

**PUBLIC SECTOR MANPOWER AND ABSENCE REPORT FOR THE PERIOD 1ST JANUARY 2002 TO 30TH  
JUNE 2002**

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**Presented to the States on 1st October 2002  
by the Human Resources Committee**

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**STATES OF JERSEY**

**STATES GREFFE**

120

2002

R.C.37

Price code: C

## **MANPOWER AND ABSENCE REPORT 1ST JANUARY 2002 TO 30TH JUNE 2002**

### **Introduction**

1. The Human Resources Committee is pleased to present its report on the States of Jersey Manpower and Absence for the period 1st January 2002 to 30th June 2002 based on information provided by departments. The report is split into the following sections -

**SECTION 1    Non-trading committee manpower**

**SECTION 2    Absence**

#### **Appendices:**

- Appendix 1 - Reductions to permanent posts
- Appendix 2 - Additional permanent posts
- Appendix 3 - Transfers of permanent posts between departments
- Appendix 4 - Register of agreed contract posts as at 30th June 2002
- Appendix 5 - Changes to established trainee posts
- Appendix 6 - Headcount by department as at 30th June 2002
- Appendix 7 - Glossary (abbreviations used in this document)

## SECTION 1: NON-TRADING COMMITTEE MANPOWER

### Summary of FTE post levels from 30th June 2000 to 30th June 2002

2. The following table provides information about FTE manpower numbers for non-trading committee departments for the period 30th June 2000 to 30th June 2002. The table also shows a summary of the changes in FTE levels by post category over the last reporting period from 31st December 2001 to 30th June 2002 -

Post Category	30th June 2000	31st December 2000	30th June 2001	31st December 2001	30th June 2002	Changes 31st December 2001 to 30th June 2002
Permanent posts	5,177.14	5,188.87	5,263.38	5,289.09	5,335.57	46.48
Contract posts	74.94	71.26	74.83	93.35	80.16	-13.19
Trainee posts	139.00	139.00	140.00	131.50	129.50	-2.00
Total	5,391.08	5,399.13	5,478.21	5,513.94	5,545.23	31.29

3. The increase to the number of agreed permanent posts is mainly due to the approval of 38.90 FTE Teaching and Education Technical, Secretarial and Support Staff posts for the Education Department.
4. The following table shows the total FTE post and total headcount levels as at 30th June 2002 (this is the total of permanent, contract and trainee posts plus any vacancies within any of these three post categories) -

Post and headcount totals	FTE posts as at 30th June 2002	Headcount and vacancies as at 30th June 2002
Total	5,545.23	6,391

5. The following table shows the FTE seasonal and 'Workwise' posts from 30th June 2000 to 30th June 2002. The table also shows a summary of the changes in FTE levels in seasonal and 'Workwise' posts over the last reporting period from 31st December 2001 to 30th June 2002 -

Post category	30th June 2000	31st December 2000	30th June 2001	31st December 2001	30th June 2002	Changes 31st December 2001 to 30th June 2002
Seasonal posts	42.18	4.00	49.58	7.79	20.64	12.85
'Workwise' posts	40.37	40.23	41.72	33.94	28.20	-5.74

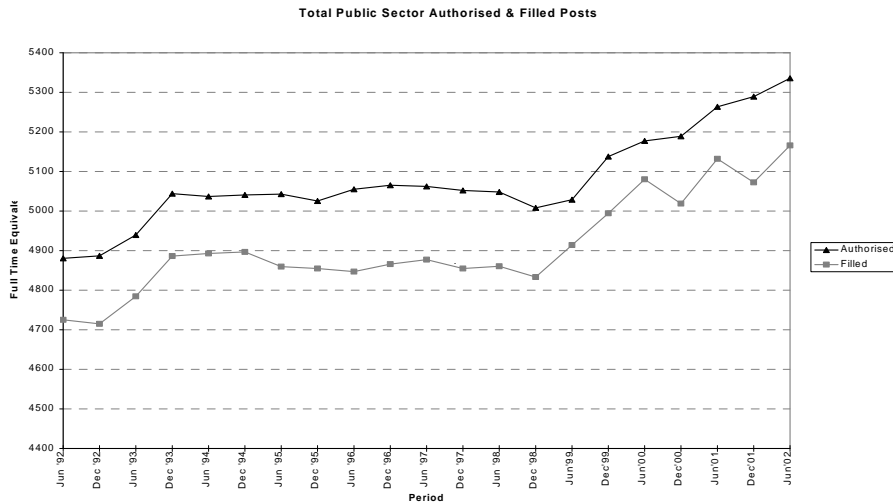
### Posts requiring Human Resources Committee approval

