 | 1.00 | 0.00 |
| Grade 6 | 2.00 | 1.00 | -1.00 |
| Grade 7 | 12.00 | 7.00 | -5.00 |
| DP | 28.60 | 28.80 | 0.20 |
| SO | 74.89 | 72.48 | -2.41 |
| EO1 | 131.05 | 130.76 | -0.29 |
| EO2 | 555.69 | 479.58 | -76.11 |
| AO | 467.35 | 442.83 | -24.52 |
| AA | 39.91 | 26.41 | -13.50 |
| Personal Secretary | | | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | | 0.00 |
| Recruitment Agency | 34.00 | 67.00 | 33.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 1346.49 | 1256.86 | -89.63 |

| Pensions, Disability & Corporate Services Division | | | |
|--|--|------------------------------|---------------------|
| | Pensions, Disability & Corporate Services June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | 0.20 | 0.20 |
| Grade 5 | 1.00 | 1.00 | 0.00 |
| Grade 6 | 2.00 | 2.00 | 0.00 |
| Grade 7 | 8.30 | 8.40 | 0.10 |
| DP | 17.60 | 18.01 | 0.41 |
| SO | 57.83 | 54.97 | -2.86 |
| EO1 | 138.93 | 126.69 | -12.24 |
| EO2 | 631.58 | 452.79 | -178.79 |
| AO | 547.51 | 522.16 | -25.35 |
| AA | 104.58 | 91.98 | -12.60 |
| Personal Secretary | 1.00 | | -1.00 |
| Typists | 4.40 | 3.81 | -0.59 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | 84.00 | 84.00 |
| Recruitment Agency | 39.15 | 64.00 | 24.85 |
| Non-Civil Servants | | | 0.00 |
| Total | 1553.88 | 1430.01 | -123.87 |

| CMS, Social Strategy & Wraparound | | | |
|-----------------------------------|------------------------------|------------------------------|---------------------|
| | CMS, SS, WR June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | 1.00 | | -1.00 |
| Grade 6 | 1.00 | 1.00 | 0.00 |
| Grade 7 | 6.00 | 6.00 | 0.00 |
| DP | 10.70 | 7.64 | -3.06 |
| SO | 22.84 | 23.68 | 0.84 |
| EO1 | 53.83 | 48.56 | -5.27 |
| EO2 | 238.99 | 218.15 | -20.84 |
| AO | 459.31 | 438.84 | -20.47 |
| AA | | | 0.00 |
| Personal Secretary | 1.77 | 1.77 | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | 5.84 | 13.00 | 7.16 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | | 0.00 |
| Recruitment Agency | 437.00 | 462.00 | 25.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 1238.28 | 1220.64 | -17.64 |

| Evaluation of Welfare Review Division | | | |
|---------------------------------------|--|------------------------------|---------------------|
| | Evaluation Welfare Review June 18 Baseline | Substantive SIP @ 19/06/2018 | Surplus / Vacancies |
| Permanent Secretary | | | 0.00 |
| Special Advisor | | | 0.00 |
| Grade 3 | | | 0.00 |
| Grade 5 | | 1.00 | 1.00 |
| Grade 6 | | | 0.00 |
| Grade 7 | | | 0.00 |
| DP | | | 0.00 |
| SO | | | 0.00 |
| EO1 | | | 0.00 |
| EO2 | | | 0.00 |
| AO | | | 0.00 |
| AA | | | 0.00 |
| Personal Secretary | | | 0.00 |
| Typists | | | 0.00 |
| Temporary AO | | | 0.00 |
| Temporary EO2 | | | 0.00 |
| Fixed Term AO | | | 0.00 |
| Fixed Term EO2 | | | 0.00 |
| Recruitment Agency | | | 0.00 |
| Non-Civil Servants | | | 0.00 |
| Total | 0.00 | 1.00 | 1.00 |

Note: The above Staff in Post Full time equivalent (FTE) information is provided at substantive grade and was downloaded from HR Connect at 19 June 2018.

The 0.2 Grade 3 is in PDBS carrying out the PIP Independent Review.

Baseline information reflects the June 2018 Baseline provided by Finance Management Branch.

TABLE 3: FORMAL VACANCIES at 16 JULY 2018

| Grade 5 Business Area | Branch / Unit | Grade | Method to Fill |
|--|--------------------------|--------------------------|---|
| Working Age – [REDACTED] [REDACTED] | Antrim (DS) | 1 x EO1 | Officer identified from promotion list - start date TBC |
| | | 8 x EO2 | 1 to be filled from promotion list - start date 30.07.18. Considering pools and promotion list for remainder. |
| | Belfast Region - Lisburn | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |
| | BPC Andersonstown | 4 x EO2 | To be filled from promotion list - 3 due to start 30.07.18, 1 due to start 06.08.18 |
| | BPC Hollywood Road | 2 x EO2 | To be filled from promotion list - 1 due to start 30.07.18, 1 due to start 06.08.18 |
| | | 1 x AO | Officer identified from promotion list - due to start 23.07.18 |
| | | 1 x AA (Agency) | Bid with agency - due to start 16.07.18 |
| | BSC Plaza | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |
| | | 3 x EO2 | 1 officer identified from promotion list - start date 16.07.18. Considering pools / promotion list for remainder. |
| | | 7 x AO | To be filled from promotion list - 1 due to start 23.07.18, 4 due to start 30.07.18 |
| | | 1 x EO1 Trainer (Agency) | Bid with agency - candidate due to start 06.08.18 |
| | | 15 x AO (Agency) | Bid with agency - due to start 23.07.18 |
| | BSC Lisahally | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |

| | | | |
|--|-------------------------------------|------------------|---|
| | Central Programme Management Office | 1 x EO2 | Officer identified from promotion list - due to start 06.08.18 |
| | Corporate Support Branch | 2 x EO1 | Considering promotion list |
| | Dungannon (DS) | 9 x EO2 | To be filled from promotion list - 3 due to start 16.07.18, 3 due to start 30.07.18, 2 due to start 06.08.18 |
| | | 1 x EO2 (Agency) | Bid with agency - due to start 16.07.18 |
| | ESA | 3 x EO1 | 3 officers identified from promotion list - 2 due to start 16.07.18, 1 start date TBC |
| | | 5 x EO2 | To be filled via promotion list - 2 to start 16.07.18, 2 to start 30.07.18 |
| | | 15 x AO | To be filled via promotion list - 4 to start 23.07.18, 3 to start 30.07.18, 3 to start 13.08.18 |
| | FL Andersonstown | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |
| | | 6 x EO2 | 3 officers identified from promotion list - 1 due to start 16.07.18, 1 due to start 30.07.18, 1 due to start 06.08.18 |
| | FL Antrim | 2 x EO2 | 1 to be filled from promotion list - start date 16.07.18 |
| | FL Ballymoney | 1 x EO2 | 1 to be filled from promotion list |
| | FL Bangor | 1 x EO1 | Considering pools lists. |
| | FL Carrickfergus | 3 x EO2 | 1 to be filled from promotion list - start date 16.07.18 |
| | FL Dungannon | 1 x EO2 | To be filled from promotion list. |

