

## Dashboard development – Progress of data reporting for each measure within the HR&amp;OD Strategy 2017-19

Strategy Aim	Development area	What are we measuring?	To be added
Sustain	Vacancies and Apprentice Rates (page 2 of annex A)	Vacancy rates measure the number of positions without a post holder against the number of positions occupied in our establishment; how attractive we are as a prospective employer; how effective our recruitment and selection activities are.	We need to draw on reliable Organisational Management (OM) data, which requires a piece of work with services to validate their OM structures and reconcile these with their budgets.
		Apprentice rates measure the number of employees undertaking an apprenticeship and how close we are to meeting our target.	We need to add in quarterly and annual target figures, plus an additional column for the organisation as a whole.
	Organisational Turnover (page 4 of annex A)	Organisational turnover for employees with less than one year's service to inform how effective our selection and induction systems are.  Organisation turnover is to compare our turnover against the Chartered Institute of Personnel and Development (CIPD), focusing on voluntary and involuntary leavers.	We need to be confident that the data for involuntary leavers is accurate. It relies on 'reason for leaving' code selected by the line manager.
Enable	Equality and Diversity (page 3 of annex A)	Workforce profiles for each characteristic to measure the improvement in the representation of our workforce as a reflection of Surrey's resident population.	We need to add in the Surrey resident profile for each category, to see how representative our workforce is.
	Productive workforce days (page 7 of	The number of days SCC's workforce is available to attend work taking into account unplanned absences	This data will be provided in a more digestible and presentable format.

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	Annex 1)	and vacancies.	
	Sustainable absence (page 8 of Annex 1)	Sickness absence days measure levels of sickness to compare against the CIPD average of 8.5 days per year, and examining the top six reasons.	The average days per year for the council, with the CIPD comparator, will be included
	Workplace wellbeing (page 9 of Annex 1)	Workplace wellbeing (survey results) to measure the self assessed level that employees have rated their wellbeing, and to monitor our progress towards 'excellent', the highest level of the Wellbeing Workplace Charter.	A longitudinal comparator to be provided for previous years.
	Health and safety (page 10 of Annex 1)	Using the OSHENS incidents and accidents data it is possible to measure the reduction of numbers of incidents and accidents.	Targets to be added
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Achieve	Appraisal Scores (page 11 of Annex 1)	The proportion of employees who have completed the essential training identified for their role.	Testing needs to be completed on the Qualification Catalogue, in order to draw down data for reporting.
		'Improvement Needed' Appraisal rating for two years is to measure how effectively underperforming employees are supported and managed	Targets to be added
		Appraisal Scores (16/17) – are to measure how effectively employees are meeting their personal objectives.	Targets to be added
	Staff Survey	Leadership survey question ratings measure the	Targets to be added

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	(Leadership) (page 12 of Annex 1)	effectiveness of our leaders.	
Collaborate	Internal and external appointment rates and promotions (page 4 of Annex 1)	Internal and external appointment rates measure the balance between appointments made from existing employees, including internal movement, and external candidates.	Consideration is being given to alternative measures for these areas.
	Tenure (page 6 of Annex 1)	Tenure measures the proportion of the workforce and their length of service, organised by directorate groups.	
	Employee engagement	Satisfaction survey ratings measure the increase of employee satisfaction, engagement and morale.  JIVE/YAMMER media usage measures the amount colleagues are communicating with each other in this way.	

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