#### Permanent posts

6. Permanent posts are the posts required for the running of a department's core business and as such they account for the majority of the posts within the States of Jersey. To create a new permanent post or increase the FTE or headcount levels of a permanent post requires the express approval of the Human Resources Committee.
7. The number of permanent posts has increased during the last reporting period from 5,289.09 FTE to 5,335.57 FTE, a net increase of 46.48 FTE. This increase in the number of agreed permanent posts is mainly due to the approval of

38.90 FTE Teaching and Education Technical, Secretarial and Support Staff posts for the Education Department.

8. Details of reductions to permanent post FTE numbers are attached at Appendix 1 and details of increases to permanent post FTE numbers are attached at Appendix 2. Details of transfers of permanent posts between departments during the reporting period which resulted in no overall change in FTE levels are attached at Appendix 3.
9. As at 30th June 2002, there were 169.59 FTE permanent post vacancies. An analysis of the last ten years (below) demonstrates how the number of permanent posts and staff within these posts has changed.



Contract posts

10. These are posts created by the Human Resources Committee for departments in order to undertake specific tasks that cannot be achieved within existing approved manpower resources i.e. tasks that cannot be achieved using the department’s permanent posts. Contract posts tend to be used for one-off projects and as such are time-limited. To create or extend the duration of a contract post or to increase the FTE or headcount levels of a contract post requires the express approval of the Human Resources Committee.
11. The number of contract posts decreased in the last period from 93.35 FTE to 80.16 FTE, a net decrease of 13.19 FTE. Details of contract posts are attached at Appendix 4.

Trainee posts

12. Trainee posts are authorised in addition to the permanent posts of a department. The majority of trainee posts are with Health and Social Services, Public Services and the States Human Resources Department. There are two types of trainee post which are reported together in the Manpower Report -
  - 12.1 Trainee succession posts are treated in a similar way to contract posts. These posts are created specifically for succession purposes. The post exists for an agreed length of time to allow a department to take on an additional employee who requires ‘specialist knowledge’ to carry out the duties of a post. This training should enable the trainee to fill the permanent role when the existing postholder leaves.
  - 12.2 Training scheme posts are treated in a similar way to permanent posts. These are created for certain jobs where it has been identified the Island is in short supply of the skills. The staff in these posts are employed for the fixed duration of their training.
13. To create or extend the duration of a trainee post or to increase the FTE or headcount levels of a trainee post requires the express approval of the Human Resources Committee.
14. The number of trainee posts decreased in the last period from 131.50 FTE to 129.50 FTE, a net decrease of 2.00 FTE. Details of changes to individual trainee posts are attached at Appendix 5.

### Seasonal posts

15. Seasonal posts are a specific type of contract post. These are non-permanent posts created in departments where there is a regular and justifiable increase in the department's business at certain points during the year which cannot be dealt with using existing approved manpower resources i.e. cannot be dealt with by using the department's permanent posts. Departments are allowed to employ people in seasonal posts for up to 9 months to cope with the 'seasonal' increase in workload. Outside a post's specific 'season' the post disappears from a department's agreed manpower levels.
16. To extend the duration of a 'seasonal' post beyond the agreed timespan, or to create or increase the FTE of a seasonal post requires the express approval of the Human Resources Committee.
17. The number of seasonal posts increased in the last period from 7.79 FTE to 20.64 FTE, a net increase of 12.85 FTE. This change is mainly due to the increase in seasonal workload during the summer months.

