

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	2 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

# Subject: Council-wide Workforce Monitoring – January to March 2021

#### 1. Purpose of Report

- 1.1. The purpose of the report is to:-
  - provide employment information relating to the Council for the period January to March 2021

#### 2. Recommendation(s)

- 2.1. The Committee is asked to approve the following recommendation(s):-
  - (1) that the following employment information for the period January to March 2021 relating to the Council be noted:-
    - attendance statistics
    - occupational health
    - accident/incident statistics
    - discipline, grievance and Dignity at Work cases
    - analysis of leavers and exit interviews
    - recruitment monitoring
    - staffing watch as at 13 March 2021

#### 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Committee. This report for the Council provides information on the position for the period January to March 2021.

#### 4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for March 2021, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for March 2021, shown in Appendix 1, is 4.9%, which represents an increase of 0.1% when compared with last month and the figure has decreased by 1.3% when compared to March 2020.

When compared to March 2020, the APT&C absence rate has decreased by 1.6%, the teachers' figure has decreased by 1.9% and the manual workers' figure has decreased by 0.1%.

Based on annual trends and the absence rate to March 2021, the average absence rate for the Council for the financial year 2020/2021 is 4.2%. For the financial year 2020/2021, the average days lost per employee equates to 9.9 days.

In comparison to March 2020 (Appendix 8):-

- Psychological and musculoskeletal conditions are the main reasons for absence.
- Total days lost due to psychological conditions have increased by 376 days.
- Total days lost due to musculoskeletal conditions have decreased by 936 days.
- Total days lost due to respiratory conditions have decreased by 1845 days.
- Total days lost due to stomach, bowel, blood and metabolic disorders have decreased by 246 days.

Whilst the average absence rate for the Council for the financial year 2020/2021 is 4.2%, the figure excluding Covid-19 related absences was 3.7%. This is mainly accounted for by the noted reduction in musculoskeletal absences although we have also seen a significant reduction in stomach related absences, due in some part to improved hand hygiene and reduction in social interaction.

# 5. Occupational Health

- 5.1. Information on Occupational Health for the period January to March 2021 is provided in Appendix 9.
  - during the period there were 391 employees referred for a medical examination, a decrease of 41 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
  - a total of 367 employees attended physiotherapy treatment, showing a decrease of 194 when compared to the same period last year. Of the 367 employees referred, 71% remained at work whilst undertaking treatment.
  - during this period 408 employees were referred to the Employee Support Officer, showing a decrease of 85 when compared with the same period last year. Of the referrals made this period, 84% related to personal reasons.
  - 122 employees were referred to the PAM Assist counselling service this period, showing a decrease of 69 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 65% of the referrals made, 11% were for work related reasons and 24% were for other reasons.
  - 32 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 25 when compared to the same period last year.

# 6. Accidents/Incidents

- 6.1. The accident/incident report for January to March 2021 is contained in Appendix 10.
  - the number of accidents/incidents recorded was 471, this figure has increased by 64 from the same period last year.
  - there was 1 specified injury recorded, this figure remains unchanged from the same period last year.
  - there were 438 minor accidents/incidents, this figure has increased by 49 from the same period last year.

- there were 4 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 3 from the same period last year.
- there were 28 accidents resulting in an absence lasting over 7 days during the period, this figure has increased by 12 from the same period last year.

### 7. Discipline, Grievance, Dignity at Work Hearings and Mediation Referrals

- 7.1. Information on Disciplinary, Grievance Hearings, Dignity at Work and Mediation Referrals for January to March 2021 is contained in Appendices 11, 12a and 12b.
  - in total, 12 disciplinary hearings were held across Resources within the Council, a decrease of 21 when compared to the same period last year.
  - action was taken in 12 of these cases. One appeal was raised against the outcome, of which was upheld in part.
  - our target is to convene disciplinary hearings within 6 weeks, 75% of hearings met this target.
  - during the period, 1 appeal was heard by the Appeals Panel and this was upheld in part. 1 other appeal was withdrawn.
  - at the end of March 2021, 1 Appeal Panel is pending.
  - during the period, no grievance cases were raised.
  - during the period, no Dignity at Work cases were raised.
  - during the period, no referrals for mediation were submitted.

#### 8. Analysis of Leavers and Exit Interviews

8.1. Information on the number of leavers and exit interviews for the period January to March 2021 is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

#### Labour Turnover

Using information compiled from Resources and Staffing Watch information as at 13 March 2021, the Council's turnover figure for January to March 2021 is as follows:-

105 leavers eligible for exit interviews/14,894 employees in post = Labour Turnover of 0.7%.

Based on the figure at March 2021, the annual labour turnover figure for the financial year 2020/2021 for the Council is 2.4%.

- 8.2. Analysis of Leavers and Exit Interviews
  - there were a total of 105 employees leaving the Council that were eligible for an exit interview, a decrease of 30 when compared with the same period last year.
  - exit interviews were held with 27% of leavers, which remains unchanged when compared with the same period last year.
- 8.3. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:-
  - plan to hold for savings
  - fill on a fixed term basis pending savings
  - transfer budget to another post
  - end of fixed term contract

8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From January to March 2021, 225 employees left employment. Managers indicated that 221 would be replaced, 1 post (1.0 FTE) was due to the end of a fixed term contract and 3 posts (1.19 FTE) are being removed for savings.

## 9. Recruitment Monitoring

9.1. Information on Recruitment Monitoring for January to March 2021 is contained within Appendix 14.

From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:-

- overall, 4,748 applications and 4,662 completed Equal Opportunities Monitoring Forms were received
- of those applicants who declared themselves as disabled (231), 97 were shortleeted for interview and 15 were appointed
- of those applicants of a black/ethnic minority background (205), 68 were shortleeted for interview and 9 were appointed.
- Of those applicants who are veterans (30), 10 were shortleeted for interview and none were appointed. (Figures for veterans are only available from February 2020).