| | | | |
|--|-----------------------|----------|--|
| | FL Falls Rd | 1 x EO1 | Officer identified from promotion list - start date TBC |
| | | 2 x EO2 | 2 x officers from promotion list declined. Considering pools. |
| | FL Foyle | 9 x EO2 | 3 to be filled from promotion list - start date 30.07.18 |
| | FL Portadown | 5 x AO | Considering pools / promotion list |
| | FL Newtownabbey | 1 x EO1 | Officer identified from promotion list - start date TBC |
| | FL Shaftesbury Square | 3 x EO2 | 2 officers identified from promotion list - due to start 16.07.18 |
| | | 1 x AO | Considering promotion list |
| | North Belfast | 1 x EO2 | Considering promotion list |
| | Regulated Social Fund | 1 x EO2 | Officer identified from promotion list - start date 30.07.18 |
| | | 6 x AO | 4 officers identified - 3 due to start 16.07.18, 1 due to start 23.07.18 |
| | Royal Avenue | 1 x AO | Officer identified from promotion list - start date 30.07.18 |
| | Service First (Omagh) | 8 x EO2 | Elective transfer unsuccessful. Considering pools lists. 1 officer identified from promotion list - due to start 06.08.18 |
| | South Region (Newry) | 1 x EO1 | Officer due to start 23.07.18 |
| | DWP UC Full Service | 10 x EO2 | 2 x Belfast - 1 due to start 16.07.18, 1 due to start 06.08.18. 8 x Lisahally - 2 due to start 16.07.18, 3 due to start 30.07.18 |
| | | 2 x AO | Lisahally - 2 officers identified from promotion list - due to start 23.07.18 |

| | | | |
|---|----------------------------------|-----------------|---|
| | | 5 x AO (Agency) | Lisahally - start date to be 06.08.18 |
| | | 5 x AA (Agency) | Lisahally - start date to be 06.08.18 |
| | Working Age Group | 2 x G7 | Awaiting supply from promotion lists. |
| | Work & Inclusion Group Support | 1 x PS | No supply - future competition planned |
| Work & Wellbeing - [REDACTED] [REDACTED] | Guidance, Learning & Development | 3 x EO1 | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 start date TBC. Considering pools and promotion list for remaining post. |
| | | 1 x EO2 (Trawl) | Competition advertised 09.07.18.Closing 03.08.18, Sift 20.08.18, interviews 6-10 Sep |
| | | 3 x EO2 | Considering pools lists |
| | | 2 x AO | 1 officer identified from promotion list - due to start 23.07.18. |
| | Employers Online | 2 x EO2 | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 due to start 30.07.18. |
| | | 2 x AO | 2 officers identified from promotion list - 2 due to start 30.07.18. |
| | Employer Services Branch | 2 x EO1 | Considering pools / promotion list (11.07.18) |
| | | 1 x AO | Officer identified from promotion list - due to start 13.08.18 |
| | Health Assessment | 1 x G7 | Considering draft CIB and await confirmation of panel. |

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|-------------------------------|---|-----------------------------|--|
| | | 1 x DP | Bid to HRConnect 13.11.17. Original CIM date of 07.12.17 postponed at request of business area. Awaiting approval to proceed. Business area have advised review completed however they wish to run G7 competition before launching this competition. |
| | | 2 x SO (Higher Psychologist | External competition - 2 candidates identified, arranging start dates |
| | Preparation for Work Services | 3 x SO | Considering pools and promotion list. |
| | | 3 x EO1 | 1 officer identified from promotion list - due to start 16.07.18. Considering pools / promotion list for remaining posts. |
| | | 1 x EO2 | Officer identified from promotion list - due to start 30.07.18 |
| | | | |
| Universal Credit - [REDACTED] | Universal Credit Division, Ballymena | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18. |
| | Universal Credit Division, Belfast Service Centre | 1 x EO2 | Officer identified from promotion list - due to start 30.07.18. |
| | Universal Credit Division, Castle Court | 1 x EO2 | Officer identified from promotion list - due to start 16.07.18. |
| | Universal Credit Division, Falls Rd | 3 x EO2 | Considering pools and promotion list - 1 due to start 16.07.18, 1 due to start 30.07.18. |
| | Universal Credit Division, Lisnagelvin | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18. |
| | Universal Credit Division, Shankill | 2 x EO2 | 1 officer identified from promotion list - due to start 16.07.18. |

| | | | |
|--|-------------------------------|-----------------|---|
| | FL Antrim | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18. |
| | FL Coleraine | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18. |
| | FL Falls Rd | 2 x EO1 | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 start date TBC |
| | FL Limavady | 1 x EO2 | Officer declined post. Considering pools and promotion list |
| | FL Newtownards | 1 x AO (Agency) | With agency - to start 23.07.18 |
| | North Belfast | 2 x EO2 | 2 officers identified from promotion list - 1 due to start 30.07.18, 1 due to start 06.08.18. |
| | Northern Region, Antrim | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |
| | UC Business Change - External | 1 x G7 | Trawl - CIB agreed, Draft to TUS 04/06/18. Trawl approved by NICS HR policy side 08.06.18. CIM 03.07.18 |
| | UC Customer Service | 1 x G7 | Trawl - CIB agreed, Draft to TUS 04/06/18. Trawl approved by NICS HR policy side 08.06.18. CIM 03.07.18 |
| | | 1 x SO | Officer identified from promotion list - due to start 16.07.18 |
| | UC OCC | 2 x EO1 | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 start date TBC |
| | | 15 x EO2 | To be filled from promotion list - 13 due to start 16.07.18, 2 due to start 30.07.18 |
| | | 9 x AO | Considering promotion list (11.07.18) |
| | | 1 x AO (Agency) | Bid with agency - start date to be 18.07.18 |

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|---|-------------------------------|----------------------|--|
| | UC Programme | 1 x DP | Officer identified from promotion list - due to start 30.07.18. |
| | | 1 x EO1 | Considering pools and promotion list |
| | UC Technical & Process Design | 2 x EO1 | Considering pools and promotion list (11.07.18) |
| Child Maintenance and Wraparound Service - [REDACTED] | CMS | 3 x DP | Considering promotion list (16.07.18) |
| | | 3 x VWP SO | Post to be filled by trawl competition - list published 18.06.18. Awaiting start dates. |
| | | 2 x VWP EO1 | VWP Trawl - Awaiting branch response to TUS queries. |
| | | 2 x EO1 | Trainer posts - to be filled via trawl. Drafting CIB |
| | | 1 x EO1 | Considering pools lists (11.07.18) |
| | | 20 x EO2 | Considering promotion list - 3 to start 16.07.18, 7 to start 30.07.18 |
| | | 20 x AO | Considering pools and promotion list (11.07.18) |
| | | 55 x VWP AO (Agency) | With agency, start dates to be 23.07.18, 06.08.18, 20.08.18 |
| | Improving Benefit Uptake | 4 x EO2 | 2 officers identified from promotion list - due to start 16.07.18. Considering promotion list / elective transfer for remainder. |
| | | 7 x AO | 2 officers identified from promotion list - due to start 13.08.18. Considering pools and promotion list for remainder (16.07.18) |
| | | 2 x AO (Agency) | With agency |

