
THE ELECTRONIC STAFF RECORD PROJECT



National Health Service

The Vision for Reporting in ESR and the ESR Data Warehouse

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Document Control

Change Record

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26 June 2008	Simon Fletcher and Kieron Walsh	0.1	Document creation
8 August 2008	Julie Bickerton	0.2	Addition of appendix
6 October 2008	Kieron Walsh	0.3	Revision following internal review and addition of sections regarding the Excel 'Tool' and mapping of existing Local reports to DW versions.
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Section 1 - Background/Executive Summary

The cost of Human Capital management in the NHS is the organisations largest expenditure item therefore it is crucial that we maximise the technology available to manage this expenditure as efficiently and effectively as possible.

One of the first key recommendations of the recent NHS Informatics Review was that, from April 2009, ESR must be used wherever possible to deliver workforce data.

The rich functionality of the Electronic Staff Record (ESR) through its suite of business modules allows organisations to maintain a complete record for all their employees from recruitment through to termination.

Consequently there is a wealth of data stored within the system which can be mined, interrogated and extracted, and this will provide Trusts with the key business intelligence to assist them in the Provider/ Commissioning NHS that exists today.

Via either the ESR solution or the ESR Data Warehouse (DW), organisations ranging from the Department of Health, Strategic Health Authorities, Deaneries, Health Solution Wales, Health & Social Care Information Centre and NHS Trusts have the opportunity to use the business intelligence available to manage their business demands at strategic and operational level.

Therefore it is crucial that reports are available to extract the data either from the Data Warehouse or ESR for the key areas such as Operational Management (Sickness Absence, Turnover and Pre Employment checks), Workforce Planning, and Education and Training Analysis.

The original design for the ESR Data Warehouse did not include any provision for standard reports as it had been agreed by the User Community that they would use the ad hoc reporting tool to produce their own 'Standard Reports'. However, as usage of the DW increased during the ESR implementation phase, it became abundantly clear that this approach needed to be revised as the lack of Standard Reports, and perhaps more importantly, the lack of standard definitions, was holding back usage of the DW.

In addition to building a suite of Standard Reports in the DW, the equivalent reports will be made available in ESR (although some may currently exist, they will have to have the standard definitions, conditions and calculations applied) - see Section 4: ESR Standard Reports (Dashboard).

Agreeing the Key Performance Indicators

The process to design a set of Standard Reports involved the key stakeholders, namely the DH Workforce, H&SC Information Centre, representatives from the SHA (DWUG members) and the ESR central team. All parties were keen to take advantage of the new requirement to ensure the design included recognised and agreed consistency for all the reports. This would involve detailed consultation in establishing the standards, definitions, calculations, conditions and parameters for all the reports designed. Other considerations were that ESR needed to be satisfied that the reports used in the DW matched the output from the live ESR production environment (**NB** there will be some marginal differences because 1) ESR uses different database tables than the DW and 2) the DW is an extract based on a month-end snap-shot of the ESR live environment).

Through the consultation, the following requirements were established and agreed;

- The main performance metrics/KPI's/Measures required at DH, SHA and Trust level (e.g. "Staff in Post", "Turnover rate", etc..),
- The units of measure that the reports will deliver (e.g. Headcount, FTE or %),
- The definitions on how the report will be built (e.g. to include or exclude Locums, Bank staff, etc..),
- A Standard Report that would be typically used for each of the measures determined.

The delivery of the above criteria will ensure that across the NHS whether at DH or SHA level the data extracted will be consistent and users will be confident that the reports (subject to data quality) will not vary between SHA's, which would have been the case if each SHA for instance had built their own ad hoc report.

To that extent there will be a requirement for all NHS organisations to ensure that all data held in ESR is of the highest quality – see section 5: Data Validation.

Section 2 - ESR DW Standard Reports (Dashboard)

A summary overview of the available DW Dashboard reports is shown in Figure 1 below, and this is followed by general notes regarding the usage of Parameters, Drill-downs and other features which make the reports extremely flexible.

The reports are intended as templates which, although useful in their default mode, can be tailored to meet the specific and changing requirements of the disparate user community.

- Examples of the report outputs and simple charting representations of the raw data are given in Appendix 1.
- Full details of the Parameters, Conditions and Calculations applicable to each report are given in Appendix 2.

Figure 1: List of all Workbooks & Worksheets

Workbook	Worksheet(s)	Report designed to enable...
1. NHS HR Dashboard - Staff in Post	Staff in Post by Staff Group (See Fig 2)	Review of staffing levels against targets, and monitoring of those levels over time.
	Staff in Post by Occ Code	
	Staff in Post by AfC Band (See Fig 3)	
2. NHS HR Dashboard - Reviews	Reviews Completed by Staff Group (See Fig 4)	Monitoring of compliance with need for minimum of annual Reviews.
	Reviews Completed by Occ Code	
3. NHS HR Dashboard - Statutory Employment Checks	Registrations by Staff Group (See Fig 5)	Monitoring of compliance with Statutory Employment Checks regarding Professional Registration and Criminal Records Bureau.
	Registrations by Occ Code	
	CRB by Staff Group (See Fig 6)	
	CRB by Occ Code	
4. NHS HR Dashboard - Starters	Starters by Staff Group	Review of the numbers, types and source of Starters by organisation and staff groups over a period of time.
	Starters by Occ Code	
	Source of Recruitment by Staff Group (See Fig 7)	
	Source of Recruitment by Occ Code	
5. NHS HR Dashboard - Leavers	Leavers by Staff Group	Review of the numbers, types, and both reason for leaving and destination of Leavers by organisation and staff groups over a period of time.
	Leavers by Occ Code	
	Reason for Leaving by Staff Group (See Fig 8)	
	Reason for Leaving by Occ Code	
	Destination on Leaving by Staff Group	
	Destination on Leaving by Occ Code	
6. NHS HR Dashboard - Turnover Rate	Turnover Rate by Staff Group (See Fig 9)	Evaluation of the Turnover Rate of organisations and staff groups, pinpointing problem areas.
	Turnover Rate by Occ Code	
7. NHS HR Dashboard - Vacancies	Vacancies by Staff Group (See Fig 10)	Evaluation of the Vacancy Rate of organisations and staff groups, pinpointing problem areas.
8. NHS HR Dashboard - Pay Bill	Pay Bill	Review the broad categories of Pay costs across Staff Groups. Monitor fluctuations and variations between organisations and staff groups.
	Pay Bill by AfC Band (See Fig 11)	
9. NHS HR Dashboard - Sickness Absence	Sickness Absence by Staff Group (See Fig 12)	Evaluation of the Sickness Absence Rate of organisations and staff groups, pinpointing problem areas.
	Sickness Absence by Occ Code	

10. NHS HR Dashboard - Position Requirements Gap Analysis	Competences by Name (See Fig 13)	Identification of the gap between the recorded Position Requirement and the actual Competencies of the staff in post.
	Registrations by Body	
11. NHS HR Dashboard - Position Budget Gap Analysis	Position Budget Gap by Staff Group (See Fig 14)	Identification of the gap between the recorded requirement for staff (Budgeted FTE) and the actual staff in post (Contracted FTE).
	Position Budget Gap by Occ Code	

Use of the Reports

These reports were deliberately defined by the working party to provide key Workforce reports in a format that enabled them to be used as base templates. Used in their default mode the reports guarantee consistency of definition and content regardless of which organisation uses them. However, users have the option to amend the reports and share them with others if required. By using the available a) Parameter selections, b) the facility to Drill to appropriate levels of summary data, and c) the ad hoc report-writing features of Discoverer for instance to take out or add in specific data items, users will be able to create infinite variations of these reports to suit their own needs, whilst having the reassurance that the underlying build of the report is sound:

a. Parameter Selections

A set of standardised report Parameters was defined which would be applied to each report with appropriate variations; for instance the ‘Staff In Post’ report has the standard set (including a single Month selection) whereas the ‘Reviews’ report has an additional Parameter enabling a particular type of Review to be selected:

Standard Parameter selections:

Example of additional Parameter selection:

Figure 2

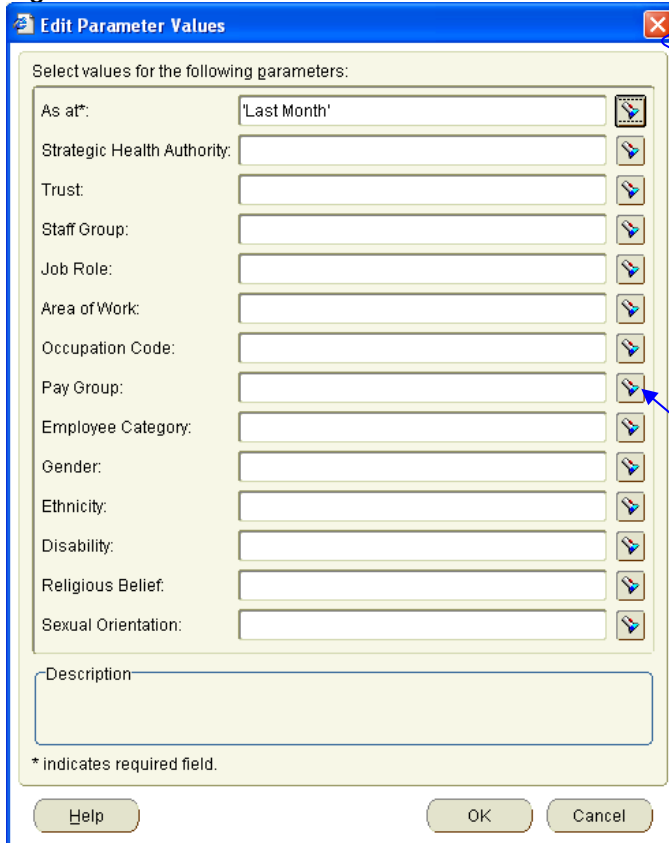
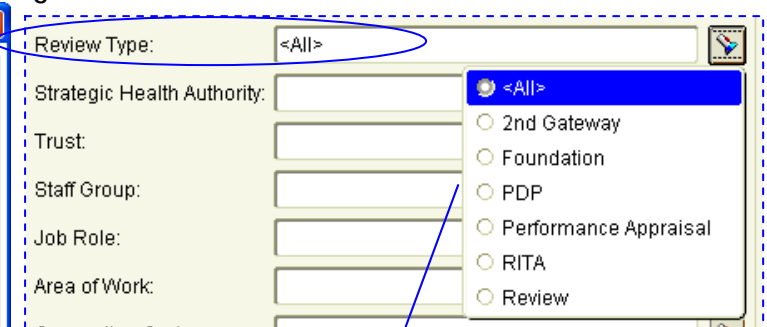


Figure 3



Click on the ‘radio’ buttons to select one, several or ‘All’ of the possible Review Types.

The other Parameter selections work in a similar way.

Several Parameters can be used in conjunction to pinpoint very specific groups of staff if required.

b. Drill to appropriate levels of summary data


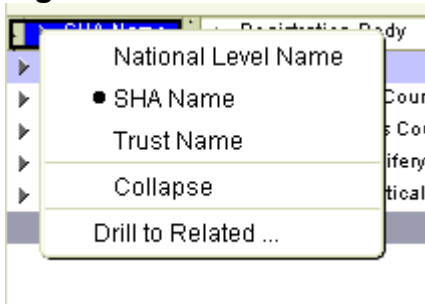
Most reports have a number of 'Drill' options available so that for instance from the 'Staff in Post' report's initial view it is possible to 'Drill' from 'Staff Group' to the more detailed level of 'Job Role'. Columns that allow drilling have the  'Drill' icon next to their data item name:

Figure 6



Similarly it is possible to 'Drill' up, or down, from SHA to other appropriate levels of data:

Figure 7



Other 'Drills' available include that from the Primary Payscale Letter (eg M) to individual Grade Code (eg MC01), and from Occ Code Group (e.g. M) to Occ 1 (e.g. 0, 1, 2) which is useful for separating out the Medical & Dental staff into their sub-groups, and finally to Occupation Code at its lowest level (e.g. 001).

NB

Users are advised that the 'Drill to related' option (as visible in Figure 7) should be used with caution as the result can be an invalid association between data items leading to incorrect figures; unfortunately this DISCOVERER feature does not restrict the possible joins to those which will produce meaningful outcomes.

c. Ad hoc report-writing features

Using some of the wide range of Discoverer report-writing features it is possible to adapt these template reports to enable an unlimited variety of other reports to be created:

- Data items such as Pay Group, Ethnic Origin and Gender can be added into existing reports to generate new ways of looking at the data.
- Data items can be taken out of existing reports for instance to create an organisational listing without the SHA sub-totals, or a Job Role listing without the Staff Group sub-totals.
- The nationally defined and created reports can be amended to suit and then saved for personal use, and can be shared with other Data Warehouse users so that other new 'Standard' reports can be established directly by the user-community.