### Posts for 'Workwise' employees

18. 'Workwise' posts are posts created in consultation with the Department of Employment and Social Security for those staff on the Department's 'Workwise Scheme'. This scheme has been created to assist specific people who are having difficulties finding work or who are returning to the workforce. It includes groups such as the disabled, ex-offenders, mothers returning to work etc. Depending upon the reason for the employee being on the 'Workwise Scheme', the posts created within departments will be of a certain duration and are reviewed regularly by the Department of Employment and Social Security.
19. 'Workwise' positions in the non-trading departments have decreased in the last period from 33.94 FTE to 28.20 FTE, a net decrease of 5.74 FTE.

## **SECTION 2: ABSENCE**

20. Officers of the States Human Resources Committee have been working closely with other States departments to implement a Manpower and Personnel Information Strategy (MAPS), including the introduction of a new computer system, which will provide important data in respect of public sector employees. The Committee is, for the first time, in a position to provide the States with sickness absence data, for the first 6 months of 2002, from 32 of the 33 departments included in the MAPS strategy. Work is continuing to ensure that data from the remaining department will be captured in future. The information that has been provided relates to 4,528 public sector employees.
21. There are a range of measures that are traditionally applied for measuring sickness absence. The one that is most commonly used identifies the proportion of time lost as a result of sickness compared to the contracted working time. This measure provides a basis not only to compare internal rates of absence but also enables comparisons to be made with other organisations because of its widespread applicability.
22. In looking at all the employees in the States of Jersey in respect of which data has been received, the overall absence rate is calculated as 4.87%.
23. This overall figure is based upon the following absence rates that apply to individual States' departments -

<i>Department</i>	<i>Percentage Absence</i>
<b>Agriculture and Fisheries</b>	<b>5.59</b>
<b>Airport</b>	<b>3.09</b>
<b>Bailiff's Chambers</b>	<b>0.48</b>
<b>Driver and Vehicle Standards</b>	<b>4.30</b>
<b>Economic and Commercial Development</b>	<b>3.87</b>
<b>Employment and Social Security</b>	<b>3.77</b>
<b>Fire Service</b>	<b>4.67</b>
<b>Harbours</b>	<b>4.78</b>
<b>Health and Social Services</b>	<b>4.78</b>
<b>Home Affairs</b>	<b>10.03</b>
<b>Housing</b>	<b>3.52</b>
<b>Immigration and Nationality</b>	<b>1.81</b>

<b>Impôts</b>	<b>6.32</b>
<b>Income Tax</b>	<b>3.66</b>
<b>Judicial Greffe</b>	<b>1.50</b>
<b>Law Officers</b>	<b>2.94</b>
<b>Lieutenant Governor</b>	<b>3.76</b>
<b>Official Analyst</b>	<b>2.75</b>
<b>Planning and Environment</b>	<b>4.02</b>

<i>Department</i>	<i>Percentage Absence</i>
<b>Police</b>	<b>5.67</b>
<b>Policy and Resources</b>	<b>2.27</b>
<b>Prison</b>	<b>9.83</b>
<b>Probation</b>	<b>12.05</b>
<b>Public Services</b>	<b>6.20</b>
<b>Sport Leisure and Recreation</b>	<b>5.41</b>
<b>States Greffe</b>	<b>1.13</b>
<b>States Human Resources</b>	<b>6.64</b>
<b>States Treasury</b>	<b>5.09</b>
<b>Superintendent Registrar</b>	<b>NIL</b>
<b>T.A</b>	<b>1.94</b>
<b>Tourism</b>	<b>1.04</b>
<b>Viscount's Office</b>	<b>3.32</b>