## 10. Staffing Watch

10.1 There has been an increase of 23 in the number of employees in post from12 December 2020 to 13 March 2021. Details of the staffing watch are contained in Appendix 15.

## 11. Employee Implications

11.1. There are no implications for employees arising from the information presented in this report.

# 12. Financial Implications

12.1. All financial implications are accommodated within existing budgets.

# 13. Climate Change, Sustainability and Environmental Implications

13.1. There are no climate change, sustainability or environmental implications arising from the information presented in this report.

## 14. Other Implications

14.1. There are no implications for risk in terms of the information contained within this report.

# 15. Equality Impact Assessment and Consultation Arrangements

- 15.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 15.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

26 April 2021

## Link(s) to Council Values/Ambitions/Objectives

- Accountable, effective, efficient and transparent
- Fair, open and sustainable
- Ambitious, self aware and improving
- Excellent employer
- Focused on people and their needs
- Working with and respecting others

#### **Previous References**

• Finance and Corporate Resources Committee – 17 March 2021

#### List of Background Papers

Monitoring information provided by Resources

#### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Laurane Rhind, Personnel Services Manager Ext: 4721 (Tel: 01698 454721) E-mail: Laurane.Rhind@southlanarkshire.gov.uk

								2019, 2019/2020 & 2							
							Counc	il Wide							
	APT&C				Teachers			Ma	anual Worke	rs		С	ouncil Wide	)	
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.2	4.0	4.2	April	1.9	2.9	2.9	April	5.7	5.2	6.0	April	4.1	4.0	4.4
Мау	4.2	4.4	2.9	Мау	2.1	3.2	1.4	Мау	6.1	5.6	4.9	Мау	4.2	4.4	3.1
June	4.2	4.4	2.5	June	2.3	2.7	0.9	June	6.0	5.7	4.5	June	4.3	4.4	2.7
July	3.5	3.5	2.2	July	1.0	1.2	0.5	July	5.1	5.1	4.0	July	3.4	3.4	2.3
August	3.7	3.9	2.9	August	1.2	1.3	1.2	August	5.4	5.5	5.1	August	3.6	3.7	3.1
September	4.4	4.5	4.1	September	2.2	2.5	2.7	September	6.2	6.1	5.8	September	4.4	4.5	4.2
October	4.7	4.7	4.7	October	2.2	2.6	3.2	October	5.8	6.1	6.4	October	4.4	4.6	4.8
November	5.3	5.7	5.6	November	3.5	3.8	4.6	November	6.0	6.6	7.3	November	5.1	5.5	5.8
December	4.9	5.7	5.3	December	3.1	3.8	4.7	December	6.3	7.2	6.9	December	4.8	5.7	5.6
January	4.7	5.2	4.5	January	3.3	3.4	2.7	January	6.6	7.1	7.2	January	4.9	5.3	4.8
February	4.9	5.6	4.3	February	4.0	3.8	2.5	February	6.7	7.3	7.4	February	5.2	5.6	4.8
March	4.7	6.2	4.6	March	3.9	4.8	2.9	March	6.1	7.3	7.2	March	4.9	6.2	4.9
Annual Average	4.5	4.8	4.0	Annual Average	2.6	3.0	2.5	Annual Average	6.0	6.2	6.1	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.5	4.8	4.0	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	6.0	6.2	6.1	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 3	1 March 2021		7446	No of Employees at	31 March 2	021	3944	No of Employees at 3	31 March 20	21	4513	No of Employees at 3	1 March 202	:1	15903

														Ар	pendix
				A	<b>SENCE</b>	<b>TRENDS</b>	- 2018/2	019, 2019/2020 & 20	020/2021					•	•
								terprise Resources							
	APT&C			Ma	nual Worke	rs		Reso	urce Total			C	ouncil Wid	e	
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	3.2	4.0	3.1	April	5.4	4.4	5.3	April	5.0	4.3	5.0	April	4.1	4.0	4.4
Мау	2.8	3.6	2.4	Мау	6.0	5.1	4.3	Мау	5.5	4.9	4.0	Мау	4.2	4.4	3.1
June	3.8	3.9	1.6	June	5.8	5.5	4.0	June	5.5	5.3	3.6	June	4.3	4.4	2.7
July	4.3	3.9	1.8	July	4.5	4.3	3.6	July	4.4	4.3	3.4	July	3.4	3.4	2.3
August	4.8	4.0	1.7	August	5.3	5.1	4.9	August	5.2	4.9	4.4	August	3.6	3.7	3.1
September	6.0	2.9	1.6	September	6.2	5.9	5.8	September	6.2	5.4	5.1	September	4.4	4.5	4.2
October	3.8	3.4	3.1	October	5.8	5.9	6.3	October	5.5	5.5	5.8	October	4.4	4.6	4.8
November	4.8	4.8	3.6	November	6.2	6.6	7.1	November	6.0	6.4	6.6	November	5.1	5.5	5.8
December	4.1	5.4	3.1	December	6.0	7.0	6.4	December	5.7	6.8	5.9	December	4.8	5.7	5.6
January	3.4	4.1	3.4	January	6.1	6.6	6.0	January	5.6	6.2	5.6	January	4.9	5.3	4.8
February	4.1	3.8	2.8	February	6.3	7.1	6.5	February	5.9	6.6	5.9	February	5.2	5.6	4.8
March	4.8	4.5	2.6	March	5.6	7.1	6.8	March	5.5	6.7	6.2	March	4.9	6.2	4.9
Annual Average	4.2	4.0	2.6	Annual Average	5.8	5.9	5.6	Annual Average	5.5	5.6	5.1	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.2	4.0	2.6	Average Apr-Mar	5.8	5.9	5.6	Average Apr-Mar	5.5	5.6	5.1	Average Apr-Mar	4.4	4.8	4.2
No of Employees at	31 March 2	021	553	No of Employees at 3	31 March 20	)21	2842	No of Employees at 31	March 20	)21	3395	No of Employees at	31 March 2	021	15903
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For the innancial	year 2020	/21, the a	average	days lost per emp	ioyee equ	lates to	i∠.o day	5.							