- Report outputs can be exported into a variety of formats, including Microsoft Excel, after which users can archive reports, generate time series reports, produce charts and summary tables,

The following example demonstrates how the Staff in Post template report can be easily adjusted to analyse the data by Gender:

Figure 8

NHS HR Dashboard - Staff in Post
Staff in Post by Staff Group
10-JUN-08 19.17.14

Parameters:
As at: 'Last Month'

SHA Name	Staff Group	FTE (Contracted)	Assignment Count	People Headcount
	STRATEGIC HA	103,104.13	123,112	120,199
	Add Prof Scientific and Technic	3,333.84	3,988	3,903
	Additional Clinical Services	18,946.18	22,777	22,424
	Administrative and Clerical	23,232.27	27,521	26,937
	Allied Health Professionals	6,773.42	8,237	7,971
	Estates and Ancillary	6,345.92	8,798	8,641
	Healthcare Scientists	2,270.25	2,495	2,474
	Medical and Dental	9,449.77	10,928	10,501
	No Staff Group Specified	6.12	9	9
	Nursing and Midwifery Registered	32,282.14	37,886	37,185
	Students	464.22	473	471
	Grand Total	103,104.13	123,112	120,199

Edit the Worksheet by dragging the data item "Gender" into the report layout as an extra column.

Figure 9

SHA Name	Staff Group	Gender	FTE (Contracted)
	STRATEGIC HA		103,104.13
	Add Prof Scientific and Technic		3,333.84
		F	2,309.24
		M	1,024.60
	Additional Clinical Services		18,946.18
		F	15,380.17
		M	3,566.01
	Administrative and Clerical		23,232.27
		F	18,903.33
		M	4,328.94

The data item "Gender" now appears as an extra column in the report with the appropriate F / M values and the corresponding FTE (Contracted) figures are given.

If this report layout is required for future use it can be saved by the user without risk of corrupting the original report.

Section 3 - Production of Charts and Tables

An Excel 'Dashboard Tool' has been produced which will transform the default output¹ from the Data Warehouse Dashboard Reports² into a file containing worksheets for each report showing a chart and data table, plus a Summary worksheet displaying each of the charts for ease of reference. The Summary worksheet is preformatted ready to print out.

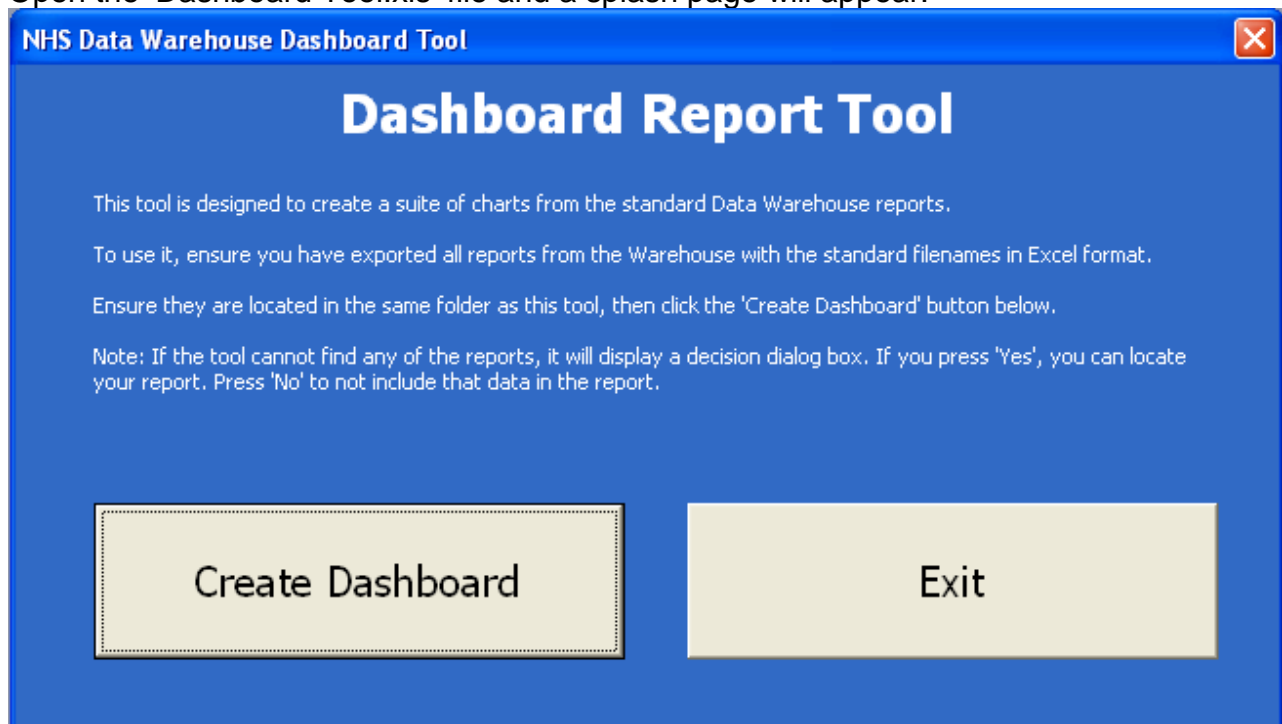
You need to run each of the Dashboard Reports and save the output into a single folder. In order for the 'Dashboard Tool' to work most efficiently you should save the output files using the default names for the reports as shown below:



It would therefore be good practice to save each month's output files in a separate folder if they are required for future reference.

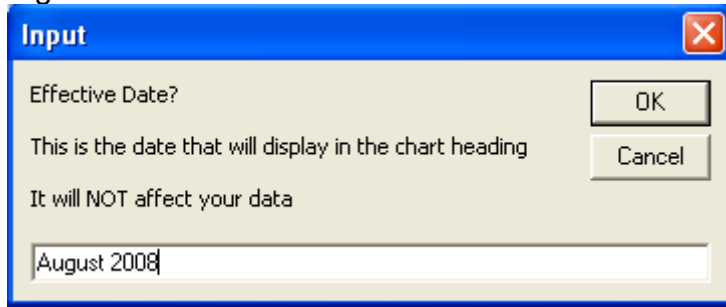
You must also place the 'Dashboard Tool.xls' file in this same folder along with your data files (as shown above).

Open the 'Dashboard Tool.xls' file and a splash page will appear:



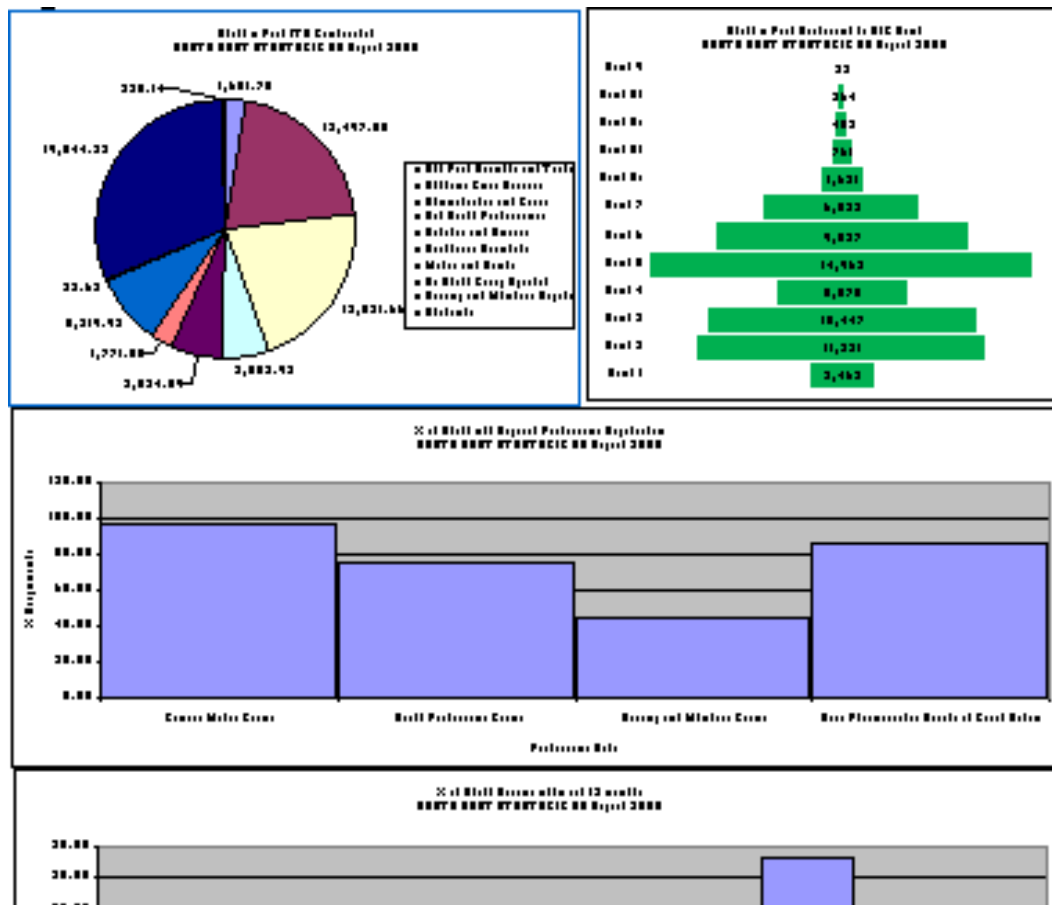
If you proceed by selecting "Create Dashboard" you will be asked to enter the effective date for the report; this is the date that will be displayed in the charts, so enter the date in the format you wish it to appear, and then click 'OK'.

e.g.



When the 'Dashboard Tool' has finished processing the data it will prompt you to save the resultant file. Save it with a file name of your choice (anything other than 'Dashboard Tool') and the file will then close.

Open your new saved file and you will be presented with a Summary tab showing all the charts:



A separate tab (worksheet) contains the chart and data tables from each report:



The 'Dashboard Tool' is designed to cope with certain situations:

- a) The tool works with a variable number of rows of data (e.g. where less than the full range of Staff Groups appear in the report output.)
 - b) The tool completes even if not all of the source output files have been produced; and appropriate messages are displayed. (e.g. a user may decide not to run all of the Dashboard reports but still want to use the Dashboard Tool to produce charts for the others.)
 - c) If the Tool cannot find the data files in the same folder and with the default names as described above then the user is prompted to navigate to the appropriate location for each file.
-

Notes

¹ The charts are intended for use with the default layout of the Data Warehouse Dashboard reports; if a user 'Drills' to further levels within the report (e.g. from Staff Group to Job Role) then the charts will still be produced but may not produce useful results.

² A separate version of the Dashboard Tool will be produced for use with the ESR Dashboard Reports which are currently under development. This separate version is necessary because the file names will be different. (Planned release March 2009.)

Section 4 - ESR Standard Reports (Dashboard)

Development of the Dashboard reports (as detailed in this document) has focused on delivery of the Data Warehouse. Deployment of these reports into the Data Warehouse solution began in June 2008. Work has continued to develop the final reports (re Skills Gaps) and these are being delivered in October 2008.

Work also began in August 2008 to develop the same dashboard reports in the core ESR solution – with a target release in March 2009. The design of the new reports will ensure that the parameters and conditions specified by the Dashboard Reports working party are replicated in the ESR reports.

In the interim, the following section details which ESR reports ‘map’ to a number of the key Data Warehouse reports and also what amendments can be made to the ESR reports to enable ‘like for like’ comparison. Please note that due to timing differences between the two versions of reports there may still be disparity in the outputs; this does not mean that either report is incorrect. Remember that the DW is using a snap-shot of data from a point in time, whereas the ESR reports are mostly produced from real-time data including any late notifications, corrections, etc..

DW Dashboard Report	Closest match ESR Standard Report	Changes required to ESR Standard Report to most closely match the DW Dashboard Report
1. NHS HR Dashboard - Staff in Post by Staff Group	NHS Organisation Profile Analysis – Staff List by Org (Summary)	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Create a new Condition to exclude organisation Type of “Hospice”. • Parameter: Exclude Assignment Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”. • Parameter: Include Person Types “Employee” and “Employee and Applicant” only. • Parameter: Include Employee Person Types “Employee” only. • Create a new Condition to include only assignments where: <ul style="list-style-type: none"> ○ staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, ○ staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive). • Parameter: Headcount Calculation “All Assignments”. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Remove OrgP1 from Layout.
2. NHS HR Dashboard – Reviews by Staff Group	NHS Talent Management Analysis – Review Summary	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Create a new Condition to exclude organisation Type of “Hospice”.