24. It is apparent that there are variations in the levels of absence that apply to different States departments. Consistently, absence among manual workers is found to be higher than among non-manual employees. Thus, departments which have a higher proportion of manual employees could expect to suffer higher levels of absence. In addition, where a smaller department has several employees away from work because of sickness it would suffer a disproportionate amount of sickness compared to larger counterparts.
25. As was noted earlier, the Jersey absence rates can be compared to figures that are compiled elsewhere. The most recent survey, issued by the Chartered Institute of Personnel and Development (CIPD) in July 2002, indicates that, on average, organisations that participated in their survey suffered an absence rate of 4.4%. This figure was higher than that which had been compiled by the employers' organisation, the Confederation of British Industries (CBI), which showed a figure for 2001 of 3.1%. These figures vary according to the particular sectors that are involved. In the CIPD survey, average absence in local government is 4.7% and 4.5% in central government. The survey indicates that other public sector organisations suffer an absence rate of 5.5%. It is also apparent that larger organisations report higher levels of absence than smaller organisations. The CIPD survey shows that the average level of absence in organisations with fewer than 100 employees is 3.7% compared to 4.7% where the workforce is 2,000 or greater.
26. The States of Jersey has also captured absence through the calculation of a measure referred to as the "Bradford Factor". This measures an employee's irregularity of attendance by combining measures of absence frequency and duration. The basic formula for this calculation is -
- $$S \times S \times D$$
- where S = the number of spells of absence in a specified period;  
D = the number of days of absence in that period.
27. It will be appreciated that an increase in the number of separate spells of absence that an employee suffers could have a significant influence on the overall Bradford Factor score.
28. The overall average figure for the States of Jersey is a score of 66.85 and the individual scores relating to specific departments are shown below. (The Bradford Factor score for the Jersey Airport is not available as its computer system is unable to compute this measure at present.)

<i>Department</i>	<i>Bradford Factor score</i>
<b>Agriculture and Fisheries</b>	<b>41.85</b>
<b>Bailiff's Chambers</b>	<b>0.55</b>
<b>Driver and Vehicle Standards</b>	<b>26.23</b>
<b>Economic and Commercial Development</b>	<b>15.24</b>
<b>Employment and Social Security</b>	<b>39.90</b>
<b>Fire Service</b>	<b>90.04</b>
<b>Harbours</b>	<b>29.16</b>
<b>Health and Social Services</b>	<b>102.34</b>

<b>Home Affairs</b>	<b>160.67</b>
<b>Housing</b>	<b>22.38</b>
<b>Immigration and Nationality</b>	<b>8.91</b>



<i>Department</i>	<i>Bradford Factor score</i>
<b>Impôts</b>	<b>21.35</b>
<b>Income Tax</b>	<b>40.06</b>
<b>Judicial Greffe</b>	<b>7.22</b>
<b>Law Officers</b>	<b>34.41</b>
<b>Lieutenant Governor</b>	<b>17.19</b>
<b>Official Analyst</b>	<b>22.17</b>
<b>Planning and Environment</b>	<b>95.21</b>
<b>Police</b>	<b>43.23</b>
<b>Policy and Resources</b>	<b>9.23</b>
<b>Prison</b>	<b>47.94</b>
<b>Probation</b>	<b>50.92</b>
<b>Public Services</b>	<b>12.67</b>
<b>Sport Leisure and Recreation</b>	<b>21.88</b>
<b>States Greffe</b>	<b>17.13</b>
<b>States Human Resources</b>	<b>36.09</b>
<b>States Treasury</b>	<b>18.01</b>
<b>Superintendent Registrar</b>	<b>NIL</b>
<b>T.A</b>	<b>2.20</b>
<b>Tourism</b>	<b>4.81</b>
<b>Viscount's Office</b>	<b>66.06</b>

29. The above details are the first figures that have been compiled for the States of Jersey and they relate to a limited period of the first six months of this year. Clearly, as further figures are collected and collated, so trends in the levels of absence will emerge which will provide useful data on which to base future management actions. In the meantime, this data will be considered by senior managers in all States departments in order that consideration can be given to any actions that might be deemed to be appropriate in the circumstances giving rise to these absence figures.

## APPENDICES

### APPENDIX 1

#### Reductions to permanent posts

<b>Department</b>	<b>Details</b>	<b>FTE change</b>
Health and Social Services	Consultant*	<b>-1.00</b>
Policy and Resources	IS/IT Adviser	<b>-1.00</b>
Public Services	Director of Regulatory Services*	<b>-1.00</b>
<b>TOTAL</b>		<b>-3.00</b>