														Ар	pendix 3
					ABSENCE			2019, 2019/2020 & :	2020/2021						
						E	ducatior	Resources							
	APT&C				Teachers			R	esource To	tal		Co	ouncil Wide		_
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	4.1	3.5	3.9	April	1.9	2.9	2.9	April	2.8	3.2	3.3	April	4.1	4.0	4.4
Мау	4.5	4.2	2.2	Мау	2.1	3.2	1.4	Мау	3.1	3.6	1.8	Мау	4.2	4.4	3.1
June	4.4	3.8	1.8	June	2.3	2.7	0.9	June	3.2	3.2	1.3	June	4.3	4.4	2.7
July	2.4	2.4	1.3	July	1.0	1.2	0.5	July	1.6	1.7	0.9	July	3.4	3.4	2.3
August	2.7	2.8	2.7	August	1.2	1.3	1.2	August	1.8	2.0	1.8	August	3.6	3.7	3.1
September	4.1	4.3	4.8	September	2.2	2.5	2.7	September	3.0	3.3	3.6	September	4.4	4.5	4.2
October	4.7	4.5	5.4	October	2.2	2.6	3.2	October	3.2	3.5	4.1	October	4.4	4.6	4.8
November	5.7	5.8	6.6	November	3.5	3.8	4.6	November	4.4	4.7	5.5	November	5.1	5.5	5.8
December	5.4	5.5	6.5	December	3.1	3.8	4.7	December	4.1	4.6	5.5	December	4.8	5.7	5.6
January	5.1	5.1	4.8	January	3.3	3.4	2.7	January	4.1	4.2	3.6	January	4.9	5.3	4.8
February	5.3	5.7	4.7	February	4.0	3.8	2.5	February	4.5	4.6	3.5	February	5.2	5.6	4.8
March	5.0	7.1	5.6	March	3.9	4.8	2.9	March	4.4	5.8	4.1	March	4.9	6.2	4.9
Annual Average	4.5	4.6	4.2	Annual Average	2.6	3.0	2.5	Annual Average	3.4	3.7	3.3	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.5	4.6	4.2	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	3.4	3.7	3.3	Average Apr-Mar	4.4	4.8	4.2
No of Employees at	31 March 2	021	3200	No of Employees at 3	31 March 20	21	3944	No of Employees at 3	31 March 20	)21	7144	No of Employees at 3	1 March 20	21	15903
For the financial v	vear 2020	/21. the a	verage (	days lost per emplo	ovee equa	tes to 7.8	davs.								

						Finance	and Cor	porate Resources							
	APT&C			м	anual Worl	kers		F	Resource To	otal			Council Wi	de	
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	3.1	3.5	3.5	April	8.6	7.1	8.5	April	3.2	3.6	3.6	April	4.1	4.0	4.4
Мау	3.3	3.2	2.3	Мау	0.4	0.0	16.0	Мау	3.2	3.2	2.4	Мау	4.2	4.4	3.1
June	2.5	3.3	1.9	June	0.0	0.5	7.4	June	2.5	3.2	1.9	June	4.3	4.4	2.7
July	2.9	3.3	2.0	July	0.0	2.4	3.5	July	2.9	3.2	2.0	July	3.4	3.4	2.3
August	2.8	3.6	1.8	August	0.4	5.9	12.1	August	2.8	3.6	2.0	August	3.6	3.7	3.1
September	3.1	3.3	2.3	September	0.0	3.5	13.4	September	3.0	3.3	2.4	September	4.4	4.5	4.2
October	3.6	3.7	3.2	October	0.0	3.6	10.2	October	3.6	3.7	3.3	October	4.4	4.6	4.8
November	4.6	3.9	3.1	November	0.0	2.6	11.4	November	4.6	3.8	3.2	November	5.1	5.5	5.8
December	3.8	4.6	2.7	December	0.0	1.3	11.4	December	3.8	4.5	2.8	December	4.8	5.7	5.6
January	3.6	3.9	2.8	January	0.0	0.0	7.0	January	3.5	3.9	2.8	January	4.9	5.3	4.8
February	3.7	4.1	3.5	February	2.3	7.6	0.0	February	3.6	4.1	3.5	February	5.2	5.6	4.8
March	3.2	4.5	3.5	March	9.8	4.6	0.0	March	3.3	4.5	3.5	March	4.9	6.2	4.9
Annual Average	3.4	3.7	2.7	Annual Average	1.8	3.3	8.4	Annual Average	3.3	3.7	2.8	Annual Average	4.4	4.8	4.2
Average Apr-Mar	3.4	3.7	2.7	Average Apr-Mar	1.8	3.3	8.4	Average Apr-Mar	3.3	3.7	2.8	Average Apr-Mar	4.4	4.8	4.2
No of Employees at	31 March 20	21	956	No of Employees at	31 March 2	2021	10	No of Employees a	t 31 March 3	2021	966	No of Employees at	: 31 March 2	2021	15903