		<ul style="list-style-type: none"> • Parameter: Exclude Assignment Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”. • Parameter: Include Person Types “Employee” and “Employee and Applicant” only. • Parameter: Include Employee Person Types “Employee” only. • Create a new Condition to include only assignments where: <ul style="list-style-type: none"> ○ staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, ○ staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive). • Parameter: Review Type to match that selected for the DW version. • Parameters: Period Start/End Date to match that selected for the DW version. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Remove OrgP1 from Layout. • Expand Staff Group Summary to Staff Group. • Remove Staff Group Summary from Layout.
3. NHS HR Dashboard - Statutory Employment Checks	None	None
4. NHS HR Dashboard – Starters by Source of Recruitment	NHS Starters Analysis – By Recruitment Source	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Create a new Condition to exclude organisation Type of “Hospice”. • Parameter: Exclude Assignment Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”. • Parameter: Include Person Types “Employee” and “Employee and Applicant” only. • Parameter: Include Employee Person Types “Employee” only. • Create a new Condition to include only assignments where: <ul style="list-style-type: none"> ○ staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, ○ staff group is not ‘Medical and Dental’ and their FTE is between

		<p>0.05 and 1.00 (inclusive).</p> <ul style="list-style-type: none"> Parameter: Headcount Calculation “All Assignments”. Parameters: Period Start/End Date to match that selected for the DW version. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> Remove OrgP1 from Layout. Add Staff Group to Layout. Remove OrgP1 from Layout.
<p>5. NHS HR Dashboard - Leavers</p>	<p>NHS Leavers Analysis – By Leaving Reason</p>	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> Create a new Condition to exclude Organisation Type of “Hospice”. Parameter: Exclude Assignment Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”. Parameter: Include Person Types “Employee” and “Employee and Applicant” only. Parameter: Include Employee Person Types “Employee” only. Create a new Condition to include only assignments where: <ul style="list-style-type: none"> staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive). Parameter: Headcount Calculation “All Assignments”. Parameters: From/To Date to match that selected for the DW version. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> Remove OrgP1 from Layout. Expand Staff Group Summary to Staff Group. Remove Staff Group Summary from Layout. Move ‘Leaving Reason’ from Page Item to a Data Point (Column). Choose to retain or remove FTE SUM, Headcount, % Headcount. (The DW shows only FTE Sum.)

6. NHS HR Dashboard - Turnover Rate	NHS Labour Turnover and Stability Analysis - LTR	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Create a new Condition to exclude organisation Type of “Hospice”. • Parameter: Exclude Assignment Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”. • Parameter: Include Person Types “Employee” and “Employee and Applicant” only. • Parameter: Include Employee Person Types “Employee” only. • Create a new Condition to include only assignments where: <ul style="list-style-type: none"> ○ staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, ○ staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive). • Parameter: Report Type “Actuals”. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Add Staff Group to Layout. • Remove OrgP1 from Layout. • Add Grand Total Rows Sum for All Data Points (Select from Calculations: My Totals)
7. NHS HR Dashboard - Vacancies	NHS Vacant Post Analysis	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Parameter: Hiring Status “Active”. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Expand Staff Group Summary to Staff Group. • Remove Staff Group Summary from Layout. • Remove OrgP1 from Layout. • Remove Position from Layout. • Remove Hiring Status from Layout.
8. NHS HR Dashboard - Pay Bill	None	None
9. NHS HR Dashboard - Sickness Absence	NHS Absence Timeline Analysis – Org Monthly Absence Rate	<p>1. Parameters and Conditions:</p> <ul style="list-style-type: none"> • Create a new Condition to exclude organisation Type of “Hospice”. • Parameter: Exclude Assignment

		<p>Categories: “Bank”, “Honorary”, “Locum”, “Retainer Scheme”, “Widow/Widower”.</p> <ul style="list-style-type: none"> • Parameter: Include Person Types “Employee” and “Employee and Applicant” only. • Parameter: Include Employee Person Types “Employee” only. • Create a new Condition to include only assignments where: <ul style="list-style-type: none"> ○ staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or, ○ staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive). • Parameters: Period From/To dates to match those selected for the DW version. • Parameters: Absence Category of “Sickness”. • Parameters: Primary Flag of “All”. <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Expand Staff Group Summary to Staff Group. • Remove Staff Group Summary from Layout. • Remove OrgP1 from Layout.
10. NHS HR Dashboard - Position Requirements Gap Analysis	None	None
11. NHS HR Dashboard - Position Budget Gap Analysis	NHS Position Analysis – Organisation Summary	<p>1. Parameters and Conditions:</p> <p>2. Others changes to this report:</p> <ul style="list-style-type: none"> • Remove ‘Name’, ‘Cost Centre’ and ‘Organisation Actual Hours Calc’ from report Layout. • Add ‘Staff Group’ into report Layout. •

Section 5 - Data Validation

A new ESR validation report will be available for organisations to run locally in December 2008. This report will apply validation rules which are utilized in the current Census process and the Dashboard reports that will be used by DH.

The report will cover the following categories of data;

- Person Identification
- Demographic Information
- Recruitment & Leaving
- Professional Registration
- CRB checks
- Assignment details

This Local Validation report will build upon the report which has been produced centrally since July 2008 and made available to organisations as a spreadsheet. Feedback from organisations regarding these reports has helped to tighten up some of the validation tests, and to shape the more flexible way the Local reports will work – for instance enabling not only staff group selection but a choice of which validation tests to include in the report so as to allow organisations to focus on specific issues.

The report will provide Trusts with a key “data housekeeping” tool which will highlight, via a series of test criteria, those data items that do not match the expected results and therefore assist the Trust to take corrective action. In addition it will identify potential issues with business processes if certain data items continue to prove difficult to maintain valid data for.

Ultimately the data being fed into the ESR system is the responsibility of individual employers. However a group (comprising of the DH, ESR and IC) has been set up to realise the benefits of the Data Warehouse and is supporting quality improvements through a number of initiatives, including a nationwide series of workshops held in May this year (all NHS employing bodies were invited). In consultation with key stakeholders the group aims to:

- Promote further harmonisation of key function definitions and certain data standards
- Develop a standard set of validation reports, and make them available monthly for self scrutiny.
- Develop a series of data quality metrics to be published monthly allowing organisations to benchmark the quality, completeness of key data items against regional/national averages. These may include % employee checks complete, % clinical staff with professional registration recorded etc.

The data quality metrics which the IC will produce will be based on “aggregated” data and will not show the same detail as the centrally produced or local ESR validation report – they will report to a Trust the number/percentage of invalid dates of birth whereas the ESR report will highlight the actual employees whose records have an invalid date of birth.

It is proposed that the process of determining which data items to score, and their relative values, is managed with the involvement of the ESR users from the Management Information Special Interest Group.

Appendix 1 - Examples of Report outputs and simple charting

**NHS HR Dashboard - Staff in Post:
Figure 2 - a) By Staff Group**

		FTE (Contracted)	Assignment Count	People Headcount
SHA Name	Staff Group			
TEST STRATEGIC HA		1,119.75	1,507	1,437
	Add Prof Scientific and Technic	18.70	23	23
	Additional Clinical Services	202.22	285	279
	Administrative and Clerical	308.55	448	408
	Allied Health Professionals	194.54	232	226
	Estates and Ancillary	57.36	100	98
	Medical and Dental	27.26	42	39
	Nursing and Midwifery	304.89	369	366
	Students	6.22	8	8
Grand Total		1,119.75	1,507	1,437

Note that these mock report layouts show the 'By Staff Group' worksheets plus any worksheets with significant variation in content. The 'By Occupation Code' worksheets are not shown as they simply mirror the 'By Staff Group' versions substituting the Occupation Codes for the Staff Groups. The Graphs/Charts shown are based on the report outputs and were produced using MS Excel.

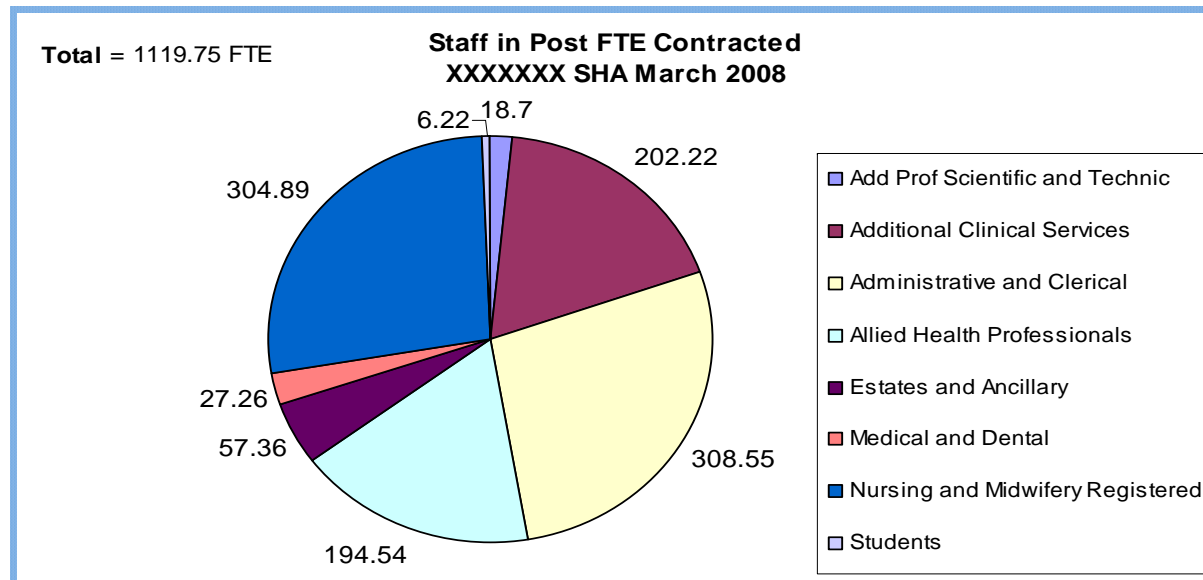


Figure 3 - b) By Agenda for Change Band:

		FTE (Contracted)	Assignment Count	People Headcount
SHA Name	AfC Band			
TEST STRATEGIC HA		1,063.61	1,431	1,368
	Band 1	34.60	71	70
	Band 2	197.65	338	306
	Band 3	107.54	168	165
	Band 4	76.08	93	93
	Band 5	215.61	256	255
	Band 6	238.11	289	285
	Band 7	113.23	132	129
	Band 8a	32.37	35	35
	Band 8b	30.41	31	31
	Band 8c	12.00	12	12
	Band 8d	6.00	6	6
Grand Total		1,063.61	1,431	1,368

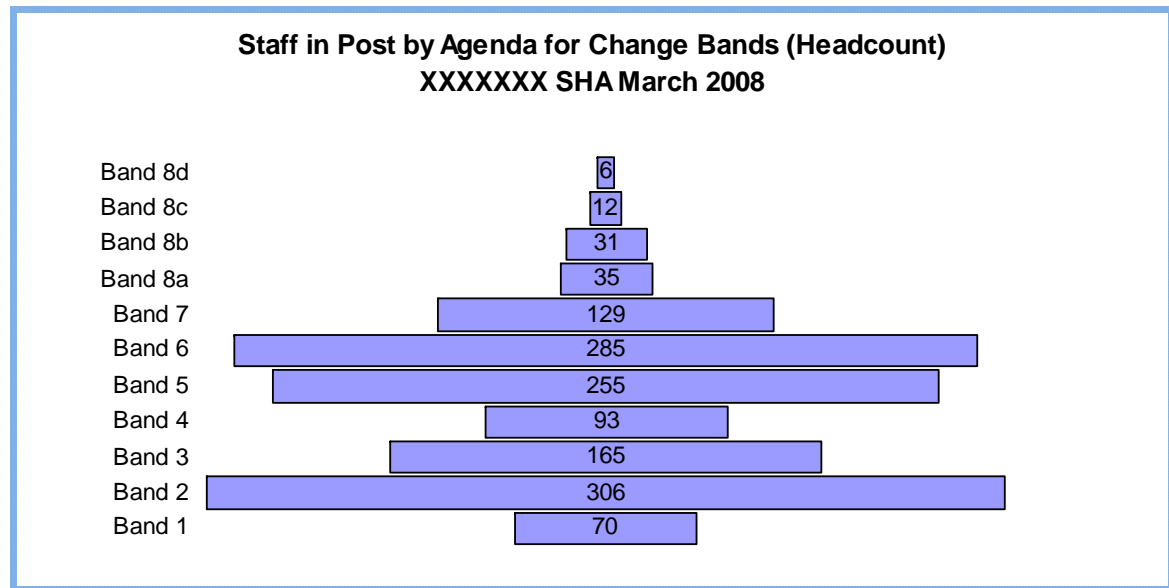
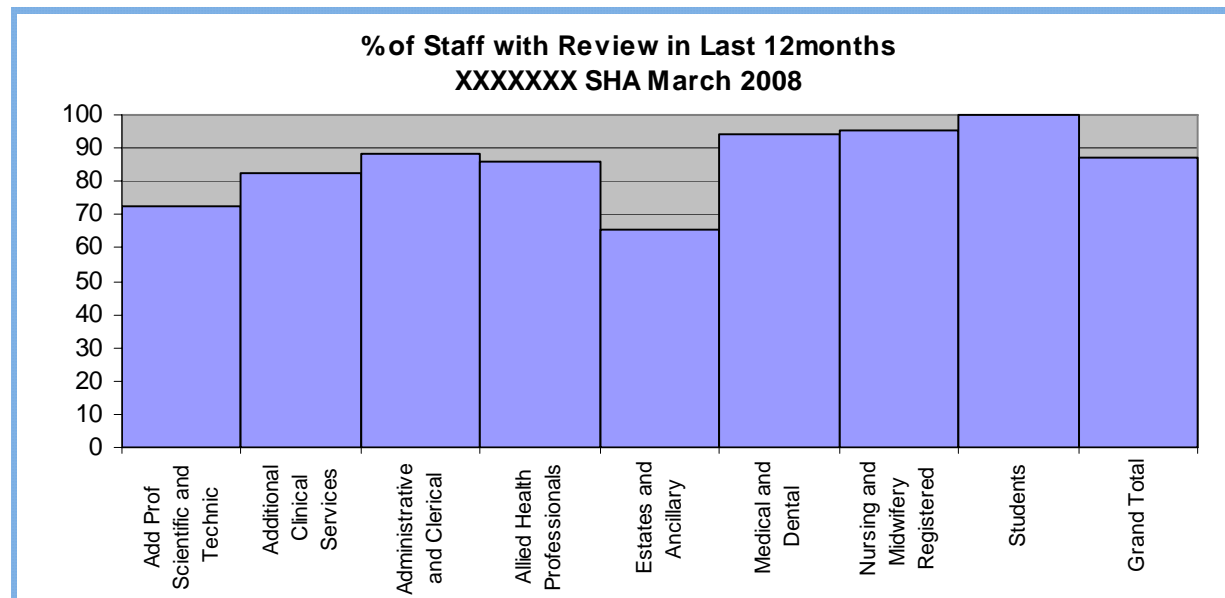