| | | | |
|--|--|---------|--|
| | Poverty & Active Aging | 1 x DP | Officer identified from promotion list - start date 30.07.18 |
| Pensions, Disability, Fraud & Error Reduction - [REDACTED] | Benefit Security Division Strategic Planning | 2 x EO1 | 2 officers identified from next tier of promotion list - start date TBC |
| | Bereavement Support & Retirement Provision Command | 1 x SO | Officer identified from promotion list - due to start 16.07.18 |
| | | 1 x EO1 | Officer identified from promotion list - due to start 16.07.18 |
| | DCS | 1 x SO | Considering promotion list (11.07.18) |
| | | 2 x EO1 | 1 officer identified from promotion list - due to start 16.07.18. Considering pools / promotion list for remaining post. |
| | | 13 x AO | 5 officers identified from promotion list - 3 due to start 30.07.18, 2 due to start 13.08.18. 1 to be filled from external list - due to start 24.09.18. Considering pools / promotion list for remainder. |
| | Error Reduction & Information Security | 3 x EO1 | Officer identified from promotion list - due to start 16.07.18. Considering pools / promotion list for remainder |
| | | 1 x EO2 | Officer identified from promotion list - due to start 16.07.18 |
| | Mail Opening Unit | 1 x EO1 | Bid sent to HRC for elective transfer 10.04.18. With branch and HRC to take forward. Vacancy advertised on HRC closing date date 29.06.18 |
| | | 1 x EO2 | Officer declined, considering pools and promotion list |
| | Pensions | 1 x SO | Considering promotion list |

| | | | |
|--|-------------------------------|----------|---|
| | | 3 x EO1 | 3 officers identified from promotion list - due to start 16.07.18 |
| | | 12 x EO2 | Considering promotion list - 2 to start 16.07.18, 4 to start 30.07.18, 1 to start 06.08.18 |
| | | 5 x AO | 5 officers identified from promotion list - 3 to start 23.07.18, 2 to start 30.07.18. |
| | PIP | 4 x EO1 | 3 officers identified from promotion list - 1 due to start 16.07.18, 2 x start date TBC. Considering pools / promotion list for remainder |
| | | 6 x EO2 | To be filled from promotion list - 2 due to start 16.07.18, 2 due to start 30.07.18, 1 due to start 06.08.18 |
| | | 3 x AO | 2 officers identified from promotion list - 1 due to start 23.07.18, 1 due start 30.07.18. Considering pools / promotion list for remainder |
| | Single Investigation Services | 2 x EO1 | 2 officers identified from promotion list - due to start 16.07.18 |
| | | 4 x AO | Considering promotion list - 1 due to start 30.07.18, 1 due to start 13.08.18 |
| | Standards Assurance Unit | 8 x EO2 | Elective transfers advertised for 6 posts. 1 due to start 23.07.18, 1 due to start 30.07.18. Considering pools for remaining posts. |
| | Supplementary Payments Team | 2 x EO1 | 1 officer identified from promotion list - start date TBC. Considering pools / promotion list for remainder. |
| | | 9 x EO2 | Considering pools / promotion list. 1 officer due to start 16.07.18, 2 due to start 30.07.18, 1 due to start 06.08.18 |

| | | | |
|---|-------|---------|---|
| | | 3 x AO | Considering pools |
| Social Security Policy & Legislation - [REDACTED] | SSPLD | 2 x DP | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 start date TBC |
| | | 2 x EO1 | 2 officers identified from promotion list - 1 due to start 16.07.18, 1 start date TBC |

TABLE 4: WORK AND INCLUSION RECRUITMENT AGENCY STAFF IN POST AT 29 JUNE 2018

| WORK & INCLUSION RECRUITMENT AGENCY STAFF IN POST AT 29th June 2018 | | | | | | | | Percentage of Baseline | | |
|---|-----------------------|-----------------------|------------------------|-----------------------|--------------------------------|--------------------------------|-------|------------------------|-----------|---------------|
| Branch | Recruitment Agency AA | Recruitment Agency AO | Recruitment Agency EO2 | Recruitment Agency PS | Recruitment Agency EO2 Trainer | Recruitment Agency EO1 Trainer | Total | | | |
| Work & Inclusion | | | | | | | | AA | AO | EO2/PS |
| Belfast Region - Support Unit | | 6 | | | | | 6 | | 600.00% | |
| Belfast Region - Regulated / Legacy Social Fund Lisburn | | 15 | | | | | 15 | | 37.21% | |
| Belfast Service Centre (Plaza) | | 59 | | | | | 59 | | 22.97% | |
| BPC Andersonstown | 16 | 21 | | | | | 37 | 55.04% | 44.14% | |
| BPC Holywood Road | 9 | 39 | | | | | 48 | 34.91% | 45.81% | |
| CMS | | 458 | | | | | 458 | | 58.10% | |
| Disability & Carers Service | 8 | 3 | | | | | 11 | 19.57% | 2.43% | |
| DS Antrim | | | 15 | | | | 15 | | | 19.06% |
| DS Dungannon | | | 12 | | | | 12 | | | 17.93% |
| Employment & Support Allowance | 21 | 7 | 9 | | | | 37 | 36.57% | 2.45% | 4.38% |
| FL Andersonstown | | 3 | | | | | 3 | | 17.53% | |
| FL Falls Road | | 6 | | | | | 6 | | 40.65% | |
| FL Holywood Rd | | 2 | | | | | 2 | | 16.37% | |
| FL Lisburn | | 2 | | | | | 2 | | 16.56% | |

| | | | | | | | | | | |
|-----------------------------------|-----------|-------------|-----------|----------|----------|----------|-------------|---------|---------|--------|
| FL Newtownards | | 2 | | | | | 2 | | 16.29% | |
| FL North Belfast | | 3 | | | | | 3 | | 13.68% | |
| FL Omagh (inc TSU) | | 20 | | | | | 20 | | 153.85% | |
| FL Shaftesbury Square | | 5 | | | | | 5 | | 39.49% | |
| Improving Benefit Uptake | | 4 | | | | | 4 | | 16.27% | |
| Legal Aid Assessment | 3 | 1 | 1 | | | | 5 | 111.11% | 14.29% | 80.00% |
| Pensions | 3 | | 1 | | | | 4 | 16.87% | | 0.99% |
| PIP (NI) | 2 | 24 | | | | | 26 | 28.57% | 20.00% | |
| PIP (DWP) | | 7 | | | | | 7 | | 17.50% | |
| Preparation for Work | | 11 | | | | | 11 | | 128.65% | |
| Mail Opening Unit | 10 | | | | | | 10 | 34.92% | | |
| SMI Temporary Forms Team | | 2 | | | | | 2 | | N/A | |
| Standards Assurance Unit | | 3 | | | | | 3 | | 16.36% | |
| Supplementary Payments Team | | 10 | | | | | 10 | | 22.37% | |
| Universal Credit - DWP | | 326 | 7 | | | | 333 | | 159.02% | 12.28% |
| Universal Credit - OCC | | 5 | 2 | | | | 7 | | 56.24% | 8.06% |
| Universal Credit - Programme | | 1 | 2 | | | | 3 | | 100.00% | 25.74% |
| Universal Credit - Ballymoney | | | 5 | | | | 5 | | | 25.92% |
| Universal Credit - Dungannon | | | 4 | | | | 4 | | | 26.20% |
| Universal Credit - Falls Rd | | | 2 | | | | 2 | | | 5.74% |
| Universal Credit - Foyle | | | 11 | | | | 11 | | | 20.64% |
| Universal Credit - Lisnagelvin | | | 3 | | | | 3 | | | 13.16% |
| Universal Credit - Shankill | | | 3 | | | | 3 | | | 19.79% |
| Work & Inclusion Group Support | | | | | 1 | 2 | 3 | | | |
| Work & Wellbeing | | | 1 | | | | 1 | | | 1.74% |
| Working Age Services | | | | 1 | | | 1 | | | |
| Total Work & Inclusion | 72 | 1045 | 78 | 1 | 1 | 2 | 1199 | | | |