\*VR/VER post savings

## Additional permanent posts

<b>Department</b>	<b>Details</b>	<b>FTE change</b>
Education	Teachers (AWPU formula) Support Staff (AWPU formula) Highlands IT contract posts made permanent	21.40 17.50 2.00 <b>40.90</b>
Housing	Executive Officer contract post made permanent IT Support Officer contract post made permanent Mobile Caretaker contract posts made permanent	1.00 1.00 2.00 <b>4.00</b>
Planning and Environment	Countryside Officer contract posts made permanent	<b>3.00</b>
Sport, Leisure and Recreation	Personnel Administrator	<b>0.50</b>
States Treasury	Increase due to rounding Finance Officer (CPU) transferred from Airport (Trading Committee Department)	0.08 1.00 <b>1.08</b>
<b>TOTAL</b>		<b>49.48</b>

Transfers of permanent posts between departments

Post title	From department	To department	FTE moved
Various Payroll Posts	Health and Social Services	States Treasury (CPU)	3.40
Office Cleaner	Health and Social Services	Public Services	0.20
Quantity Surveyor	Public Services	States Treasury	1.00

## Register of agreed contract posts as at 30th June 2002

Department	Start date	End date	Job title	Post FTE
Agriculture and Fisheries	20/06/2002	31/12/2003	Outdoor Cropping Consultant	1.00
	20/06/2002	31/12/2003	Protected Cropping Consultant	1.00
	20/06/2002	31/12/2003	Livestock Consultant	1.00
				<b>3.00</b>
Economic and Commercial Development	01/11/1999	31/12/2002	Assistant RUD Officer	1.00
	01/10/1999	31/03/2003	RUD Admin Assistant	1.00
				<b>2.00</b>
Education	08/11/1999	31/12/2002	MAPS Admin Assistant	1.00
	08/11/1999	31/12/2002	Childcare Admin	0.50
	08/11/1999	31/12/2002	Jersey Business School Administrative Assistant	1.00
	08/11/1999	31/12/2002	IT Administrative Assistant	1.31
	08/11/1999	31/12/2002	Project Managers for ICT	2.00
	08/11/1999	31/12/2002	Daycare/Playcare Officer	1.00
				<b>6.81</b>
Employment and Social Security	01/06/1999	31/05/2005	Training Manager	1.00
	01/06/1999	31/05/2005	Training Assistant	1.00
	01/06/1999	31/05/2005	Employment Assistant	1.00
	01/06/1999	31/05/2005	Special Needs Employment Assistant	1.00
	01/06/1999	31/05/2005	Special Needs Employment Administrator	1.00
	01/06/1999	31/05/2005	Board Secretary	0.50
	20/03/2000	30/06/2005	Business Transformation Director	1.00
	20/03/2000	30/06/2005	IT Specialist	1.00
	19/06/2000	30/06/2003	Social Security Reform Implementation Staff	3.00
	19/06/2000	30/06/2003	Social Security Reform Implementation Staff	0.40
	19/06/2000	30/06/2003	Business Transformation Support	0.50
	19/06/2002	30/06/2003	Business Transformation Support	0.74
	19/06/2000	30/06/2003	Business Transformation Support	0.60
	19/06/2000	30/06/2003	Business Transformation Support	0.76