Figure 4 - NHS HR Dashboard – Reviews

		Assignment Count	Assignments with Completed Review	% with Review
SHA Name	Staff Group			
TEST STRATEGIC HA		1,165	1,015	87.12
	Add Prof Scientific and Technic	11	8	72.73
	Additional Clinical Services	245	202	82.45
	Administrative and	328	290	88.41
	Allied Health	176	151	85.80
	Estates and Ancillary	75	49	65.33
	Medical and Dental	35	33	94.29
	Nursing and Midwifery	291	278	95.53
	Students	4	4	100.00
Grand Total		1,165	1,015	87.12



NHS HR Dashboard - Statutory Employment Checks
Figure 5 - a) Professional Body Registration Checks:

		Assignments for Positions with Registration Requirements	Assignments that Fulfil Registration Requirements for Position	% Assignments that Fulfil Registration Requirements for Position
SHA Name	Registration Body			
TEST STRATEGIC HA		543	403	74.22
	General Dental Council	2	0	0.00
	General Medical Council	241	191	79.25
	Health Professions Council	124	90	72.58
	Nursing and Midwifery Council	166	118	71.08
	Royal Pharmaceutical Society Great Britain	10	4	40.00
Grand Total		543	403	74.22

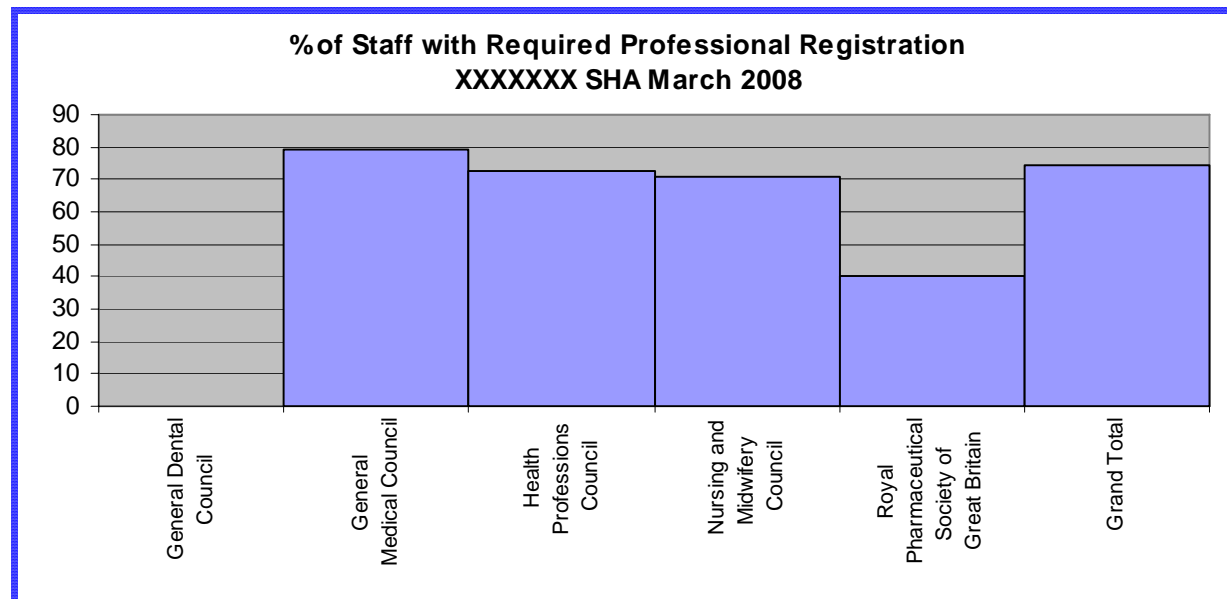


Figure 6 - b) Criminal Records Bureau Checks:

		Assignments for Positions with CRB Requirements	Assignments that Fulfil CRB Requirements for Position	% Assignments that Fulfil CRB Requirements for Position
SHA Name	Staff Group			
TEST STRATEGIC HA		1,321	294	22.26
	Add Prof Scientific and Technic	20	5	25.00
	Additional Clinical Services	278	50	17.99
	Administrative and Clerical	291	57	19.59
	Allied Health Professionals	230	68	29.57
	Estates and Ancillary	100	25	25.00
	Medical and Dental	32	5	15.63
	Nursing and Midwifery Registered	363	82	22.59
	Students	7	2	28.57
Grand Total		1,321	294	22.26

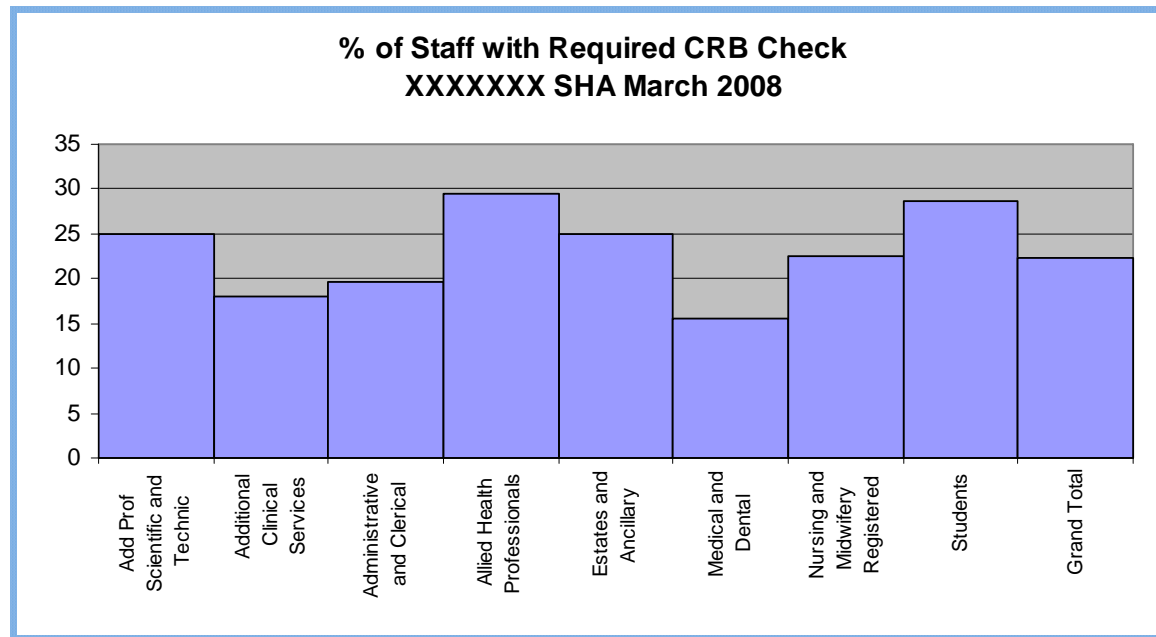


Figure 7 - NHS HR Dashboard – Source of Recruitment

SHA Name	Staff Group	[Not Entered]	Education /Training	Education Sector	NHS Organisation	No Employment	Other Private Sector	Other Public Sector	Private Health/Social Care
TEST STRATEGIC HA		45.71	13.6	4.76	212.57	33.33	54.74	34.64	23.99
	Add Prof Scientific and Technic	9.36	1.00	0.00	3.00	1.51	2.00	NULL	1.00
	Additional Clinical Services	8.58	2.60	1.00	23.63	9.43	18.52	9.48	7.00
	Administrative and Clerical	8.96	1.00	2.23	28.87	11.32	13.39	18.89	3.00
	Allied Health Professionals	0.7	1.00	0.00	6.80	1.00	0.50	NULL	NULL
	Estates and Ancillary	2.28	0.00	0.53	4.54	4.67	13.33	3.27	0.31
	Health Scientists	1	0.00	0.00	5.80	3.00	1.00	1.00	1.00
	Medical and Dental	6.44	4.00	0.00	103.06	NULL	1.00	NULL	NULL
	Nursing and Midwifery	8.39	4.00	1.00	35.87	2.40	5.00	2.00	11.68
	Students	0	0.00	0.00	1.00	NULL	NULL	NULL	NULL
Grand Total		45.71	13.60	4.76	212.57	33.33	54.74	34.64	23.99

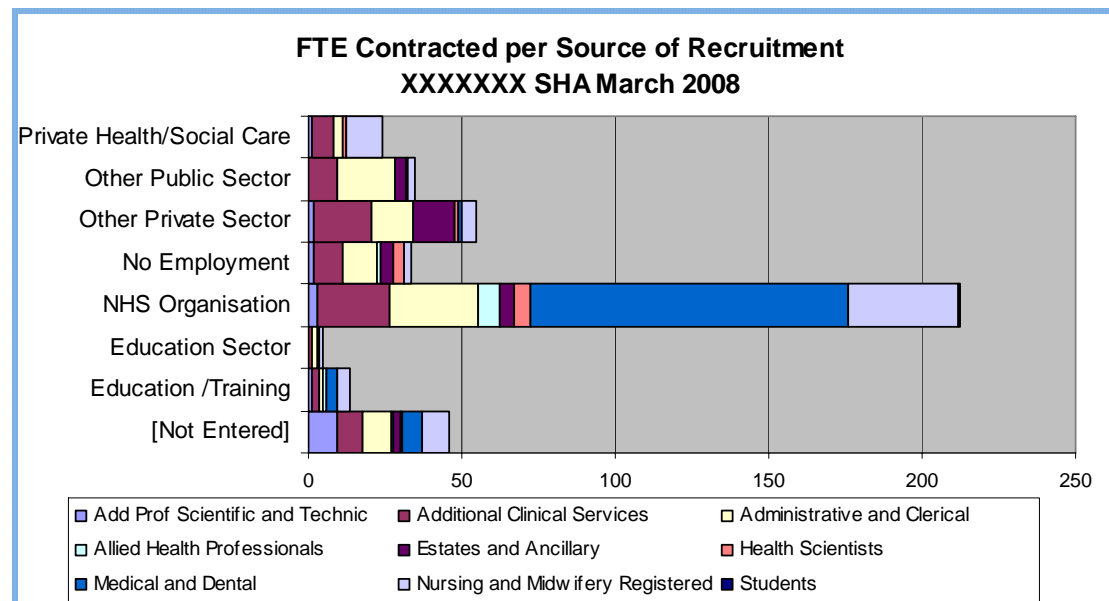


Figure 8 - NHS HR Dashboard – Reason for Leaving

		[Not Entered]	Dismissal Statutory Reason	Employee Transfer	End of Fixed Term Contract	Redundancy Compulsory	Redundancy Voluntary	Retirement - Ill Health	Retirement Age
SHA Name	Staff Group								
TEST STRATEGIC HA		45.71	13.6	4.76	212.57	33.33	54.74	34.64	23.99
	Add Prof Scientific and Tech	9.36	1	0	3	1.51	2	0	1.00
	Additional Clinical Services	8.58	2.6	1	3.63	9.43	18.52	9.48	7.00
	Administrative and Clerical	8.96	1	2.23	8.87	11.32	13.39	18.89	3.00
	Allied Health Professionals	0.7	1	0	6.8	1	0.5	0	NULL
	Estates and Ancillary	2.28	0	0.53	4.54	4.67	13.33	3.27	0.31
	Health Scientists	1	0	0	5.8	3	1	1	1.00
	Medical and Dental	6.44	4	0	13.06	0	1	0	NULL
	Nursing and Midwifery	8.39	4	1	5.87	2.4	5	2	11.68
	Students	0	0	0	1	0	0	0	NULL
Grand Total		45.71	13.6	4.76	212.57	33.33	54.74	34.64	34.64