TABLE 5: SUPPLY AND MITIGATION PLAN

| Grade | Supply Position at Grade | MITIGATION AND RISK MANAGEMENT | |
|----------------------------|---|---|--|
| Permanent Secretary | A Permanent Secretary competition was advertised on 16 October 2017. The successful candidates from the Permanent Secretary recruitment competition have been identified. | Merit list in place. | |
| Grade 3 | Grade 3 vacancies arising will now be filled by external departmental competitions. | | |
| Grade 5 | <u>Grade 5 Promotion Competition</u> – Interviews for the grade 5 GS competition commenced in April 2018 and a list of successful candidates was published on 2 July 2018. | | |
| Grade 7 | <u>Grade 7 Promotion Competition</u> – The first stage assessments from the G7 competition started in week commencing 11 th June, the second stage assessment will commence in September. 3: Supply from DDA, Surplus, Welfare & Career Break | Competition launched to add supply, list to be in place January 2019. | |
| DP | <u>DP Promotion Competition</u> – A reserve General Service DP lists was published on 7 th May. Remaining DfC supply available = 38 6: Supply from DDA, Surplus, Welfare & Career Break | Supply available | |

| | | | |
|------------|---|---|--|
| SO | <p><u>SO Promotion Competition</u> Reserve General Service SO lists were published on 19th March 2018. Remaining DfC supply available = 42.</p> <p>11: Supply from DDA, Surplus, Welfare & Career Break</p> | Supply available | |
| EO1 | <p><u>EO1 Promotion Competition (2014)</u> – Departmental Supplementary lists were published on 5th February 2018. Remaining DfC supply available = 117.</p> <p>17: Supply from DDA, Surplus, Welfare & Career Break</p> | Supply available | |
| EO2 | <p><u>EO2 Promotion Competition</u> – Phase 3 of the EO2 competition is progressing with the further 1000 candidates having sat validation in May/June and results issued at the end of June. Interviews for those who pass validation will commence in September. A list from this further phase is expected by the end of October. DFC Supply available = 214</p> <p>76: Supply from DDA, Surplus, Welfare & Career Break</p> | further interviews from the EO2 general service promotion board competition will take place in September 2018 | |

| | | | |
|----|---|--------------------------|--|
| AO | <p><u>AO Promotion Competition.</u> A list from the AO promotion competition was published on 4 April. DFC Supply available = 296 (included carry forwards).</p> <p>132: Supply from DDA, Surplus, Welfare & Career Break</p> | Promotion list in place. | |
|----|---|--------------------------|--|

TABLE 6: WORK & INCLUSION GROUP – TEMPORARY PROMOTION FOR JUNE 2018

| | Employee Transfer | Temporary Promotion Chain | Temporary Promotion Leave | Temporary Promotion Maternity | Temporary Promotion Sick Leave | Temporary Promotion Special Exercise | Temporary Promotion Vacant Post | Blank | Grand Total | Last Month's Total | Variance from Last Month |
|--|-------------------|---------------------------|---------------------------|-------------------------------|--------------------------------|--------------------------------------|---------------------------------|----------|-------------|--------------------|--------------------------|
| DfC, CMS, Social Strategy and Wraparound Division | | 12 | | 2 | | 34 | 23 | | 71 | 62 | 9 |
| DfC, Pensions, Disability, Fraud & Error Division | 1 | 25 | | 4 | 6 | 29 | 47 | | 112 | 76 | 36 |
| DfC, Social Security Policy and Legislation Division | | 2 | | 1 | | 1 | | | 4 | 3 | 1 |
| DfC, Universal Credit Division | | 5 | | 1 | 5 | 1 | 42 | | 54 | 42 | 12 |
| DfC, Work and Inclusion Group Grade 3 Office | 1 | | | | | 1 | | | 2 | 0 | 2 |
| DfC, Work and Wellbeing Division | 2 | 5 | | | 1 | 7 | 6 | | 21 | 17 | 4 |
| DfC, Working Age Services | 1 | 34 | | 4 | 9 | 22 | 160 | 1 | 231 | 220 | 11 |
| DfC, Work and Inclusion Group Total | 5 | 83 | 0 | 12 | 21 | 95 | 278 | 1 | 495 | 427 | 75 |

TABLE 7: WORK & INCLUSION GROUP TEMPORARY PROMOTION SPLIT BY GRADE 5 AT JUNE 2018 FOR OVER 12 MONTHS AND LESS THAN 1 YEAR

| | Less than 6 Months | 6 - 12 Months | Over 1 Year | Last Month's Over 1 Year | Variance from Last Month's Over 1 Year | Grand Total | Last Month's Grand Total | Variance from Last Month's Grand Total |
|---|--------------------|---------------|-------------|--------------------------|--|-------------|--------------------------|--|
| CMS, Social Strategy and Wraparound Division | 48 | 16 | 7 | 8 | -1 | 71 | 62 | 9 |
| SCS | 1 | | | | 0 | 1 | 1 | 0 |
| Deputy Principal | | 4 | 1 | | 1 | 5 | 6 | -1 |
| Staff Officer | 5 | | 2 | 2 | 0 | 7 | 5 | 2 |
| Executive Officer 1 | 7 | 5 | 2 | 2 | 0 | 14 | 11 | 3 |
| Executive Officer 2 | 35 | 7 | 2 | 4 | -2 | 44 | 39 | 5 |
| Pensions, Disability, Fraud & Error Division | 63 | 26 | 23 | 20 | 3 | 112 | 76 | 36 |
| Grade 7 | | 1 | 1 | 1 | 0 | 2 | 3 | -1 |
| Deputy Principal | 1 | 2 | 1 | 2 | -1 | 4 | 5 | -1 |
| Staff Officer | 6 | 4 | 2 | 3 | -1 | 12 | 12 | 0 |
| Executive Officer 1 | 13 | 6 | 9 | 7 | 2 | 28 | 20 | 8 |
| Executive Officer 2 | 32 | 4 | 4 | 3 | 1 | 40 | 20 | 20 |
| Administrative Officer | 11 | 9 | 6 | 4 | 2 | 26 | 16 | 10 |
| Work and Inclusion Group Grade 3 Office | 2 | 0 | 0 | 0 | | 2 | 7 | -5 |
| SCS | 1 | | | 0 | 0 | 1 | 0 | 1 |
| Staff Officer | 1 | | | 0 | 0 | 1 | 0 | 1 |
| Social Security Policy and Legislation Division | 3 | 1 | | | | 4 | 3 | 1 |
| Grade 7 | 1 | | 1 | 0 | 1 | 2 | 2 | 0 |
| Deputy Principal | 2 | | | 0 | 0 | 2 | 1 | 1 |
| Universal Credit Division | 17 | 17 | 20 | 16 | 4 | 54 | 42 | 12 |