Department	Start date	End date	Job title	Post FTE
Health and Social Services	01/11/1999	17/11/2004	Executive Officer (C&DSU)	1.00
	01/06/2001	30/06/2006	Blanche Pierre Nursery post	1.00
	01/06/2001	30/06/2006	St. Mark's Road Hostel post	1.00
	01/04/2002	01/04/2004	Human Resources Administrator (MAPS)	1.00
	01/05/2002	01/05/2007	Child Protection Training Coordinator	1.00
	01/11/1999	17/11/2004	Secretary (C&DSU)	1.00
				<b>6.00</b>
Home Affairs	17/10/1999	17/11/2004	Executive Officer (C&DSU)	1.00
	11/10/1999	31/12/2002	Home Affairs Support Staff	1.00
				<b>2.00</b>
Impôts	18/06/2001	18/06/2006	Dog Handlers	<b>2.00</b>
Income Tax	03/06/2002	30/06/2002	Implementation Support Staff	1.00
	23/06/2002	30/06/2002	Implementation Support Staff	1.00
	03/12/2001	01/09/2003	Non-core services post (1 year)	1.00
				<b>3.00</b>
Law Officers' Department	18/12/2001	18/12/2003	MOG Legal Advisor	1.00
	18/12/2001	18/12/2003	MOG Legal Assistant	1.00
	18/12/2001	18/12/2003	MOG Secretary	0.50
				<b>2.50</b>
Planning and Environment	21/04/1997	31/12/2003	Principal Planner	1.00
	08/11/2000	30/06/2004	Part-time Secretary	0.50
				<b>1.50</b>
Police	06/08/2001	06/08/2003	IT Contract	<b>1.00</b>
Policy and Resources	01/01/2001	31/12/2002	Human Rights Project Manager	1.00
	01/03/2002	01/03/2003	MOG Legal Instructing Manager	1.00
	01/04/2002	01/04/2003	MOG Legal Instructing Officer	1.00
	01/05/2002	01/05/2003	MOG Legal Instructing Officer	1.00
	18/12/2001	26/11/2003	MOG Corporate Policy Officer	1.00
	01/06/2002	01/06/2003	MOG Administrative Officer	1.00
				<b>6.00</b>
Probation	05/11/2001	05/11/2006	Portuguese Offender Worker	1.00
	21/05/2001	22/11/2003	Administrator Post	0.46
	01/02/2002	05/11/2006	Victim/Offender Conferencing Convenor	0.50
	16/07/2001	16/01/2003	Probation Officer	1.00
	17/11/1999	17/11/2004	Court Diversion Officer (C&DSU)	1.00
				<b>3.96</b>
Public Services	01/07/1998	30/06/2003	Safety and Security Officer	2.00
	15/05/2000	30/06/2002	Engineer - Waste Management	1.00
				<b>3.00</b>

Department	Start date	End date	Job title	Post FTE
Sport, Leisure and Recreation	03/04/2001	30/12/2003	Cash Counter	0.47
	11/09/2000	30/12/2003	Duty Officer (Springfield)	1.00
	11/04/1999	30/12/2003	Springfield Officer	0.32
	11/04/1999	30/12/2003	Springfield Officer	0.46
	11/04/1999	30/12/2003	Springfield Officer	0.46
	10/11/2000	30/12/2003	Leisure Assistant (Fort Regent)	0.50
	04/05/2001	30/12/2003	Leisure Assistant (Fort Regent)	0.50
	22/06/2001	30/12/2003	Leisure Assistant (Fort Regent)	0.61
	19/04/2001	30/12/2003	Leisure Assistant (Fort Regent)	0.63
	09/09/2000	30/12/2003	Leisure Assistant (Les Quennevais)	0.34
	04/04/2002	30/12/2003	Leisure Assistant (Les Quennevais)	0.26
	11/01/2001	30/12/2003	Leisure Assistant (Les Quennevais)	0.50
	14/05/2001	30/12/2003	Leisure Assistant (Les Quennevais)	0.84
	09/09/2000	30/12/2003	Leisure Assistant (Les Quennevais)	1.00
	02/10/2000	30/12/2003	Leisure Assistant (Les Quennevais)	1.00
	22/06/2000	30/12/2003	Leisure Assistant (Les Quennevais)	1.00
	20/12/2001	02/12/2003	Leisure Assistant (Haute Vallée)	0.50
20/12/2001	02/12/2003	Leisure Assistant (Haute Vallée)	0.50	
			<b>10.89</b>	
States Greffe	18/12/2001	18 months	MOG Law Drafting Assistant	1.00
	01/06/2002	01/06/2003	MOG Executive Officer*	1.00
	01/06/2002	01/06/2003	MOG Administrator* * for Privileges and Procedures Committee	1.00
			<b>3.00</b>	
States Human Resources	18/12/2001	2 years	MOG Human Resources Officer	<b>1.00</b>
States Treasury	24/01/2002	30/04/2004	PECRS Admin Staff	2.00
	08/11/1999	30/06/2002	Payroll Manager	1.00
	01/02/1998	31/12/2003	Group Accountant (Corporate Systems)	1.00
	15/05/2000	31/12/2003	Procurement Manager	1.00
	06/12/1999	31/12/2003	Project Manager/ AdministrativeAssistant	1.00
			<b>6.00</b>	
Tourism	01/09/2000	31/10/2002	CRS/Information Officers	<b>3.00</b>
<b>Total</b>				<b>80.16</b>