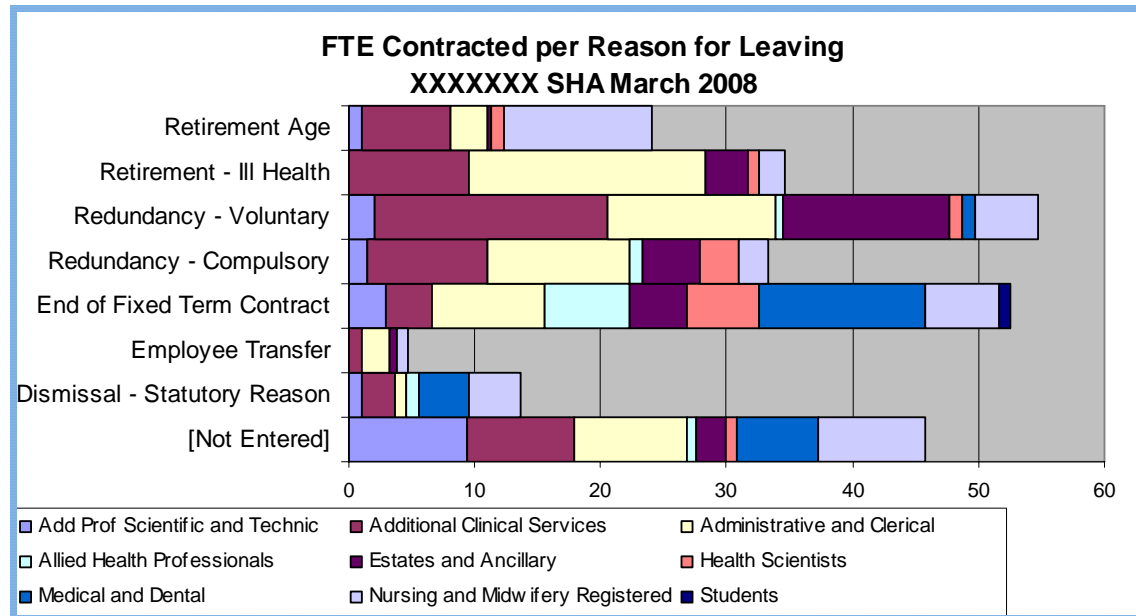


Figure 9 - NHS HR Dashboard - Turnover Rate

SHA Name	Staff Group	% Headcount	% FTE
TEST STRATEGIC HA		1.32	1.06
	Add Prof Scientific and Technic	0.00	0.00
	Additional Clinical Services	1.43	0.95
	Administrative and Clerical	1.48	1.24
	Allied Health Professionals	0.88	0.51
	Estates and Ancillary	1.04	1.05
	Medical and Dental	2.56	3.68
	Nursing and Midwifery Registered	1.36	1.01
	Students	11.76	6.23
Grand Total		1.32	1.06

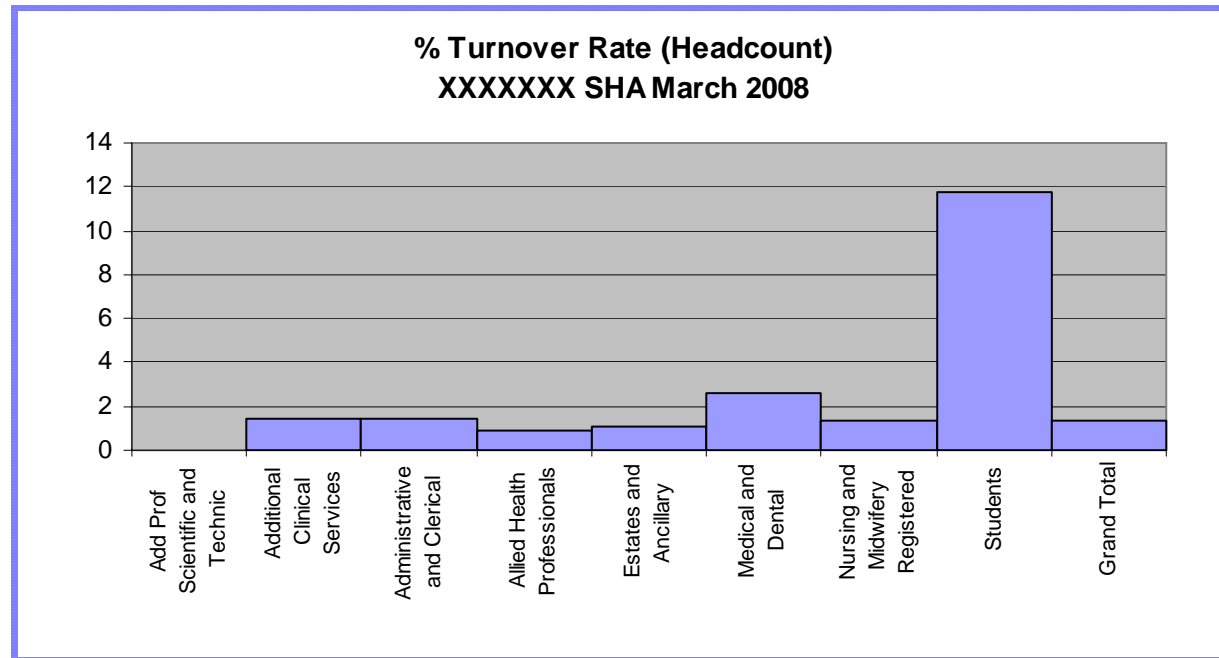


Figure 10 - NHS HR Dashboard - Vacancies

		Vacancy Count				FTE			
		1. <3 Mths	2. 3<6 Mths	3. 6+ Mths	Total	1. <3 Mths	2. 3<6 Mths	3. 6+ Mths	Total
SHA Name	Staff Group								
TEST STRATEGIC HA		1,464	1,136	1,816	4,416	2,415.15	2,144.21	2,821.06	7,380.42
	Add Prof Scientific and Technic	50	47	44	141	142.94	46.00	57.12	246.06
	Additional Clinical Services	195	129	212	536	442.92	307.05	261.30	1,011.27
	Administrative and Clerical	540	441	564	1,545	757.29	567.77	712.58	2,037.64
	Allied Health Professionals	97	60	181	338	119.18	44.32	243.32	406.82
	Estates and Ancillary	91	77	124	292	99.39	86.03	298.77	484.19
	Healthcare Scientists	10	6	6	22	8.28	6.00	5.80	20.08
	Medical and Dental	42	29	53	124	38.20	26.13	82.18	146.51
	No Staff Group Specified	52	49	149	250	47.58	45.67	241.77	335.02
	Nursing and Midwifery	386	297	473	1,156	759.37	1,012.24	909.62	2,681.23
	Students	1	1	10	12	0	3.00	8.60	11.60
Grand Total		1,464	1,136	1,816	4,416	2,415.15	2,144.21	2,821.06	7,380.42

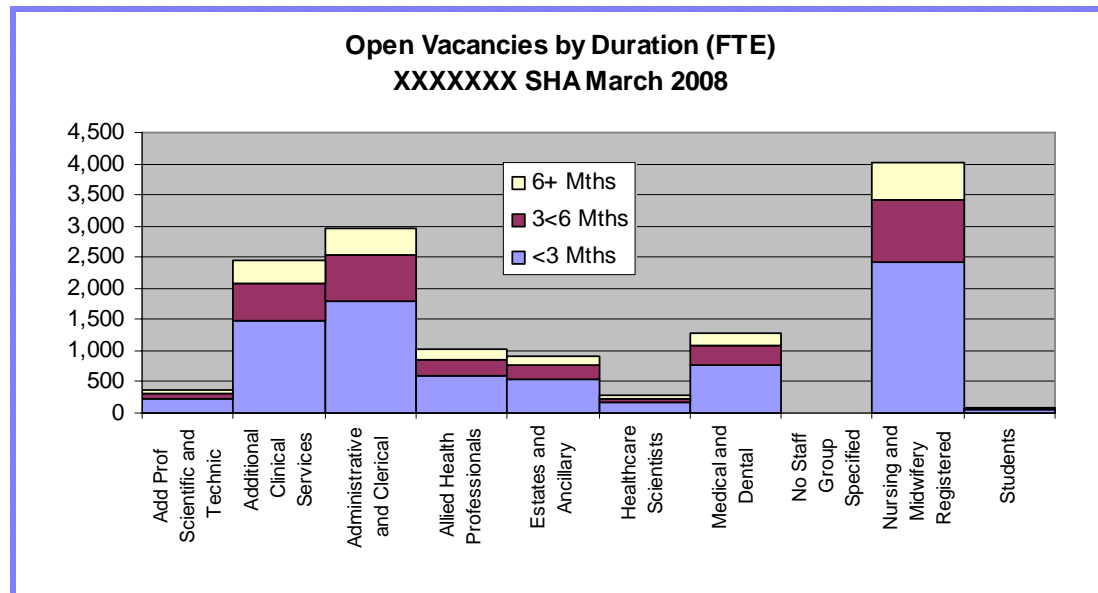
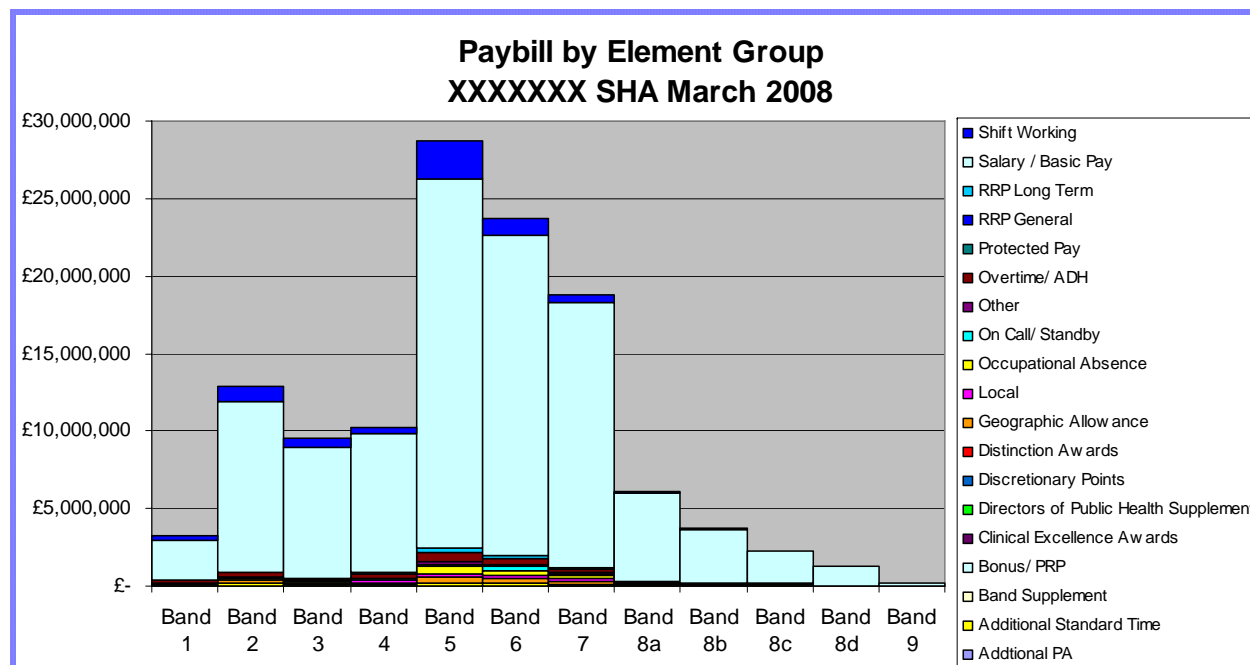


Figure 11 - NHS HR Dashboard - Pay Bill (Pay Bill by AfC Band)
 (The display is too wide to show on page as on screen so is 'wrapped'.)