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				Α	BSENCE	TRENDS	- 2018/2	019, 2019/2020 & :	2020/2021						
						Housing	g & Tech	nical Resources							
	APT&C			Ma	nual Work	ers		Re	esource To	tal		C	ouncil Wig	le	
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	3.9	3.9	4.1	April	6.5	6.7	3.5	April	4.9	5.0	3.8	April	4.1	4.0	4.4
Мау	3.6	4.2	2.8	Мау	6.5	5.1	2.0	Мау	4.8	4.5	2.5	Мау	4.2	4.4	3.1
June	4.0	4.8	3.2	June	6.2	5.0	2.0	June	4.9	4.9	2.7	June	4.3	4.4	2.7
July	3.7	4.1	2.7	July	6.3	5.4	2.7	July	4.8	4.6	2.7	July	3.4	3.4	2.3
August	4.1	4.0	2.5	August	5.5	5.7	3.4	August	4.6	4.7	2.8	August	3.6	3.7	3.1
September	4.5	4.4	2.1	September	6.2	5.8	3.3	September	5.2	5.0	2.6	September	4.4	4.5	4.2
October	4.3	4.3	2.9	October	5.9	6.6	3.9	October	4.9	5.2	3.3	October	4.4	4.6	4.8
November	4.8	5.5	3.7	November	6.5	6.1	5.6	November	5.5	5.7	4.5	November	5.1	5.5	5.8
December	4.4	5.2	3.3	December	6.5	6.3	4.8	December	5.3	5.6	3.9	December	4.8	5.7	5.6
January	4.2	5.8	3.5	January	7.0	5.9	4.4	January	5.3	5.8	3.9	January	4.9	5.3	4.8
February	4.2	5.8	3.2	February	6.6	5.7	4.7	February	5.2	5.8	3.8	February	5.2	5.6	4.8
March	4.2	5.1	3.1	March	7.3	6.5	4.5	March	5.5	5.7	3.6	March	4.9	6.2	4.9
Annual Average	4.2	4.8	3.1	Annual Average	6.4	5.9	3.7	Annual Average	5.1	5.2	3.3	Annual Average	4.4	4.8	4.2
Average Apr-Mar	4.2	4.8	3.1	Average Apr-Mar	6.4	5.9	3.7	Average Apr-Mar	5.1	5.2	3.3	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 3	nployees at 31 March 2021 893 No of Employees at 31 March 20							No of Employees at	31 March 2	021	1459	No of Employees at	31 March 2	2021	15903
For the financial y	/ear 2020	/21, the a	verage	days lost per emplo	oyee equa	ates to 8.′	1 days.								
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														Ap	opendix 6
					ABSENCE		S - 2018/	2019, 2019/2020 & :	2020/2021						
						Sc	cial Wo	k Resources							
	APT&C			Ма	nual Worke	ers		R	esource Tot	al		C	ouncil Wide	9	
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021
April	5.3	5.0	5.5	April	6.2	6.9	10.2	April	5.6	5.6	7.1	April	4.1	4.0	4.4
Мау	5.1	5.6	4.4	Мау	6.2	7.7	8.1	Мау	5.4	6.3	5.7	Мау	4.2	4.4	3.1
June	5.2	5.8	3.9	June	6.3	6.9	7.6	June	5.6	6.2	5.2	June	4.3	4.4	2.7
July	5.2	5.1	3.7	July	6.4	7.7	6.3	July	5.6	5.9	4.6	July	3.4	3.4	2.3
August	5.0	5.9	4.4	August	5.9	6.7	6.7	August	5.3	6.2	5.2	August	3.6	3.7	3.1
September	5.0	6.2	5.4	September	6.1	6.8	7.5	September	5.4	6.4	6.1	September	4.4	4.5	4.2
October	5.7	6.1	5.9	October	5.6	6.5	8.2	October	5.6	6.2	6.7	October	4.4	4.6	4.8
November	5.4	6.8	6.6	November	5.3	6.8	8.9	November	5.4	6.8	7.4	November	5.1	5.5	5.8
December	5.1	6.9	6.5	December	6.9	8.7	10.3	December	5.7	7.5	7.7	December	4.8	5.7	5.6
January	5.2	6.2	5.8	January	8.4	9.5	13.1	January	6.2	7.3	8.3	January	4.9	5.3	4.8
February	5.5	6.8	5.1	February	8.5	8.8	12.6	February	6.5	7.5	7.6	February	5.2	5.6	4.8
March	5.4	6.8	4.6	March	6.5	8.5	10.6	March	5.8	7.4	6.6	March	4.9	6.2	4.9
Annual Average	5.3	6.1	5.2	Annual Average	6.5	7.6	9.2	Annual Average	5.7	6.6	6.5	Annual Average	4.4	4.8	4.2
Average Apr-Mar	5.3	6.1	5.2	Average Apr-Mar	6.5	7.6	9.2	Average Apr-Mar	5.7	6.6	6.5	Average Apr-Mar	4.4	4.8	4.2
No of Employees at 3	31 March 20	21	1844	No of Employees at 3	1 March 202	21	1095	No of Employees at 3	31 March 202	21	2939	No of Employees at 3	1 March 202	21	15903
For the financial y	/ear 2020/	21, the av	/erage d	ays lost per employ	ee equate	s to 14.2	days.								

										Appendix 7
ABSENCE BY LONG AND SHORT	TERM									
From: 1 January 2021 - 31 March 2	021									
			January 202	1		February 2	021		March 2021	
Resource	No of employees	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3395	2.0	3.6	5.6	1.9	4.0	5.9	1.8	4.4	6.2
Education	7144	0.9	2.7	3.6	0.7	2.8	3.5	1.3	2.8	4.1
Finance and Corporate	966	1.2	1.6	2.8	1.0	2.5	3.5	1.3	2.2	3.5
Housing & Technical	1459	1.4	2.5	3.9	0.9	2.9	3.8	1.0	2.6	3.6
Social Work	2939	2.6	5.7	8.3	1.9	5.7	7.6	1.3	5.3	6.6
Council Overall for January 2021 - March 2021	15903	1.5	3.3	4.8	1.2	3.6	4.8	1.4	3.5	4.9