Changes to established trainee posts

<b>Department</b>		<b>FTE change</b>
Police	IT contract post reverted back to trainee succession post	1.00
Policy and Resources	Computer Services IT trainee posts deleted due to lack of funding	-3.00
<b>TOTAL</b>		<b>-2.00</b>



### Headcount by department as at 30th June 2002

The following chart shows the number of staff employed by departments in permanent, contract and trainee posts and the number of headcount vacancies as reported on departments' manpower returns for 30th June 2002 (the figures do not include seasonal or disabled employees) -

Department	Permanent	Contracts	Trainees	Vacancies	Total
Agriculture and Fisheries	67	3	0	1	71
Bailiff's Chambers	11	0	0	0	11
Driver and Vehicle Standards	18	0	0	1	19
Economic and Commercial Development	20	2	0	1	23
Education	1,632	3	3	77	1,715
Emergency Planning	3	0	0	0	3
Employment and Social Security	115	15	0	5	135
Fire Service	88	0	2	0	90
Gambling Control	2	0	0	0	2
Health and Social Services	2,266	6	34	30	2,336
Home Affairs	2	1	0	2	5
Housing	87	0	0	3	90
Immigration and Nationality	23	0	0	0	23
Impôts	52	2	0	1	55
Income Tax	64	2	0	2	68
Judicial Greffe	46	0	0	1	47
Law Officers	37	1	0	3	41
Lieutenant Governor	13	0	0	1	14
Official Analysts	9	0	0	0	9
Overseas Aid Committee	1	0	0	0	1
Planning and Environment	56	2	9	2	69
Police	334	1	0	18	353
Policy and Resources	46	6	3	3	58
Prison	86	0	0	10	96
Probation	32	5	1	2	40
Public Services	526	2	10	68	606
Sport, Leisure and Recreation	89	18	0	2	109
States Greffe	37	2	0	3	42
States Human Resources	30	0	3	19	52
States Treasury	106	5	14	7	132
Superintendent Registrar	3	0	0	0	3
T.A.	5	0	0	0	5
Tourism	36	3	0	3	42
Viscount's Office	26	0	0	0	26
<b>Non-traders total</b>	<b>5,968</b>	<b>79</b>	<b>79</b>	<b>265</b>	<b>6,391</b>

Please note that the permanent, contract and trainee post employee numbers shown above are the number of people who were 'in post' on 30th June 2002. The vacancies column gives the total number of vacancies in these permanent, contract and trainee posts as at 30th June 2002.

## GLOSSARY

**Full-time equivalents (FTEs)**

FTEs are used to calculate staffing figures in order to compare like with like, and for budgeting purposes.

The FTE is calculated by dividing the actual hours the employee is contracted for work in a week by the standard working hours in a week. For example, a part-time Civil Servant working 18.50 hours per week is represented by 0.50 FTE, i.e.  $18.50 \text{ hours} \div 37.00 \text{ hours} = 0.50 \text{ FTE}$ .

Vacancy FTE is calculated by totalling the number of vacant hours and dividing the total by the standard working hours in a week

**Headcount**

Headcount is the actual number of jobs in which people are employed.

Vacancy Headcount is the actual number of jobs that are vacant whether they are part-time or full-time.

**Abbreviations used**

<b>Abbreviation</b>	<b>Meaning</b>
AWPU	Average Weighted Pupil Units (calculation based on ratio of pupils to school staff)
C&DSU	Crime and Drugs Strategy Unit
CPU	Central Payroll Unit
CRS	Central Reservation System
FTE	Full Time Equivalent
ICT	Information and Communication Technology
IS	Information Systems
IT	Information Technology
MAPS	Manpower and Personnel Strategy
MOG	Machinery of Government
PECRS	Public Employees Contributory Retirement Scheme
RUD	Regulation of Undertakings and Development
VR/VER	Voluntary Redundancy/Voluntary Early Retirement