		Additional IPA	Additional Standard Time	Band Supplement	Bonus/ PRP	Clinical Excellence Awards	Directors of Public Health Supplement	Discret- ionary Points	Distinction Awards	Geographic Allowance
SHA Name	AfC Band									
TEST STRATEGIC HA		0.00	1,018,132.60	137.57	66.67	0.00	0.00	0.00	0.00	1,425,302.11
	Band 1	0.00	108,665.33	0.00	0.00	0.00	0.00	0.00	0.00	56,817.28
	Band 2	0.00	195,761.38	38.35	0.00	0.00	0.00	0.00	0.00	194,924.90
	Band 3	0.00	85,182.63	37.82	0.00	0.00	0.00	0.00	0.00	99,543.98
	Band 4	0.00	76,856.03	0.00	0.00	0.00	0.00	0.00	0.00	126,520.74
	Band 5	0.00	217,632.53	0.00	0.00	0.00	0.00	0.00	0.00	348,829.25
	Band 6	0.00	199,609.19	61.40	0.00	0.00	0.00	0.00	0.00	268,026.04
	Band 7	0.00	96,203.23	0.00	0.00	0.00	0.00	0.00	0.00	210,182.52
	Band 8a	0.00	13,113.23	0.00	0.00	0.00	0.00	0.00	0.00	60,037.54
	Band 8b	0.00	8,915.61	0.00	66.67	0.00	0.00	0.00	0.00	33,342.77
	Band 8c	0.00	13,029.03	0.00	0.00	0.00	0.00	0.00	0.00	16,281.41
	Band 8d	0.00	3,164.41	0.00	0.00	0.00	0.00	0.00	0.00	9,089.47
	Band 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,706.21
Grand Total		0.00	1,018,132.60	137.57	66.67	0.00	0.00	0.00	0.00	1,425,302.11

Local	Occupati- onal Absence	On Call/ Standby	Other	Overtime/ ADH	Protected Pay	RRP General	RRP Long Term	Salary / Basic Pay	Shift Working	Total Earnings
1,005,207. 93	1,247,642. 03	828,876.4 2	727,826.6 2	1,919,072. 76	135,191.6 1	26,465.98	727,661.9 2	105,178.9 70.78	6,360,164. 95	120,600.7 19.95
4,253.27	11,103.27	0.00	34,296.23	154,415.8 2	5,454.82	0.00	0.00	2,579,519. 90	329,778.2 5	3,284,304. 17
37,987.75	97,026.09	10,340.85	64,922.29	235,566.5 5	17,566.48	0.00	8,368.37	11,059,78 6.62	972,068.2 7	12,894,35 7.90
50,293.10	58,952.80	24,568.77	32,075.27	157,378.9 4	6,856.74	0.00	20,815.29	8,415,024. 65	584,467.6 5	9,535,197. 64
141,103.6 6	68,629.22	32,176.15	73,666.32	279,864.8 9	13,524.15	3,304.46	67,246.50	8,979,042. 72	414,581.8 9	10,276,51 6.73
175,779.8 0	500,632.6 1	176,584.0 3	188,106.5 0	585,876.2 7	15,239.36	3,435.42	262,849.8 0	23,795,44 5.85	2,454,987. 94	28,725,39 9.36

Local	Occupational Absence	On Call/ Standby	Other	Overtime/ ADH	Protected Pay	RRP General	RRP Long Term	Salary / Basic Pay	Shift Working	Total Earnings
263,562.79	279,693.07	287,718.72	109,443.42	324,192.26	22,974.38	10,383.37	190,764.47	20,617,728.68	1,108,344.45	23,682,502.24
181,439.39	153,751.14	174,202.76	76,290.10	174,295.79	23,850.00	3,439.29	134,241.79	17,057,947.47	455,168.51	18,741,011.99
51,225.99	50,766.26	63,005.12	24,251.70	6,034.46	14,140.69	-1,382.97	27,032.17	5,718,685.99	27,047.67	6,053,957.85
77,109.69	11,415.34	29,422.87	14,685.99	1,447.78	6,430.22	625.01	10,683.84	3,493,431.14	9,812.62	3,697,389.55
13,866.26	10,087.07	15,081.92	105,254.38	0.00	4,446.38	6,661.40	2,217.74	2,067,658.67	3,178.52	2,257,762.78
7,885.48	5,585.16	12,685.27	4,354.33	0.00	3,886.69	0.00	1,704.90	1,193,853.09	729.18	1,242,937.98
700.75	0.00	3,089.96	480.09	0.00	821.70	0.00	1,737.05	200,846.00	0.00	209,381.76
1,005,207	1,247,642	828,876.4	727,826.6	1,919,072	135,191.6	26,465.98	727,661.9	105,178.9	6,360,164	120,600.7



When the On-Costs (NI and Pension) groups are added into the DW these will appear as extra columns in the report output.

Note that the On-Costs will not be included in the Total Earnings figure in the report. If required the On-Costs can be summed by creating a new calculation within the report.

Figure 12 - NHS HR Dashboard - Sickness Absence

		FTE Days Available	FTE Days Sickness	% FTE Days Sickness
SHA Name	Staff Group			
TEST STRATEGIC HA		29,319.63	1,483.87	5.06
	Add Prof Scientific and Technic	364.20	16.08	4.42
	Additional Clinical Services	5,509.76	338.05	6.14
	Administrative and Clerical	8,203.05	353.77	4.31
	Allied Health Professionals	5,269.79	212.47	4.03
	Estates and Ancillary	1,591.45	29.53	1.86
	Medical and Dental	103.73	0.00	0.00
	Nursing and Midwifery Registered	8,125.75	533.96	6.57
	Students	151.90	0.00	0.00
Grand Total		29,319.63	1,483.87	5.06

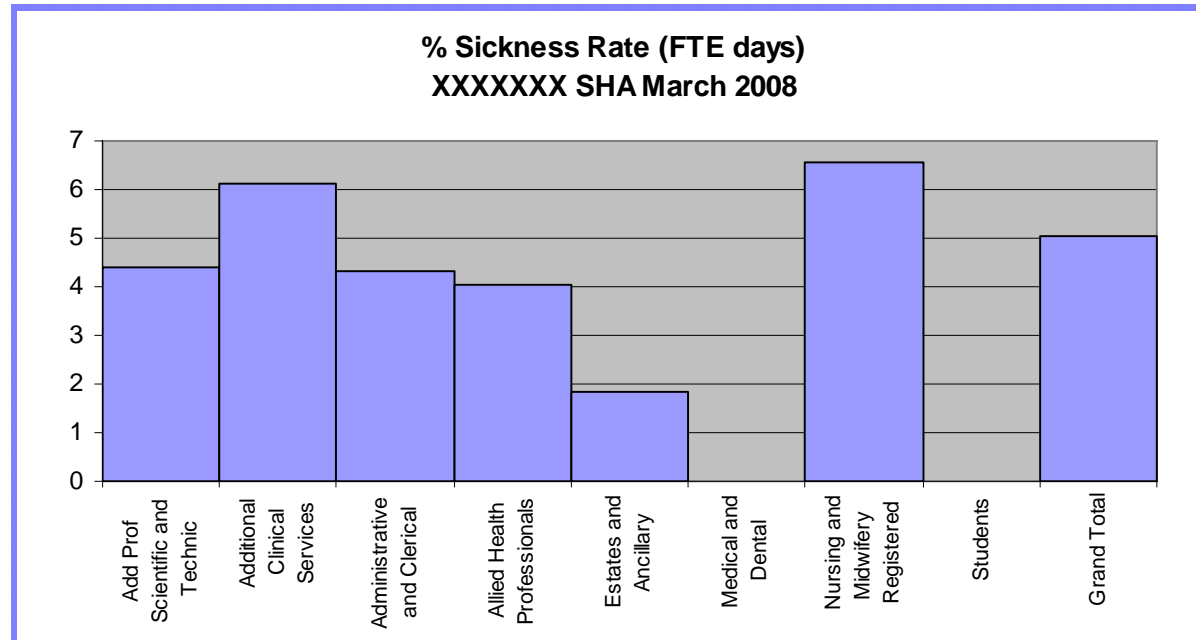


Figure 13 - NHS HR Dashboard - Position Requirements Gap Analysis

Competencies by Name:

		Assignments for Positions with Competence Requirements	Assignments that Fulfil Competence Requirements for Position	% Assignments that Fulfil Competence Requirements for Position	% Assignments that Do Not Fulfil Competence Requirements for Position
SHA Name	Competence Name				
TEST STRATEGIC HA		543	403	74.22	25.78
	[Competence Name 1]	2	0	0.00	100.00
	[Competence Name 2]	241	191	79.25	20.75
	[Competence Name 3]	124	90	72.58	27.42
	[Competence Name 4]	166	118	71.08	28.92
	[Competence Name 5]	10	4	40.00	60.00
Grand Total		543	403	74.22	25.78

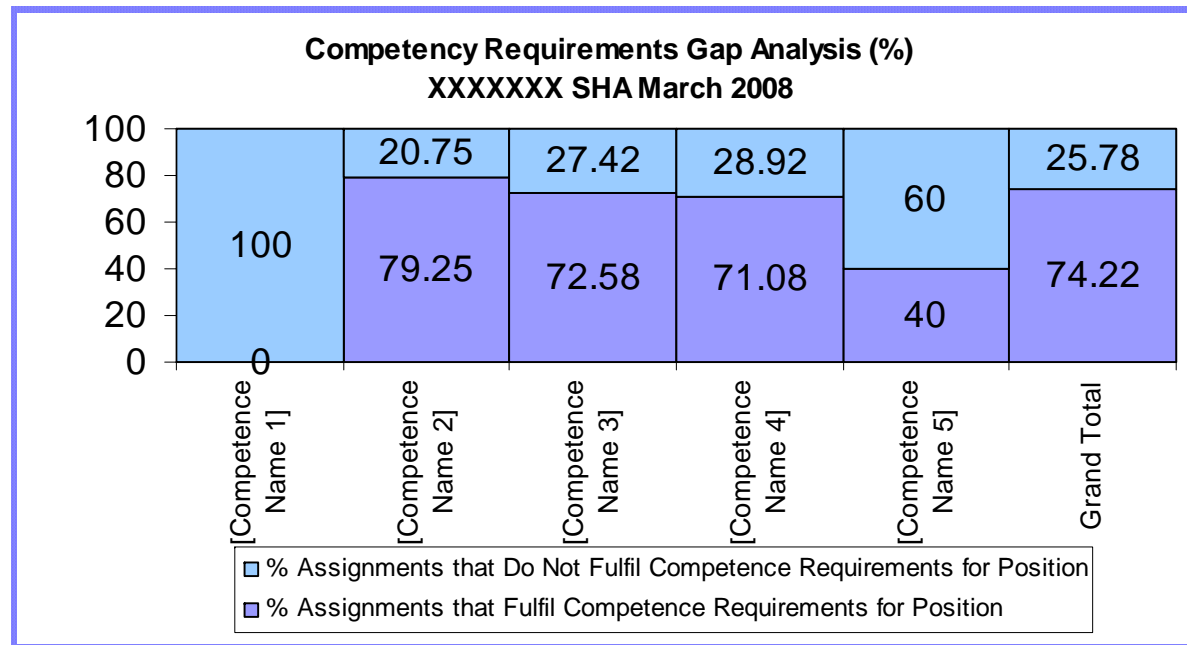
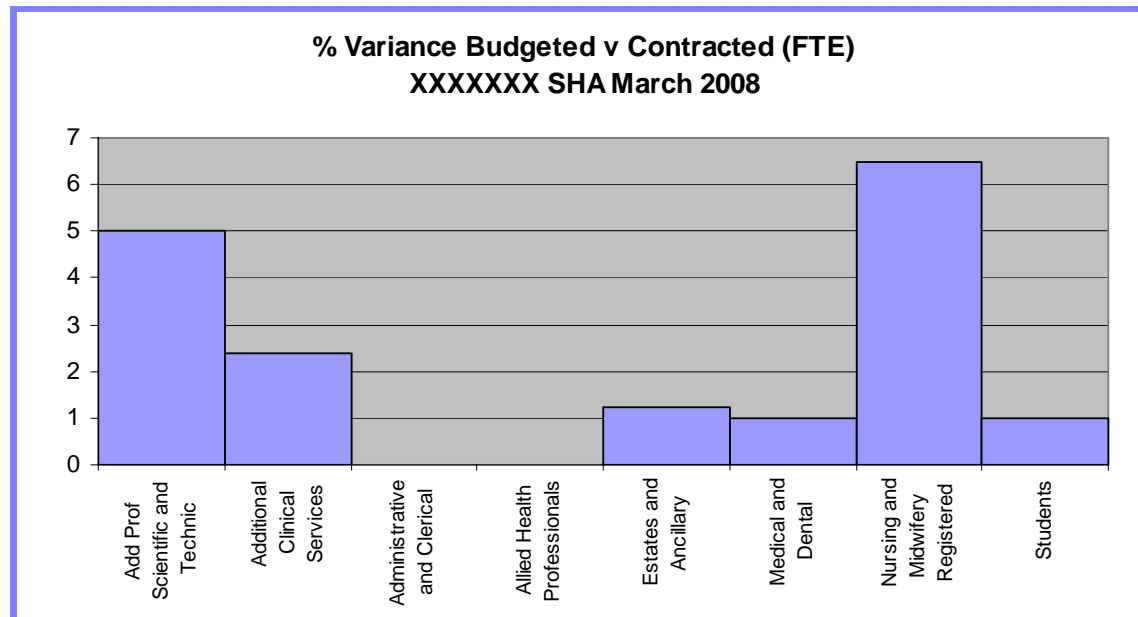