| | | | | | | | | |
|------------------------------------|------------|------------|------------|------------|-----------|------------|------------|-----------|
| Grade 6 | | | 1 | 0 | 1 | 1 | 1 | 0 |
| Grade 7 | | 1 | 5 | 5 | 0 | 6 | 6 | 0 |
| Deputy Principal | 1 | 2 | 3 | 3 | 0 | 6 | 6 | 0 |
| Staff Officer | 1 | 3 | 3 | 4 | -1 | 7 | 6 | 1 |
| Executive Officer 1 | | 6 | 4 | 3 | 1 | 10 | 6 | 4 |
| Executive Officer 2 | 7 | 3 | 1 | 1 | 0 | 11 | 8 | 3 |
| Administrative Officer | 8 | 2 | 3 | 0 | 3 | 13 | 9 | 4 |
| Work and Wellbeing Division | 20 | 0 | 1 | 1 | 0 | 21 | 17 | 4 |
| Senior Civil Servant | | | 1 | 1 | 0 | 1 | 1 | 0 |
| Grade 6 | 1 | | | | 0 | 1 | 1 | 0 |
| Deputy Principal | 3 | | | | 0 | 3 | 2 | 1 |
| Staff Officer | 4 | | | | 0 | 4 | 3 | 1 |
| Executive Officer 1 | 6 | | | | 0 | 6 | 5 | 1 |
| Executive Officer 2 | 6 | | | | 0 | 6 | 5 | 1 |
| Working Age Services | 73 | 68 | 90 | 71 | 19 | 231 | 220 | 11 |
| Grade 6 | | | 1 | | 1 | 1 | 1 | 0 |
| Grade 7 | | | 3 | 2 | 1 | 3 | 3 | 0 |
| Deputy Principal | 2 | 1 | 4 | 3 | 1 | 7 | 6 | 1 |
| Staff Officer | 6 | 1 | 2 | 1 | 1 | 9 | 7 | 2 |
| Executive Officer 1 | 15 | 9 | 11 | 7 | 4 | 35 | 33 | 2 |
| Executive Officer 2 | 26 | 20 | 30 | 32 | -2 | 76 | 86 | -10 |
| Administrative Officer | 24 | 37 | 39 | 26 | 13 | 100 | 84 | 16 |
| Grand Total | 226 | 128 | 141 | 116 | 25 | 495 | 427 | 68 |

TABLE 8: WORK & INCLUSION YTD SICKNESS ABSENCE RATE INFORMATION AT MAY 2018

| Work & Inclusion Group Overall: May 2018 Year To Date Analysis of Absences by Business Area | | | | | | |
|---|-----------------------------|------------------------|-------------------|---------------------------|------------------|-------------------------------|
| Business Area | Staff Year Equivalent (sye) | Available Working Days | Working Days Lost | Working Days Lost per sye | Absence Rate (%) | Estimated Lost Production (£) |
| NI Business Support | 2.6 | 96.0 | 23.0 | 8.9 | 24.0 | 3,182 |
| Benefit Security Decision Making and Intervention | 7.3 | 277.3 | 51.8 | 7.1 | 18.7 | 3,455 |
| Employers Online Command | 12.0 | 430.9 | 75.8 | 6.3 | 17.6 | 8,693 |
| DWP Universal Credit Full Service Command | 263.5 | 9,590.8 | 1,076.7 | 4.1 | 11.2 | 101,326 |
| Health Assessment and Work Psychology Team Command | 8.7 | 330.5 | 31.0 | 3.6 | 9.4 | 2,722 |
| ESA WRAC Removal & Support for Mortgage Interest Comman | 11.5 | 425.6 | 40.0 | 3.5 | 9.4 | 5,387 |
| Preparation for Work Programme Command | 44.7 | 1,660.1 | 149.5 | 3.3 | 9.0 | 22,351 |
| BPC Support Command | 488.4 | 17,544.4 | 1,607.7 | 3.3 | 9.2 | 160,418 |
| Universal Credit Operational Control Centre Command | 44.2 | 1,596.4 | 134.0 | 3.0 | 8.4 | 15,931 |
| Corporate Support Command | 41.1 | 1,474.3 | 120.3 | 2.9 | 8.2 | 12,845 |
| Northern Region UC | 102.7 | 3,776.1 | 294.4 | 2.9 | 7.8 | 32,493 |
| Northern Region | 368.1 | 13,400.8 | 1,047.9 | 2.8 | 7.8 | 119,410 |
| Belfast Service Centre | 418.0 | 14,898.6 | 1,102.9 | 2.6 | 7.4 | 110,432 |
| Southern Region | 375.6 | 13,857.0 | 985.8 | 2.6 | 7.1 | 97,406 |
| Make The Call Wraparound Service Command | 61.1 | 2,207.6 | 158.0 | 2.6 | 7.2 | 19,499 |
| Mitigation Measures Project Command | 76.3 | 2,772.5 | 189.1 | 2.5 | 6.8 | 20,071 |
| Eastern CMS 2012 New Case & Complaints | 92.0 | 3,288.4 | 210.2 | 2.3 | 6.4 | 23,621 |
| Single Investigation Services Command | 42.5 | 1,413.8 | 94.0 | 2.2 | 6.6 | 8,022 |
| Universal Credit Programme Management Command | 39.6 | 1,449.0 | 86.7 | 2.2 | 6.0 | 13,465 |
| Pension Centre Command | 274.3 | 9,789.6 | 600.5 | 2.2 | 6.1 | 63,117 |
| Northern Ireland Operations | 181.1 | 6,310.6 | 395.7 | 2.2 | 6.3 | 41,688 |
| Employment and Support Allowance Command | 474.0 | 16,722.7 | 1,028.1 | 2.2 | 6.1 | 103,975 |
| Belfast Region | 454.3 | 16,384.5 | 972.7 | 2.1 | 5.9 | 104,182 |
| Corporate Projects Command | 40.1 | 1,488.9 | 85.2 | 2.1 | 5.7 | 9,494 |
| Personal Independence Payment Team Command | 388.7 | 13,807.2 | 791.9 | 2.0 | 5.7 | 84,344 |
| Southern Region UC | 89.8 | 3,353.3 | 182.2 | 2.0 | 5.4 | 22,222 |
| NI Business Analytics and Training | 23.4 | 844.5 | 46.7 | 2.0 | 5.5 | 6,410 |
| Benefit Security Fraud and Compliance Command | 156.9 | 5,684.0 | 302.6 | 1.9 | 5.3 | 32,737 |
| DCS & Supplementary Payments Command | 237.5 | 8,465.7 | 427.2 | 1.8 | 5.0 | 42,182 |
| Eastern / National 2012 Arrears & National Applications | 353.2 | 12,621.3 | 631.3 | 1.8 | 5.0 | 66,907 |
| Transfer of Legal Aid Assessment Office Command | 7.7 | 274.4 | 12.2 | 1.6 | 4.5 | 745 |
| Programme Management and Development Command | 2.0 | 74.5 | 3.0 | 1.5 | 4.0 | 408 |
| Standards Assurance Unit Command | 56.0 | 1,967.6 | 71.1 | 1.3 | 3.6 | 9,614 |
| Universal Credit ESD Command | 16.4 | 603.3 | 20.2 | 1.2 | 3.3 | 3,099 |
| Learning Development & Guidance Command | 72.2 | 2,557.2 | 84.0 | 1.2 | 3.3 | 8,577 |
| Universal Credit Business Change (External) Command | 39.3 | 1,448.2 | 40.0 | 1.0 | 2.8 | 5,549 |
| PIP Independent Review | 2.3 | 90.0 | 2.0 | 0.9 | 2.2 | 320 |
| Business Support Group | 43.1 | 1,523.9 | 34.9 | 0.8 | 2.3 | 4,421 |
| Service First Command | 5.3 | 180.0 | 4.0 | 0.8 | 2.2 | 982 |
| Work and Health Policy Command | 6.5 | 241.0 | 4.0 | 0.6 | 1.7 | 641 |
| Single Investigation Service Support Command | 28.2 | 1,011.4 | 16.0 | 0.6 | 1.6 | 2,040 |
| Error Reduction & Information Security Command | 26.0 | 959.5 | 10.8 | 0.4 | 1.1 | 1,060 |
| Preparation for Work Services Command | 24.9 | 906.2 | 6.5 | 0.3 | 0.7 | 908 |
| Social Security Policy and Legislation Command | 41.6 | 1,492.2 | 2.0 | 0.0 | 0.1 | 272 |
| Universal Credit Human Resources Strand Command | 8.5 | 290.2 | 0.0 | 0.0 | 0.0 | 0 |
| Universal Credit Customer Service and Design Command | 19.2 | 684.2 | 0.0 | 0.0 | 0.0 | 0 |
| Disability Employment Service Command | 1.0 | 35.0 | 0.0 | 0.0 | 0.0 | 0 |
| Improving Benefit Uptake Command | 1.0 | 40.0 | 0.0 | 0.0 | 0.0 | 0 |
| Risk Measurement and Analytics Command | 2.5 | 89.0 | 0.0 | 0.0 | 0.0 | 0 |
| Bereavement Support & Retirement Provision Command | 13.4 | 475.3 | 0.0 | 0.0 | 0.0 | 0 |
| Customer Insight & Continuous Improvement Command | 5.5 | 196.5 | 0.0 | 0.0 | 0.0 | 0 |
| Belfast Region UC | 1.0 | 34.0 | 0.0 | 0.0 | 0.0 | 0 |
| Social Welfare Policy Command | 1.0 | 40.0 | 0.0 | 0.0 | 0.0 | 0 |
| Northern Region ESD | 1.0 | 38.0 | 0.0 | 0.0 | 0.0 | 0 |
| Work and Inclusion Group Overall | 5,631.8 | 202,387.9 | 13,300.7 | 2.4 | 6.6 | 1,403,132 |
| DFC Overall | 6,974.9 | 250,870.5 | 15,529.9 | 2.2 | 6.2 | 1,664,718 |
| NICS Overall | 21,601.9 | 778,192.6 | 41,107.5 | 1.9 | 5.3 | 4,920,695 |