					NCE MON		G					
From : 1 March - 31 March 2021				Absenc	e Classifi	cation						
REASONS	Ente	nity and prise urces	Educ Reso		Financ Corpo		Housir Tech Resor	nical	Social Reso		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1277	28	833	13	69	10	342	30	670	18	3191	19
Psychological	1462	32	2678	43	259	38	294	26	1293	36	5986	37
Stomach, Bowel, Blood, Metabolic Disorders	384	8	503	8	17	2	143	13	271	7	1318	8
Respiratory	628	14	802	13	164	24	159	14	650	18	2403	15
Other Classification	885	19	1465	23	178	26	200	18	740	20	3468	21
Total Days Lost By Resource	4636	100	6281	100	687	100	1138	100	3624	100	16366	100
Total Work Days Available	75	211	151	762	195	686	312	247	553	323		
From : 1 March - 31 March 2020												
REASONS	Ente	nity and prise urces	Educ Reso		Financ Corp		Housir Tech Resor	nical	Social Reso		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1376	28	1206	15	139	16	459	27	947	24	4127	21
Psychological	1293	26	2301	28	249	28	417	25	1350	34	5610	29
Stomach, Bowel, Blood, Metabolic Disorders	330	7	631	8	115	13	233	14	255	6	1564	8
Respiratory	864	18	2240	28	167	19	359	21	618	15	4248	22
Other Classification	1024	21	1767	22	207	24	215	13	850	21	4063	21
Total Days Lost By Resource	4887	100	8145	100	877	100	1683	100	4020	100	19612	100
Total Work Days Available	73	219	140	445	194	06	296	60	542	292		
*WDL = Work Days Lost												

							оте					Appendix 9	
					CUPATIONAL H	IEALTH REPOR	15						
ROM: 1 January 2021 -	31 March	2021 compa	rison with 1	January 2020 -	31 March 2020								
						Medical Ref	errals						
				Community and	Educ	cation	Finance and	Housing &					
				Enterprise	Teachers	Others	Corporate	Technical	Social Work		Totals		
		TOTAL (Jan-N	lar 2021)	93	38	42	15	58	145		391		
		TOTAL (Jan-N	lar 2020)	107	52	49	18	70	136		432		
					No of Emplo	yees Referred		Support		No	of Employees Re	ferred For C	ognitive
No of Employees	Referred F	or Physiothe	erapy			Office		oupport			Behavioura		oginave
RESOURCE		Jan-Mar 2020	Jan-Mar 2021		RESOURCE		Jan-Mar 2020	Jan-Mar 2021		RESOURC	E	Jan-Mar 2020	Jan-Mar 2021
Community and Enterprise		141	82		Community and E	nterprise	108	106		Community	y and Enterprise	5	3
Education (Teachers)		77	57		Education		220	169		Education		9	9
Education (Others)		103	62		Finance and Corp	orate	17	25		Finance an	nd Corporate	0	0
Finance and Corporate		29	19		Housing and Tech	nical	39	26		Housing an	nd Technical	6	1
Housing and Technical		71	32		Social Work		109	82		Social Wor	k	9	6
Social Work		140	115		TOTAL		493	408		Not Disclos	se	28	13
TOTAL		561	367							TOTAL		57	32
-					Analysis o	of Counselling	Referrals by	Cause					
						Reaso							
	Work	Stress	A	diction	Pers	sonal	Anxiety/ D	epression	Bereave	ement	Total		
	М	S	М	S	М	S	М	S	М	S	М	S	
TOTAL (Jan-Mar 2021)	14	0	0	0	79	0	20	0	9	0	122	0	
	32	0	0	0	101	0	44	0	14	0	191	0	
OTAL (Jan-Mar 2020)													1
TOTAL (Jan-Mar 2020)										Iotal Refe	rrals (Jan-Mar 2021)	122	

			-												Apper	əndix
			A	NALYSIS C	Comparis	NTS/INCIDE	INIS									
			CAUSE	OF ACCIDE		ENTS TO E	MPLOYEE	s								
			0/1002			2.0.0.10.2										
FROM: 1 January 2021 - 31	March 2021	l compariso	on with 1 Ja	anuary 202	0 - 31 Marc	:h 2020										
		inity and rprise	Educ	ation	-	ce and oorate	Housing	y & Tech	Socia	l Work	то	TAL				
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020				
Specified Injury	0	0	0	0	0	0	0	0	1	1	1	1				
/iolent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0				
Total Specified Injury*	0	0	0	0	0	0	0	0	1	1	1	1				
Over 7-day	21	9	1	2	0	0	0	2	6	3	28	16				
/iolent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0				
/iolent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0				
Fotal Over 7-day**	21	9	1	2	0	0	0	2	6	3	28	16				
Over 3-day	3	1	1	0	0	0	0	0	0	0	4	1				
/iolent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0				
/iolent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0				
Fotal Over 3-day**	3	1	1	0	0	0	0	0	0	0	4	1				
Vlinor	53	26	23	8	0	0	5	5	36	13	117	48				
Near Miss	8	3	2	0	0	0	1	0	1	0	12	3				
/iolent Incident: Physical	5	3	252	301	0	0	1	0	23	5	281	308				
/iolent Incident: Verbal	3	1	16	25	0	1	0	0	9	2	28	30				
Fotal Minor***	69	33	293	334	0	1	6	5	69	20	438	389				
Total Accidents/Incidents	93	43	295	336	0	1	7	7	76	24	471	407				
A Specified Injury is any fract a chemical or hot metal burn t Over 3 day / over 7day abse	o the eye or	penetrating	injury as de	fined by the	HSE.							sness cause	d by asphyx	iation/ hea	d injury,	