Figure 14 - NHS HR Dashboard - Position Budget Gap Analysis

By Staff Group:

		FTE Funded Establishment	FTE Contracted	FTE Staffing Gap	% Staffing Variance
SHA Name	Staff Group				
TEST STRATEGIC HA					17.15%
	Add Prof Scientific and Technic	75	70	5.00	6.67%
	Additional Clinical Services	48.5	46.1	2.40	4.95%
	Administrative and Clerical	39	39	0.00	0.00%
	Allied Health Professionals	0	0	0.00	0.00%
	Estates and Ancillary	5.25	4	1.25	23.81%
	Medical and Dental	29.3	28.3	1.00	3.41%
	Nursing and Midwifery	85	78.5	6.50	7.65%
	Students	2	1	1.00	50.00%
Grand Total		284.05	284.05	266.9	17.15



Appendix 2 – Parameters, Conditions and Calculations

Workbook: **NHS HR Dashboard - Staff in Post**

Worksheets: Staff in Post by Staff Group
 Staff in Post by Occ Code
 Staff in Post by AfC Band

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
As at	Wfc Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfc Organisation Dim	SHA Name	No	Yes	
Trust	Wfc Organisation Dim	Name	No	Yes	
Staff Group	Wfc Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfc Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfc Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfc Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfc Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfc Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfc Person Dim	Gender	No	Yes	
Ethnicity	Wfc Person Dim	Ethnic Origin	No	Yes	
Disability	Wfc Person Dim	Disability Status	No	Yes	
Religious Belief	Wfc Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfc Person Dim	Sexual Orientation	No	Yes	

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of “Employee.”).
- Include assignments whose:
 - staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or,
 - staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive).
- Return data from the data warehouse fact folder (Wfc Fact) for the extract month selected in the As at parameter. If the default ‘Last Month’ is selected, then return the data from the last month extracted.

- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Specific Conditions

Staff in Post by AfC Band Only return Staff in Post whose grade has an AfC Band (see Specific Calculations for this worksheet).

Standard Calculations:

FTE (Contracted) Sum of the contracted FTE of assignments.

Assignment Count Count of the number of assignments.

People Headcount Count of a distinct list of NHS Unique Identifiers.

Specific Calculations

Staff in Post by Occ Code The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a medical related occupation code).

Staff in Post by AfC Band An AfC band is generated using the last two characters for grades that begin XN or XR. The mapping is as follows:

Band 1	XN01	XR01
Band 2	XN02	XR02
Band 3	XN03	XR03
Band 4	XN04	XR04
Band 5	XN05	XR05
Band 6	XN06	XR06
Band 7	XN07	XR07
Band 8a	XN08	XR08
Band 8b	XN09	XR09
Band 8c	XN10	XR10
Band 8d	XN11	XR11
Band 9	XN12	XR12

Only National grades in the list above should be banded. All other grades will have a Null band.

Workbook: **NHS HR Dashboard - Review**

Worksheets: Reviews Completed by Staff Group
Reviews Completed by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
As at	Wfc Time Dim	Tm Year Month	Yes	No	'Last Month'
Review Type	Wfc Appraisal	Review Type	No	No	
Strategic Health Authority	Wfc Organisation Dim	SHA Name	No	Yes	
Trust	Wfc Organisation Dim	Name	No	Yes	
Staff Group	Wfc Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfc Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfc Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfc Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfc Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfc Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfc Person Dim	Gender	No	Yes	
Ethnicity	Wfc Person Dim	Ethnic Origin	No	Yes	
Disability	Wfc Person Dim	Disability Status	No	Yes	
Religious Belief	Wfc Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfc Person Dim	Sexual Orientation	No	Yes	

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of “Employee.”).
- Include assignments whose:
 - staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or,
 - staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive).
- Return data from the data warehouse fact folder (Wfc Fact) for the extract month selected in the As at parameter. If the default ‘Last Month’ is selected, then return the data from the last month extracted.
- Only include assignments that have been in the same position for 12 months or more from the end of the month selected in the As at parameter.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to

any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Standard Calculations:

Assignment Count	Count of the number of individual assignments.
Assignments with Completed Review	Count of the number of assignments that had a completed review during the 12 month period up to and including the end of the month selected in the As at parameter. Each assignment is only counted once (even if it had multiple completed reviews).
% with Review	The percentage of assignments with a completed review from the total assignment count.

Specific Calculations:

Reviews Completed by Occ Code	<p>Occ Code Group: The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a medical related occupation code).</p>
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Workbook: **NHS HR Dashboard - Statutory Employment Checks**

Worksheets: Registrations by Body
 CRB by Staff Group
 CRB by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
As at	Wfc Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfc Organisation Dim	SHA Name	No	Yes	
Trust	Wfc Organisation Dim	Name	No	Yes	
Staff Group	Wfc Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfc Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfc Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfc Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfc Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfc Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfc Person Dim	Gender	No	Yes	
Ethnicity	Wfc Person Dim	Ethnic Origin	No	Yes	
Disability	Wfc Person Dim	Disability Status	No	Yes	
Religious Belief	Wfc Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfc Person Dim	Sexual Orientation	No	Yes	

Specific Parameters:

- CRB by staff group
- CRB by Occ Code

CRB Disclosure Type	Wfc Position Dim	CRB Disclosure Type	No	Yes	
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Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of "Employee.").
- Include assignments whose:
 - staff group is 'Medical and Dental' and their FTE is less than or equal to 1.20; or,
 - staff group is not 'Medical and Dental' and their FTE is between 0.05 and 1.00 (inclusive).

- For the CRB worksheets, return data from the data warehouse fact folder (Wfc Fact) for the extract month selected in the As at parameter. If the default 'Last Month' is selected, then return the data from the last month extracted.
- For the registration requirement worksheets, return data from the data warehouse fact folder (Pos Requirements Fact) for the extract month selected in the As at parameter (for registration requirements only). If the default 'Last Month' is selected, then return the data from the last month extracted.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Specific Conditions:

Registrations by Body

Only show data for positions that have a registration requirement, and whose registration body is one of the following statutory bodies:

- General Social Care Council
- Health Professions Council'
- Nursing and Midwifery Council
- General Chiropractic Council
- General Dental Council
- General Medical Council
- General Optical Council
- General Osteopathic Council
- Royal Pharmaceutical Society of Great Britain

CRB by Staff Group and
CRB by Occ Code

Restrict data based on the parameters defined in the Parameters section above. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Only show data for positions that have a CRB requirement (i.e. a CRB disclosure type of Standard or Enhanced).

Standard Calculations:

Assignments for Positions
with CRB Requirements

Count of the number of assignments whose positions have a CRB disclosure type of Standard or Enhanced set.

Assignments that Fulfil CRB
Requirements for Position

Count of the number of assignments that fulfil the CRB requirements of their position (whose positions have a disclosure type of either Standard or Enhanced). Comparison is based on:

If the person has a CRB check that was received before

the end of the month selected in the As at parameter, and

That the CRB check disclosure type is of the same, or a higher, level than that of the CRB disclosure type required by the position; where Enhanced is a higher level than Standard.

% Assignments that Fulfil CRB Requirements for Position

The percentage of the number of assignments that fulfil the CRB requirements of their position from the total number of assignments who are in positions that have a CRB requirement.

Specific Calculations:

Registrations by Body

Assignments for Positions with Registration Requirements:

Count of the number of assignments whose positions require a statutory registration.

Assignments that Fulfil Registration Requirements for Position:

Count of the number of assignments that fulfil the statutory registration requirements of their position.

The following rules define whether an assignment fulfils this requirement:

The person has a registration with the same body as the position required registration for the assignment.

If the registration requirement is for the bodies Health Professions Council or Nursing and Midwifery Council then the person's mandatory registration detail (referred to as the registration type in the data warehouse) must match that of the position required registration detail for the assignment.

If the registration requirement is for the bodies Health Professions Council or Nursing and Midwifery Council and either the person's or position's mandatory registration detail (referred to as the registration type in the data warehouse) is Unknown, then do not match on this detail (only match on the registration body).

CRB by Occ Code

Occ Code Group:

The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a Medical & Dental Occ Code).

Workbook: **NHS HR Dashboard - Starters**

Worksheets: Starters by Staff Group
 Starters by Occ Code
 Source of Recruitment by Staff Group
 Source of Recruitment Starters by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory ?	Multi Select?	Default Value
Period From	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Period To	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfm Organisation Dim	SHA Name	No	Yes	
Trust	Wfm Organisation Dim	Name	No	Yes	
Staff Group	Wfm Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfm Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfm Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfm Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfm Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfm Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfm Person Dim	Gender	No	Yes	
Ethnicity	Wfm Person Dim	Ethnic Origin	No	Yes	
Disability	Wfm Person Dim	Disability Status	No	Yes	
Religious Belief	Wfm Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfm Person Dim	Sexual Orientation	No	Yes	

Specific Parameters:

- Source of Recruitment by Staff Group
- Source of Recruitment by Occ Code

Workforce Measure	Workforce Measure	Measure	Yes	No	'FTE (Contracted)'

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of "Employee.").

- Include assignments whose:
- staff group is 'Medical and Dental' and their FTE is less than or equal to 1.20; or,
- staff group is not 'Medical and Dental' and their FTE is between 0.05 and 1.00 (inclusive).
- Only include starters.
- Return starters from the data warehouse movement folder (Wfm Fact) for the extract months between (and including) the Period From and Period To parameters. If the default 'Last Month' is selected for either parameter, then use the last month extracted for that parameter value.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Standard Calculations:

FTE (Contracted)	Sum of the contracted FTE of new starter assignments.
Assignment Count	Count of the number of new starter assignments.
People Headcount	Count of a distinct list of new starter NHS Unique Identifiers.

Specific Calculations:

Starters by Occ Code	Occ Code Group: The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a medical related occupation code).
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Source of Recruitment by Staff Group	Workforce Measure: Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value of the parameter Workforce Measure:
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FTE (Contracted)
Assignment Count
People Headcount

Source of Recruitment:
If the Source of Recruitment is NULL, then return the string '[Not Entered]'. Otherwise use the Source of Recruitment value.

Source of Recruitment by Occ Code	Workforce Measure: Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value of the parameter Workforce Measure:
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FTE (Contracted)

Assignment Count
People Headcount

Source of Recruitment:

If the Source of Recruitment is NULL, then return the string '[Not Entered]'. Otherwise use the Source of Recruitment value.

Occ Code Group:

The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a Medical & Dental Occ Code).

Workbook: **NHS HR Dashboard - Leavers**

Worksheets: Leavers by Staff Group
 Leavers by Occ Code
 Reason for Leaving by Staff Group
 Reason for Leaving by Occ Code
 Destination on Leaving by Staff Group
 Destination on Leaving by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
Period From	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Period To	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfm Organisation Dim	SHA Name	No	Yes	
Trust	Wfm Organisation Dim	Name	No	Yes	
Staff Group	Wfm Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfm Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfm Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfm Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfm Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfm Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfm Person Dim	Gender	No	Yes	
Ethnicity	Wfm Person Dim	Ethnic Origin	No	Yes	
Disability	Wfm Person Dim	Disability Status	No	Yes	
Religious Belief	Wfm Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfm Person Dim	Sexual Orientation	No	Yes	

Specific Parameters

- Reason for Leaving by Staff Group
- Reason for Leaving by Occ Code
- Destination on Leaving by Staff Group
- Destination on Leaving by Occ Code

Workforce Measure	Workforce Measure	Measure	Yes	No	'FTE (Contracted)'

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include assignments whose:
 - staff group is 'Medical and Dental' and their FTE is less than or equal to 1.20; or,
 - staff group is not 'Medical and Dental' and their FTE is between 0.05 and 1.00 (inclusive).
- Only include Leavers.
- Return Leavers from the data warehouse movement folder (Wfm Fact) for the extract months between (and including) the Period From and Period To parameters. If the default 'Last Month' is selected for either parameter, then use the last month extracted for that parameter value.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Standard Calculations:

FTE (Contracted)	Sum of the contracted FTE of leaver assignments.
Assignment Count	Count of the number of leaver assignments.
People Headcount	Count of a distinct list of leaver NHS Unique Identifiers.