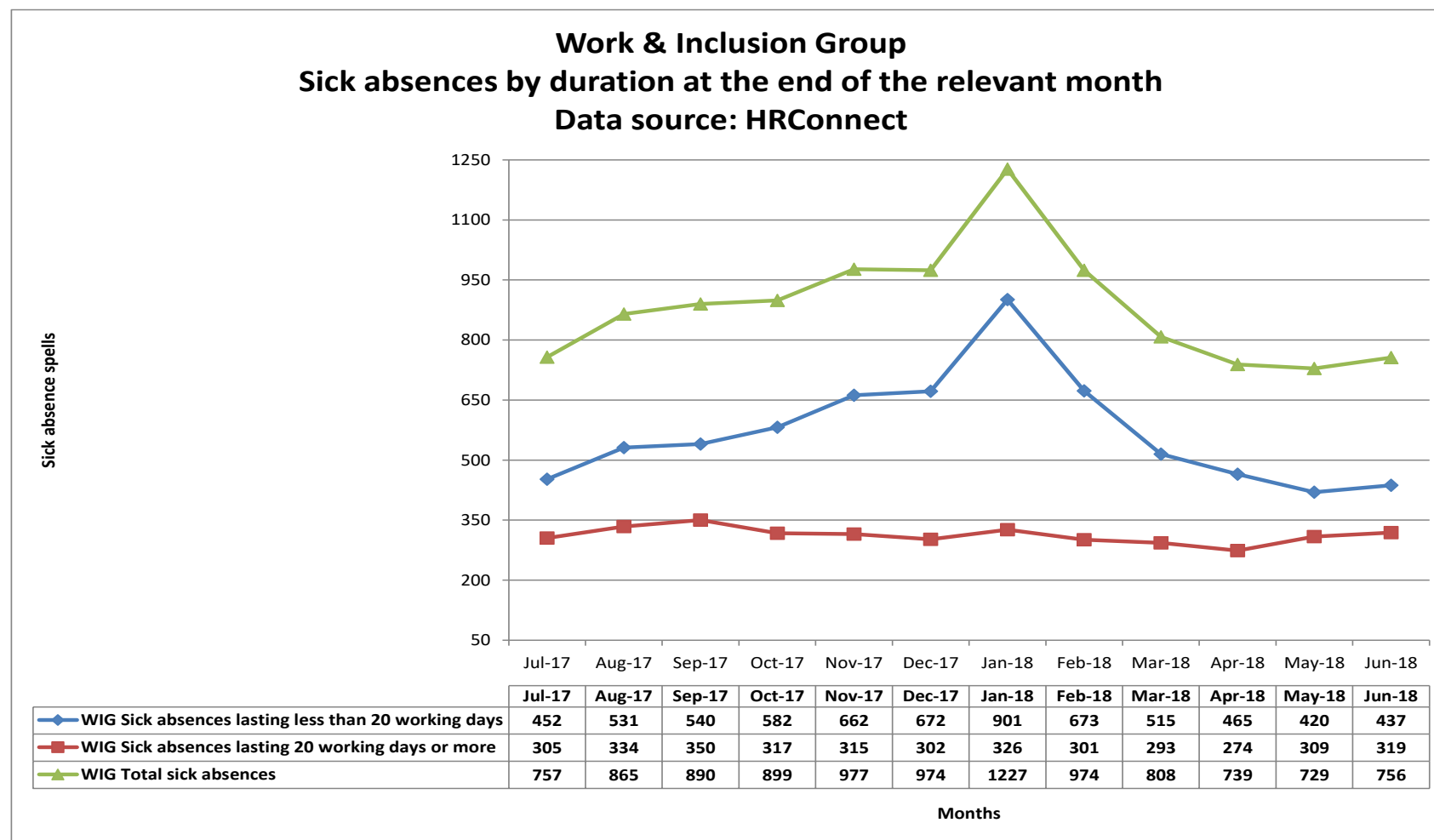
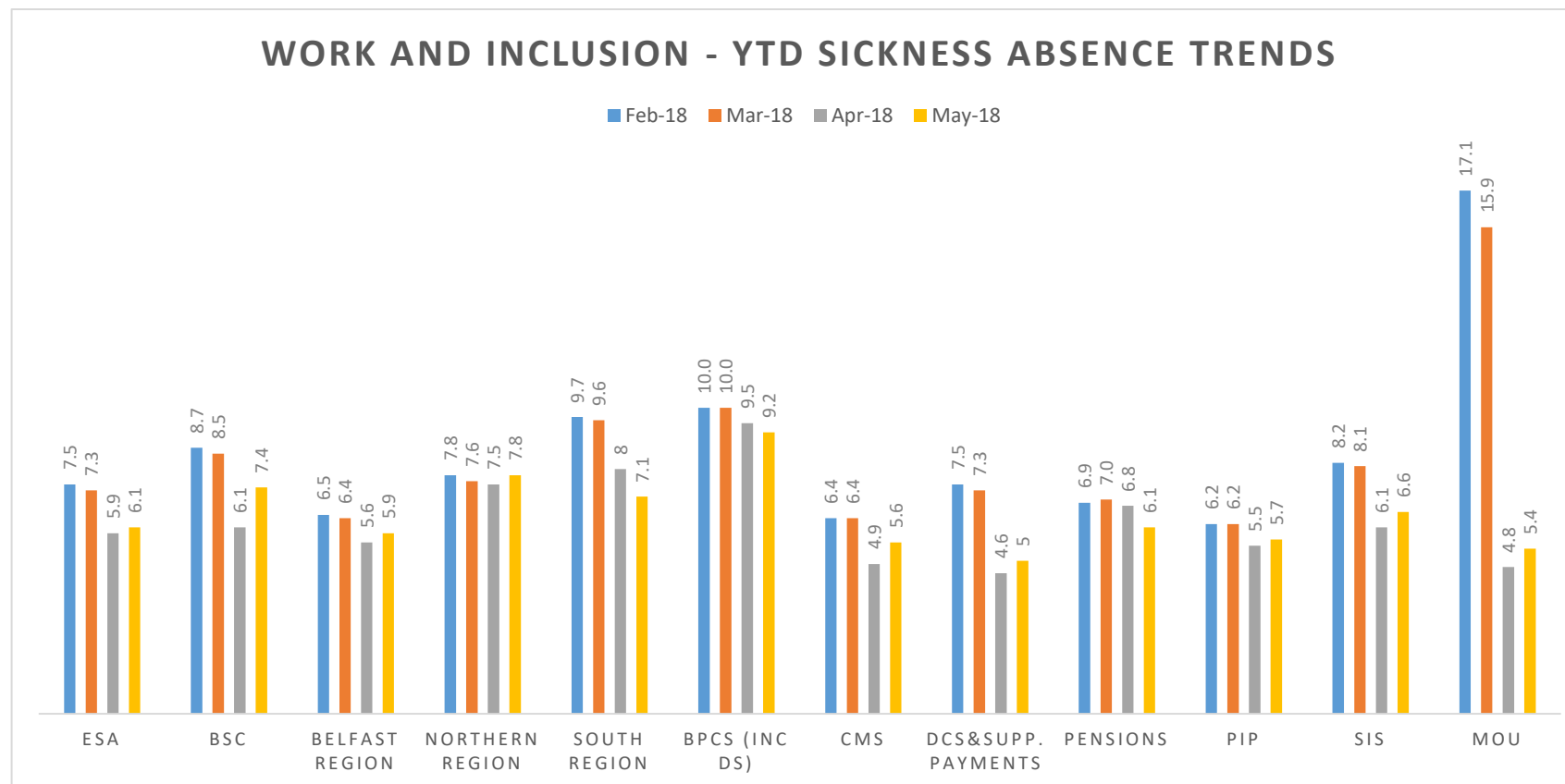
CHART 1: SICK ABSENSE BY DURATION AT THE END OF THE RELEVANT MONTH