																Appendix	1
					RECO	rd of dis	SCIPLINARY	HEARIN	GS								
FROM: 1 January 2021 - 31 March	2021 compa	rison with '	I January 202	20 - 31 Ma	arch 2020												
		No of Discipl	inary Hearings				Outco	me of Disci	plinary Hear	ings			No of we	eks to convene Hearing	Disciplinary	% Held	
RESOURCE	APT&C	Manual/	Teachers	Total		No / Manual /	Action	1		Actior Manual /	n Taken	1	3	4-6	6+	within 6 Weeks	
	74.140	Craft			APT&C	Craft	Teachers	Total	APT&C	Craft	Teachers	Total					
COMMUNITY AND ENTERPRISE	0	7	N/A	7	0	0	N/A	0	0	7	N/A	7	2	3	2	71%	
HOUSING & TECHNICAL	1	1	N/A	2	0	0	N/A	0	1	1	N/A	2	1	0	1	50%	
SOCIAL WORK	2	1	N/A	3	0	0	N/A	0	2	1	N/A	3	1	2	0	100%	
TOTAL (Jan-Mar 2021)	3	9	0	12	0	0	0	0	3	9	0	12	4	5	3	75%	
TOTAL (Jan-Mar 2020)	9	21	3	33	1	0	0	1	8	21	3	32	14	5	14	58%	
		No of	Appeals							Outcome	of Appeals						
RESOURCE		Manual/				Up	held			Uphelo	l in Part			Not U	pheld		Appeal Pending
	APT&C	Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Jan-Mar 2021)	0	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0
TOTAL (Jan-Mar 2020)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
*Resources nil responses are not inc	luded in figure	es															
N.B. Non-White employees refers to the	ose employees	who have ind	icated that they	y are:- Any	other mixed	background	, Indian, Pakist	ani, Bangla	deshi, Chine	ese, Any othe	er Asian backgr	ound, Car	ribbean, Afri	ican and any ot	ner black back	kground.	
APPEAL'S PANEL																	
FROM: 1 January - 31 March 2021																	
APPEAL'S PANEL	UPH	IELD	UPHE	ELD IN PA	RT	NOT U	JPHELD	WITH	RAWN	тс	TAL	PEND	PEALS DING TO DATE				
		1		0		+	0		1		2		1	-			

						Appendix 1
RECORD OF GRIEVANCES						
FROM: 1 January 2021 - 31 Ma	rch 2021 comparis	son with 1 Jai	nuary 2020 - 3	31 March 2020	)	
GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process	
TOTAL (Jan-Mar 2021)	0	0	0	0	0	
TOTAL (Jan-Mar 2020)	2	0	2	0	0	
DIGNITY AT WORK						
FROM: 1 January 2021 - 31 Ma	rch 2021 comparis	son with 1 Ja	nuary 2020 - 3	31 March 2020	)	
DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Jan-Mar 2021)	0	0	0	0	0	0
FOTAL (Jan-Mar 2020)	1	0	0	0	0	1

				Appendix 12
REFERRALS FOR WORKPLACE N	IEDIATION			
As at March 2021				
WORKPLACE MEDIATION	Jan-21	Feb-21	Mar-21	
No of Referrals	0	0	0	
*No of Successful Cases	0	0	0	
*No of Unsuccessful Cases	0	0	0	
No of cases unsuitable for mediation	0	0	0	
WORKPLACE MEDIATION	Jan-20	Feb-20	Mar-20	
No of Referrals	0	0	0	
*No of Successful Cases	0	0	0	
*No of Unsuccessful Cases	0	0	0	
No of cases unsuitable for mediation	0	0	0	

		ANALYSIS OF	LEAVERS AND EX	T INTERVIEWS			Appendix 13
EXIT INTERVIEWS (Jan-Mar 2	2021)						
REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	0	2	1	1	6	10	36
POOR RELATIONSHIPS WITH MANAGERS /	1	1	0	0	1	3	11
TRAVELLING DIFFICULTIES	0	0	0	0	1	1	4
MOVING OUTWITH AREA	0	1	0	0	0	1	4
FURTHER EDUCATION	0	1	0	0	0	1	4
CHILD CARING / CARING RESPONSIBILITIES	1	0	0	0	0	1	4
OTHER	4	4	0	0	3	11	39
NUMBER OF EXIT NTERVIEWS CONDUCTED	6	9	1	1	11	28	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	24	34	3	6	38	105	
% OF LEAVERS NTERVIEWED	25	26	33	17	29	27	
EXIT INTERVIEWS (Jan-Mar 2	2020)						
NUMBER OF EXIT NTERVIEWS CONDUCTED	5	11	3	3	14	36	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	30	47	10	10	38	135	
% OF LEAVERS NTERVIEWED	17	23	30	30	37	27	

													Ар	pendix 13a
January to March 2021	Number o	f leavers	Replace E	mployee	Filling on basis	a temp	Plan to tra budget to post	ansfer this another	End of fix post	ed term	Leave vac pending s service re	avings or	Plan to re Savings	move for
Resource	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C
Community & Enterprise	32.39	70.00	31.98	69.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.41	1.00
Education	50.45	71.00	50.04	70.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.41	1.00
Finance & Corporate	3.11	4.00	1.74	2.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.37	1.00
Housing & Technical	11.65	13.00	11.65	13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Work	51.54	67.00	51.54	67.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	149.14	225	146.95	221	0.00	0	0.00	0	1.00	1	0.00	0	1.19	3
Cumulative Total	734.52	1061	662.9	982	0.49	1	1.1	3	66.84	70	1	1	2.19	4
* Full time equivalent														
** Head count/number of em	ployees													