CHART 2: WORK & INCLUSION ABSENCE TRENDS ANALYSIS OF 12 OPERATIONAL BUSINESS AREAS

DfC Sickness Absence Reports produced by NISRA

DfC – Projections – May18.pdf attached separately

DfC – Sickness Absence Report – M.pdf attached separately

WIG – Detailed Organisational Brea.excel attached separately

TABLE 9: SICKNESS CERTIFICATION COMPLIANCE

| Work and Inclusion Group: Sickness Absence Compliance - Recording of Certification | | | | | | | | | | | | |
|--|-----------------------------|---------------------------------------|-------------------------------|---|-----------------------------------|------------------------|----------------------------------|--------------------------|-----------------------------|---------------------|--------------------------------------|------------------------------|
| Month | Number of Absence Occasions | Number of Absence Occasions Compliant | % Absence Occasions Compliant | Number of Absence Occasions NOT Compliant | % Absence Occasions NOT Compliant | Number of Absence Days | Number of Absence Days Certified | % Absence Days Certified | Number of Days Entered Late | % Days Entered Late | Number of Absence Days NOT Certified | % Absence Days NOT Certified |
| Apr-18 | 742 | 535 | 72.1 | 207 | 27.9 | 10730 | 9711 | 90.5 | 305 | 2.8 | 714 | 6.7 |
| May-18 | 724 | 511 | 70.6 | 213 | 29.4 | 11588 | 10519 | 90.8 | 212 | 1.8 | 857 | 7.4 |
| Jun-18 | 759 | 559 | 73.7 | 200 | 26.4 | 11637 | 10574 | 90.9 | 159 | 1.4 | 904 | 7.8 |
| YTD | 2225 | 1605 | 72.1% | 620 | 27.9% | 33955 | 30804 | 90.7% | 676 | 2.0% | 2475 | 7.3% |

TABLE 10: RETURN TO WORK COMPLIANCE

| Work and Inclusion Group: Sickness Absence Compliance - Recording of Return to Work Interviews | | | | | | | | | |
|--|-------------------------|-------------------------------|--|------------------------------|---|-------------------------|--|--------------------------|---|
| Month | Total Number of Records | Interview Conducted <= 2 Days | Percentage of Interviews Conducted <= 2 Days | Interview Conducted > 2 Days | Percentage of Interviews Conducted > 2 Days | Interview Not Completed | Percentage of Interviews Not Completed | Interview Date Incorrect | Percentage of Interview Dates Incorrect |
| Apr-18 | 427 | 341 | 79.9 | 31 | 7.3 | 48 | 11.2 | 7 | 1.6 |
| May-18 | 408 | 325 | 79.7 | 32 | 7.8 | 48 | 11.8 | 3 | 0.7 |
| Jun-18 | 404 | 319 | 79.0 | 27 | 6.7 | 53 | 13.1 | 5 | 1.2 |
| YTD | 1239 | 985 | 79.5% | 90 | 7.3% | 149 | 12.0% | 15 | 1.2% |

TABLE 11: SICKNESS INEFFICIENCY ACTION

| Work & Inclusion Group | Apr-18 | May-18 | Jun-18 | YTD |
|---|---------------|---------------|---------------|--------------|
| Written Warnings considered | 43 | 41 | 49 | 133 |
| Written Warnings issued | 30 | 27 | 43 | 100 |
| Percentage of Written Warnings considered that were issued | 69.8% | 65.9% | 87.8% | 75.2% |
| Final Written Warnings considered | 6 | 10 | 5 | 21 |
| Final Written Warnings issued | 4 | 7 | 4 | 15 |
| Percentage of Final Written Warnings considered that were issued | 66.7% | 70.0% | 80.0% | 71.4% |
| Dismissals | 1 | 2 | 5 | 8 |
| Ill health retirements | 5 | 3 | 1 | 9 |

TABLE 12: PERFORMANCE MANAGEMENT

| DfC WORK & INCLUSION GROUP – 2018/19 PPA/PDPs AS AT 20 JULY 2018 | | | | | |
|--|--|----------|---------------|---------------|--------------------|
| | | | | | |
| | | % Agreed | % In Progress | % Not Started | |
| Grade 7 Division | | | | | Head of Branch |
| DfC, Work & Inclusion Group | DfC, Belfast Region | 90.4% | 3.5% | 6.1% | Leo McLaughlin |
| | DfC, Belfast Region UC | 60.6% | 33.3% | 6.1% | Leo McLaughlin |
| | DfC, Belfast Service Centre | 69.0% | 14.8% | 16.2% | Anne Hanna |
| | DfC, Benefit Security Business Support Command | 100.0% | 0.0% | 0.0% | Brian Hanna |
| | DfC, Benefit Security Decision Making and Intervention | 96.7% | 0.0% | 3.3% | Vimal Kher |
| | DfC, Benefit Security Fraud and Compliance Command | 94.8% | 1.7% | 3.4% | Carol Dougan |
| | DfC, Benefit Security Strategic Planning Command | 100.0% | 0.0% | 0.0% | Julie Nelson |
| | DfC, Bereavement Support & Retirement Provision Command | 87.5% | 6.3% | 6.3% | Lesley Morgan |
| | DfC, BPC Support Command | 90.5% | 4.7% | 4.8% | Jacqui Montgomery |
| | DfC, Business Support Group | 97.8% | 0.0% | 2.2% | |
| | DfC, Corporate Projects Command | 95.6% | 4.4% | 0.0% | Patricia O'Brien |
| | DfC, Corporate Support Command | 97.5% | 0.0% | 2.5% | Gerry O'Neill |
| | DfC, Customer Insight & Continuous Improvement Command | 83.3% | 16.7% | 0.0% | Patricia Maguire |
| | DfC, DCS & Supplementary Payments Command | 93.9% | 3.4% | 2.7% | Lyzan Martin |
| | DfC, Disability Employment Service Command | 100.0% | 0.0% | 0.0% | Terry Park |
| | DfC, DWP Universal Credit Full Service Command | 60.7% | 5.5% | 33.8% | Austin Gribben |
| | DfC, Eastern / National 2012 Arrears & National Applications | 93.3% | 1.3% | 5.3% | Gareth McKenna |
| | DfC, Eastern CMS 2012 New Case & Complaints | 98.0% | 2.0% | 0.0% | Rosemary Gallagher |
| | DfC, Employer Services Branch Command | 92.6% | 0.0% | 7.4% | Stephen McGlew |
| | DfC, Employment and Support Allowance Command | 96.9% | 0.8% | 2.3% | Tracy McCloskey |
| | DfC, ESA WRAC Removal & Support for Mortgage Interest | 100.0% | 0.0% | 0.0% | Miriam Miskelly |
| | DfC, Health Assessment and Work Psychology Team Command | 90.0% | 0.0% | 10.0% | Pauline Collins |
| | DfC, Improving Benefit Uptake Command | 100.0% | 0.0% | 0.0% | Joan O'Hara |

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|--|---|--------------|-------------|-------------|----------------------|
| | DfC, Learning Development & Guidance Command | 89.7% | 3.8% | 6.4% | Patricia Fox |
| | DfC, Make The Call Wraparound Service Command | 100.0% | 0.0% | 0.0% | Aidan Cassidy |
| | DfC, Mitigation Measures Project Command | 86.4% | 12.3% | 1.2% | Damian Mahon |
| | DfC, NI Business Analytics and Training | 92.9% | 3.6% | 3.6% | Jonathan Furphy |
| | DfC, Northern Ireland Operations | 97.9% | 1.0% | 1.0% | Adrian Gallagher |
| | DfC, Northern Region ESD | 50.0% | 0.0% | 50.0% | Pauline Millar |
| | DfC, Northern Region UC | 92.6% | 2.6% | 4.8% | Pauline Millar |
| | DfC, Pension Centre Command | 96.1% | 0.7% | 3.3% | Caitriona Hughes |
| | DfC, Personal Independence Payment Team Command | 88.0% | 5.8% | 6.3% | Brian Cullen |
| | DfC, PIP Independent Review | 0.0% | 100.0% | 0.0% | Lyzan Martin |
| | DfC, Preparation for Work Programme Command | 91.8% | 2.0% | 6.1% | Alison Lowry |
| | DfC, Preparation for Work Services Command | 91.7% | 0.0% | 8.3% | Terry Park |
| | DfC, Programme Management and Development Command | 100.0% | 0.0% | 0.0% | Gerry O'Neill |
| | DfC, Risk Measurement and Analytics Command | 98.6% | 0.0% | 1.4% | Gerry Boyle |
| | DfC, Service First Command | 100.0% | 0.0% | 0.0% | Colin Armstrong |
| | DfC, Single Investigation Service Support Command | 80.0% | 20.0% | 0.0% | Tommy McClimmonds |
| | DfC, Single Investigation Services Command | 100.0% | 0.0% | 0.0% | Carol Dougan |
| | DfC, Social Security Policy and Legislation Command | 97.8% | 0.0% | 2.2% | Anne McCleary |
| | DfC, Southern Region UC | 64.8% | 13.3% | 21.9% | Mairead Duddy |
| | DfC, Standards Assurance Unit Command | 100.0% | 0.0% | 0.0% | Gerry Boyle |
| | DfC, Transfer of Legal Aid Assessment Office Command | 100.0% | 0.0% | 0.0% | Gerry O'Neill |
| | DfC, Universal Credit Business Change (External) Command | 91.7% | 5.6% | 2.8% | Sharleen McComb |
| | DfC, Universal Credit Customer Service and Design Command | 89.5% | 10.5% | 0.0% | Anne Meeke |
| | DfC, Universal Credit ESD Command | 94.4% | 0.0% | 5.6% | Anne Marie O'Kane |
| | DfC, Universal Credit Human Resources Strand Command | 100.0% | 0.0% | 0.0% | Ashley Russell Cowan |
| | DfC, Universal Credit Operational Control Centre Command | 70.0% | 1.7% | 28.3% | Martin Sturgeon |
| | DfC, Universal Credit Programme Management Command | 90.0% | 7.5% | 2.5% | Gavin Boyd |
| | DfC, Work and Health Policy Command | 100.0% | 0.0% | 0.0% | Angela McAllister |
| | Other staff | 83.3% | 5.6% | 11.1% | N/A |
| | Total | 87.1% | 4.9% | 8.0% | |

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|--|-----------|-------|------|-------|--|
| | DfC Total | 84.3% | 5.7% | 10.0% | |
|--|-----------|-------|------|-------|--|