Analysis of Gender, Disability, Ethnicity and Age     FROM : 1 January 2021 - 31 March 2021     Total Number of applications received:   4748     Total Number of Equal Opportunities Monitoring forms received:   4662     Total Number of posts recruited for:   819     Total Number of applications received:   4662     Gender / Disability / Age   606     Gender / Disability / Age   4662     Interviewed   Applied     Interviewed   Applied     Total No of Male Applicants   1804     Total No of Female Applicants   2835     Total No of applicants aged under 50   3734     Total No of applicants aged over 50   887     Total No of Balack/Ethnic minority applicants*   205     Total No of White applicants   30   10     Total No of Veteran applicants   30   10     FROM : 1 January 2020 - 31 March 2020   794   154     Total Number of applicants received:   4207     Total Number of pappicants   30   10     FROM : 1 January 2020 - 31 March 2020   237     Total Number of applicants   794     Gender / Disability / Age   401	RECRUITMENT MONIT		aity and Ag	^
Total Number of applications received:   4748     Total Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4662     Call Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4662     Call Number of posts recruited for:   819     Total No of Male Applicants   1804     Total No of Female Applicants   2835   922     Total No of Disabiled Applicants   231   97   15     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Black/Ethnic minority applicants*   205   68   9     Total No of Black/Ethnic minority applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   4154   4154   4154     Cander / Disability / Age   4154   794   794     Gender / Disability / Age   496   4662   458     Cander / Disability / Age   4207   704   794     Gender / Disa	Analysis of Genuer, Disab	mity, ⊏tinn	city and Ag	6
Total Number of applications received:   4748     Total Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4662     Call Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4662     Call Number of posts recruited for:   819     Total No of Male Applicants   1804     Total No of Female Applicants   2835   922     Total No of Disabiled Applicants   231   97   15     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Black/Ethnic minority applicants*   205   68   9     Total No of Black/Ethnic minority applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   4154   4154   4154     Cander / Disability / Age   4154   794   794     Gender / Disability / Age   496   4662   458     Cander / Disability / Age   4207   704   794     Gender / Disa	FROM : 4 January 2024 24 March 2024			
Total Number of Equal Opportunities Monitoring forms received:   4662     Total Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4001     Gender / Disability / Age   4001     Total EO Forms Received   4662   1518     Total No of Male Applicants   1804   594   223     Total No of Female Applicants   2835   922   324     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Black/Ethnic minority applicants*   205   68   9     Total No of Veteran applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   4207   4207     Total Number of posts recruited for:   237   794     Total Number of applicants   976   368   89     Total Number of appointments:   794   4554   4207     Total Number of posts recruited for:   237   704   4564     Total Number of pappicants   976   368   89     Total No o	FROM : 1 January 2021 - 31 March 2021			
Total Number of Equal Opportunities Monitoring forms received:   4662     Total Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   4001     Gender / Disability / Age   4001     Total EO Forms Received   4662   1518     Total No of Male Applicants   1804   594   223     Total No of Female Applicants   2835   922   324     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Black/Ethnic minority applicants*   205   68   9     Total No of Veteran applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   4207   4207     Total Number of posts recruited for:   237   794     Total Number of applicants   976   368   89     Total Number of appointments:   794   4554   4207     Total Number of posts recruited for:   237   704   4564     Total Number of pappicants   976   368   89     Total No o	Total Number of applications received:			4748
Total Number of posts recruited for:   819     Total Number of appointments:   606     Gender / Disability / Age   606     Gender / Disability / Age   4662   1518     Total EO Forms Received   4662   1518   547     Total No of Male Applicants   1804   594   223     Total No of Disabled Applicants   2835   922   324     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Biack/Ethnic minority applicants*   205   68   9     Total No of Veteran applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   794   794     Total Number of applications received:   4154   4154     Total Number of applications received:   794   4154     Total Number of applicants   976   368   89     Total Number of applicants   976   368   89     Total Number of applicants   976   368   89     Total No of Pemale Applicants   976   368   89 <tr< td=""><td>••</td><td>n forms recei</td><td>ved:</td><td></td></tr<>	••	n forms recei	ved:	
Total Number of appointments:   606     Gender / Disability / Age   Interviewed   Appointed     Total EO Forms Received   4662   1518   547     Total No of Male Applicants   1804   594   223     Total No of Female Applicants   2835   922   324     Total No of Jisabled Applicants   231   97   15     Total No of applicants aged under 50   3734   1212   455     Total No of Black/Ethnic minority applicants*   4378   1425   533     Total No of White applicants   4378   1425   533     Total No of Veteran applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   Interviewed   4207     Total Number of applications received:   4207     Total Number of posts recruited for:   237     Total Number of appointments:   794     Gender / Disability / Age     Cotal No of Male Applicants     3169   1374   658     Total			vea.	
Gender / Disability / Age     Applied   Interviewed   Appointed     Total EO Forms Received   4662   1518   547     Total No of Male Applicants   1804   594   223     Total No of Female Applicants   2835   922   324     Total No of Disabled Applicants   231   97   15     Total No of applicants aged under 50   3734   1212   455     Total No of applicants aged over 50   887   292   88     Total No of Black/Ethnic minority applicants*   205   68   9     Total No of Veteran applicants   30   10   0     FROM : 1 January 2020 - 31 March 2020   4207   4154   4154     Total Number of applications received:   4207   4154     Total Number of posts recruited for:   237   794     Gender / Disability / Age     Applied   Interviewed     Gender / Disability / Age     Gender / Disability / Age     Gender / Disability / Age     Total No of Male Applicants   976   368   89     Total No	•			
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	Total No of Veteran applicants	9	5	0

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		Total New								Full-Time E					
			mber of E ale		nale					Salary					
Resource	Total	F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3092	1204	246	189	1453	2146.11	1.00	1420.89	415.11	238.06	46.05	16.00	4.00	5.00	0.00
Education - Others	3003	141	81	563	2218	2173.08	1.00	1080.74	824.42	138.29	49.04	12.06	4.00	58.73	4.80
Education - Teachers	3845	685	71	2311	778	3515.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3509.40
Finance & Corporate Resources	870	200	16	349	305	768.49	2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00
Housing & Technical	1311	837	26	320	128	1254.48	1.00	211.81	632.16	366.05	31.46	10.00	2.00	0.00	0.00
Social Work Resources	2773	210	200	989	1374	2408.42	1.00	1252.14	556.49	546.79	24.00	26.00	2.00	0.00	0.00
						8750.58	(excluding Tea	achers)							
Total All Staff	14894	3277	640	4721	6256	12265.58	6.00	4077.95	2767.06	1516.59	206.09	90.36	18.00	69.33	3514.20
		0	•		0200		0.00				200.00				
	QUART	ERLY	JOINT	STAFF	ING WAT	CH RETUR	<u>RN : NUME</u>	BER EMP	PLOYED	ON 12 E	)ecemb	<u>er 2020</u>			
	<u>QUART</u>	ERLY	JOINT	STAFF	ING WAT				PLOYED	<u>ON 12 E</u>	)ecemb	<u>er 2020</u>			
	QUART	ERLY	JOINT	STAFF	ING WAT		N : NUME		PLOYED	<u>ON 12 E</u>	)ecembo	er 2020			
	QUART				ING WAT				PLOYED			er 2020			
	QUART	Total Nu	JOINT mber of E	mployees	ING WA				PLOYED	ON 12 E Full-Time E Salary	quivalent	er 2020			
Resource	QUART	Total Nu	mber of E	mployees					PLOYED	Full-Time E	quivalent	er 2020 Grade 5	Grade 6	Fixed SCP	Teacher
		Total Nu Ma	mber of E ale	mployees Fen	nale	Analysis I	oy Resourc	<u>20</u>		Full-Time E Salary	quivalent Band		Grade 6 4.00	Fixed SCP 5.00	<b>Teacher</b> 0.00
Community & Enterprise Resources	<b>Total</b> 3158	Total Nu Ma F/T 1280	mber of E ale P/T 228	mployees Fen F/T 190	nale P/T 1460	Analysis I Total 2218.48	Director	Ce Grade 1 1498.73	<b>Grade 2</b> 417.50	Full-Time E Salary Grade 3 230.20	quivalent Band Grade 4 46.05	<b>Grade 5</b> 16.00	4.00	5.00	0.00
Community & Enterprise Resources Education - Others	Total	Total Nu Ma F/T	mber of E ale P/T	mployees Fen F/T	nale P/T	Analysis I	Director	CE Grade 1	Grade 2	Full-Time E Salary Grade 3	quivalent Band Grade 4	Grade 5			0.00
Community & Enterprise Resources Education - Others Education - Teachers	<b>Total</b> 3158 2891	<b>Total Nu</b> <b>Ma</b> <b>F/T</b> 1280 138	mber of E ale P/T 228 80	mployees Fen F/T 190 518	nale P/T 1460 2155	Analysis I Total 2218.48 2092.10	Director 1.00 1.00	<b>Grade 1</b> 1498.73 1027.84	<b>Grade 2</b> 417.50 794.54	Full-Time E Salary Grade 3 230.20 139.45	quivalent Band Grade 4 46.05 50.04	<b>Grade 5</b> 16.00 12.60	4.00 4.00	5.00 57.83	0.00
Community & Enterprise Resources Education - Others Education - Teachers Finance & Corporate Resources	<b>Total</b> 3158 2891 3861	<b>Total Nu</b> <b>M</b> <b>F/T</b> 1280 138 692	mber of E ale P/T 228 80 69	mployees Fen F/T 190 518 2329	nale P/T 1460 2155 771	Analysis I Total 2218.48 2092.10 3534.60	Director 1.00 1.00 0.00	<b>Grade 1</b> 1498.73 1027.84 0.00	<b>Grade 2</b> 417.50 794.54 0.00	Full-Time E Salary Grade 3 230.20 139.45 0.00	quivalent Band Grade 4 46.05 50.04 0.00	<b>Grade 5</b> 16.00 12.60 1.00	4.00 4.00 0.00	5.00 57.83 4.60	0.00 4.80 3529.00
Community & Enterprise Resources Education - Others Education - Teachers Finance & Corporate Resources Housing & Technical	<b>Total</b> 3158 2891 3861 870	Total Nu	mber of E ale P/T 228 80 69 16	mployees Fen F/T 190 518 2329 351	nale P/T 1460 2155 771 303	Analysis I Total 2218.48 2092.10 3534.60 769.35	Director 1.00 1.00 0.00 2.00	<b>Grade 1</b> 1498.73 1027.84 0.00 111.50	<b>Grade 2</b> 417.50 794.54 0.00 340.25	Full-Time E Salary Grade 3 230.20 139.45 0.00 228.96	quivalent Band Grade 4 46.05 50.04 0.00 54.54	Grade 5 16.00 12.60 1.00 25.10	4.00 4.00 0.00 6.00	5.00 57.83 4.60 1.00	0.00 4.80 3529.00 0.00
Resource Community & Enterprise Resources Education - Others Education - Teachers Finance & Corporate Resources Housing & Technical Social Work Resources	<b>Total</b> 3158 2891 3861 870 1308	Total Nu F/T 1280 138 692 200 833	mber of E ale P/T 228 80 69 16 28	mployees Fen F/T 190 518 2329 351 321	nale P/T 1460 2155 771 303 126	Analysis I Total 2218.48 2092.10 3534.60 769.35 1252.81	Director 1.00 1.00 0.00 2.00 1.00	<b>Grade 1</b> 1498.73 1027.84 0.00 111.50 214.51 1259.30	<b>Grade 2</b> 417.50 794.54 0.00 340.25 630.57	Full-Time E Salary Grade 3 230.20 139.45 0.00 228.96 363.27	quivalent Band Grade 4 46.05 50.04 0.00 54.54 31.46	<b>Grade 5</b> 16.00 12.60 1.00 25.10 10.00	4.00 4.00 0.00 6.00 2.00	5.00 57.83 4.60 1.00 0.00	4.80 3529.00 0.00 0.00