Specific Calculations:

Leavers by Occ Code	Occ Code Group: The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a Medical & Dental Occ Code).
Reason for Leaving by Staff Group	Workforce Measure: Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value of the parameter Workforce Measure: FTE (Contracted) Assignment Count People Headcount Reason for Leaving: If the Reason for Leaving is NULL, then return the string '[Not Entered]'. Otherwise use the Reason for Leaving value.
Reason for Leaving by Occ Code	Workforce Measure: Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value

of the parameter Workforce Measure:

FTE (Contracted)
Assignment Count
People Headcount

Reason for Leaving:

If the Reason for Leaving is NULL, then return the string '[Not Entered]'. Otherwise use the Reason for Leaving value.

Occ Code Group:

The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a Medical & Dental Occ Code).

Destination on Leaving
by Staff Group

Workforce Measure:

Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value of the parameter Workforce Measure:

FTE (Contracted)
Assignment Count
People Headcount

Destination on Leaving:

If the Destination on Leaving is NULL, then return the string '[Not Entered]'. Otherwise use the Destination on Leaving value.

Destination on Leaving
by Occ Code

Workforce Measure:

Display the Workforce Measure calculation as one of the following Standard Calculations depending on the value of the parameter Workforce Measure:

FTE (Contracted)
Assignment Count
People Headcount

Destination on Leaving:

If the Destination on Leaving is NULL, then return the string '[Not Entered]'. Otherwise use the Destination on Leaving value.

Occ Code Group:

The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a Medical & Dental Occ Code).

Workbook: **NHS HR Dashboard - Turnover Rate**

Worksheets: Turnover Rate by Staff Group
 Turnover Rate by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
Period From	Turnover Time Dim	Tm Year Month	Yes	No	'Last Month'
Period To	Turnover Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Turnover Organisation Dim	SHA Name	No	Yes	
Trust	Turnover Organisation Dim	Name	No	Yes	
Staff Group	Turnover Staff Group Dim	Staff Group	No	Yes	
Job Role	Turnover Staff Group Dim	Job Role	No	Yes	
Area of Work	Turnover Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Turnover Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Turnover Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Turnover Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Turnover Person Dim	Gender	No	Yes	
Ethnicity	Turnover Person Dim	Ethnic Origin	No	Yes	
Disability	Turnover Person Dim	Disability Status	No	Yes	
Religious Belief	Turnover Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Turnover Person Dim	Sexual Orientation	No	Yes	

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include assignments whose:
 - staff group is 'Medical and Dental' and their FTE is less than or equal to 1.20; or,
 - staff group is not 'Medical and Dental' and their FTE is between 0.05 and 1.00 (inclusive).
- Return data that contributes to the Turnover Rate calculation from the data warehouse turnover folder (Turnover Fact) for the months between (and including) the Period From and Period To parameters. If the default 'Last Month' is selected for either parameter, then use the last month extracted for that parameter value.

Workbook: **NHS HR Dashboard - Vacancies**

Worksheets: Vacancies by Staff Group

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select ?	Default Value
As at	Wfc Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfc Organisation Dim	SHA Name	No	Yes	
Trust	Wfc Organisation Dim	Name	No	Yes	
Staff Group	Wfc Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfc Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfc Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfc Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfc Grade Dim	Primary Payscale Letter	No	Yes	

Standard Conditions:

- Only include vacancies that are open.
- Return data from the data warehouse fact folder (Vac Fact) for the extract month selected in the As at parameter (i.e. vacancies details as of the As at parameter). If the default 'Last Month' is selected, then return the data from the last month extracted.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Standard Calculations:

Vacancy Count Count of the number of vacancies.

FTE Sum of the required FTE on the vacancies.

Vacancy Open Period Band The length of time that a vacancy has been opened for, placed into the following bands: < 3 Mths/3<6 Mths/6+ Mths

Where the bands are inclusive at the upper boundary, and are taken from the selected month in the As at parameter. e.g. If the As at month is 2007-DEC then the bands will be: Oct, Nov, Dec 07/Jul, Aug, Sep 07/Jun 07 and before

Workbook: **NHS HR Dashboard - Pay Bill**

Worksheets: Pay Bill
 Pay Bill by AfC Band

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select?	Default Value
Period From	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Period To	Wfm Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Wfm Organisation Dim	SHA Name	No	Yes	
Trust	Wfm Organisation Dim	Name	No	Yes	
Staff Group	Wfm Staff Group Dim	Staff Group	No	Yes	
Job Role	Wfm Staff Group Dim	Job Role	No	Yes	
Area of Work	Wfm Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Wfm Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Wfm Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Wfm Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Wfm Person Dim	Gender	No	Yes	
Ethnicity	Wfm Person Dim	Ethnic Origin	No	Yes	
Disability	Wfm Person Dim	Disability Status	No	Yes	
Religious Belief	Wfm Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Wfm Person Dim	Sexual Orientation	No	Yes	

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of “Employee.”).
- Include assignments whose:
 - staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or,
 - staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive).
- Return payments from the data warehouse payroll folder (Payroll Fact) for the extract months between (and including) the Period From and Period To parameters. If the default ‘Last Month’ is selected for either parameter, then use the last month extracted for that parameter value.

- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Specific Conditions:

Pay Bill by AfC Band Only return payments for assignments whose grade has an AfC Band (see Calculations).

Standard Calculations:

Payments are to be summed into their payroll element group.

Specific Calculations:

Pay Bill by AfC Band An AfC band is generated using the last two characters for grades that begin XN or XR. The mapping is as follows:

Band 1	XN01	XR01
Band 2	XN02	XR02
Band 3	XN03	XR03
Band 4	XN04	XR04
Band 5	XN05	XR05
Band 6	XN06	XR06
Band 7	XN07	XR07
Band 8a	XN08	XR08
Band 8b	XN09	XR09
Band 8c	XN10	XR10
Band 8d	XN11	XR11
Band 9	XN12	XR12

Only National grades in the list above should be banded. All other grades will have a Null band.

Workbook: **NHS HR Dashboard - Sickness Absence**

Worksheets: Sickness Absence by Staff Group
Sickness Absence by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select?	Default Value
Period From	Abs Rate Time Dim	Tm Year Month	Yes	No	'Last Month'
Period To	Abs Rate Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Abs Rate Organisation Dim	SHA Name	No	Yes	
Trust	Abs Rate Organisation Dim	Name	No	Yes	
Staff Group	Abs Rate Staff Group Dim	Staff Group	No	Yes	
Job Role	Abs Rate Staff Group Dim	Job Role	No	Yes	
Area of Work	Abs Rate Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Abs Rate Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Abs Rate Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Abs Rate Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Abs Rate Person Dim	Gender	No	Yes	
Ethnicity	Abs Rate Person Dim	Ethnic Origin	No	Yes	
Disability	Abs Rate Person Dim	Disability Status	No	Yes	
Religious Belief	Abs Rate Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Abs Rate Person Dim	Sexual Orientation	No	Yes	

Standard Conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Include employees only (people that have a person type of “Employee.” at the end of each month in the selected period).
- Include assignments whose:
 - staff group is ‘Medical and Dental’ and their FTE is less than or equal to 1.20; or,
 - staff group is not ‘Medical and Dental’ and their FTE is between 0.05 and 1.00 (inclusive).
- Return Sickness Absence from the data warehouse absence rate folder (Abs Absence Rate Fact) for the extract months between (and including) the Period From and Period

To parameters. If the default 'Last Month' is selected for either parameter, then use the last month extracted for that parameter value.

- Exclude rows where total FTE is zero.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Standard Calculations:

FTE Days Available	Sum of the contracted FTE days available during the period selected. Take into consideration changes of FTE for an assignment during the period.
FTE Days Sickness	Sum of the contracted FTE days sickness during the period selected. Take into consideration changes of FTE for an assignment during the sickness period. If the sickness is open ended, then calculate the FTE Days Sickness for that sickness up to and including the last day of the last month in the period selected.
% FTE Days Sickness	Percentage calculation of the number of FTE Days Sickness in the FTE Days Available.

Specific Calculations:

Sickness Absence by Occ Code	Occ Code Group: The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a medical related occupation code).
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Workbook: **NHS HR Dashboard – Position Requirements Gap Analysis**

Worksheets: Registrations by Body
Competences by Name

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select?	Default Value
As at	Pos Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Pos Org Dim	SHA Name	No	Yes	
Trust	Pos Org Dim	Trust Name	No	Yes	
Staff Group	Pos Staff Group Dim	Staff Group	No	Yes	
Job Role	Pos Staff Group Dim	Job Role	No	Yes	
Area of Work	Pos Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Pos Occupation Code Dim	Occupation Code	No	Yes	
Pay Group	Pos Grade Dim	Primary Payscale Letter	No	Yes	
Employee Category	Pos Assignment Dim	Asg Type Of Appointment	No	Yes	
Gender	Pos Person Dim	Gender	No	Yes	
Ethnicity	Pos Person Dim	Ethnic Origin	No	Yes	
Disability	Pos Person Dim	Disability Status	No	Yes	
Religious Belief	Pos Person Dim	Religious Belief	No	Yes	
Sexual Orientation	Pos Person Dim	Sexual Orientation	No	Yes	

Specific Parameters:

Competence Framework	Pos Requirements Dim	Competence Framework	No	Yes	
Competence Type	Pos Requirements Dim	Competence Type	No	Yes	

Standard Conditions:

All worksheets in the workbook must provide the ability to restrict the data retrieved based on the following conditions:

- Exclude any assignments in Hospice organisations.
- Exclude Bank, Honorary and Locum assignments.
- Exclude terminated assignments.
- Include employees only (people that have a person type of “Employee.”).
- Include assignments whose:

- staff group is 'Medical and Dental' and their FTE is less than or equal to 1.20; or,
- staff group is not 'Medical and Dental' and their FTE is between 0.05 and 1.00 (inclusive).
- Return data from the data warehouse fact folder (Pos Requirements Fact) for the extract month selected in the As at parameter. If the default 'Last Month' is selected, then return the data from the last month extracted.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Specific Conditions:

Registrations by Body	Only show personal registrations that are effective and active at the end of the As At parameter month.
Competences by Name	Only show personal competences that are effective at the end of the As At parameter month.

Specific Calculations:

Assignments for Positions with Registration Requirements	Count of the number of assignments in positions that require a registration.
Assignments that Fulfil Registration Requirements for Position	<p>Count of the number of assignments that fulfil the registration requirements of their position.</p> <p>The following rules define whether an assignment fulfils this requirement:</p> <p>The person has a registration with the same body as the position required registration for the assignment.</p> <p>If the registration requirement is for the bodies Health Professions Council or Nursing and Midwifery Council then the person's mandatory registration detail (referred to as the registration type in the data warehouse) must match that of the position required registration detail for the assignment.</p> <p>If the registration requirement is for the bodies Health Professions Council or Nursing and Midwifery Council and either the person's or position's mandatory registration detail (referred to as the registration type in the data warehouse) is Unknown, then do not match on</p>

this detail (only match on the registration body).

Registration Requirement Gap	The number of assignments that do not fulfil the registration requirements of their position.
% Assignments that Fulfil Registration Requirements for Position	The percentage of the number of assignments that fulfil the registration requirements of their position from the total number of assignments who are in positions that have a registration requirement.
% Assignments that Do Not Fulfil Registration Requirements for Position	The percentage of the number of assignments that do not fulfil the registration requirements of their position from the total number of assignments who are in positions that have a registration requirement.
Assignments for Positions with Competence Requirements	Count of the number of assignments in positions that require a competence.
Assignments that Fulfil Competence Requirements for Position	Count of the number of assignments that fulfil the competence requirements of their position. The following rules define whether an assignment fulfils this requirement: The person has the same competence as the position required competence for the assignment, and their proficiency step is the same or higher than that required by the position. If the position requirement does not have a proficiency step, then match on the competence (name) only. If the person does not have a proficiency step and the position requirement does, then the person does not fulfil the requirement for the position.
Competence Requirement Gap	The number of assignments that do not fulfil the competence requirements of their position.
% Assignments that Fulfil Competence Requirements for Position	The percentage of the number of assignments that fulfil the competence requirements of their position from the total number of assignments who are in positions that have a competence requirement.
% Assignments that Do Not Fulfil Competence Requirements for Position	The percentage of the number of assignments that do not fulfil the competence requirements of their position from the total number of assignments who are in positions that have a competence requirement.

Workbook: **NHS HR Dashboard – Position Budget Gap Analysis**

Worksheets: Position Budget Gap by Staff Group
Position Budget Gap by Occ Code

Standard Parameters:

Parameter Name	Based Upon Data Warehouse Folder	Based Upon Data Warehouse Data Item	Mandatory?	Multi Select?	Default Value
As at	Pos Comp Time Dim	Tm Year Month	Yes	No	'Last Month'
Strategic Health Authority	Pos Comp Organisation Dim	SHA Name	No	Yes	
Trust	Pos Comp Organisation Dim	Trust Name	No	Yes	
Staff Group	Pos Comp Staff Group Dim	Staff Group	No	Yes	
Job Role	Pos Comp Staff Group Dim	Job Role	No	Yes	
Area of Work	Pos Comp Area Of Work Dim	Tertiary Area Of Work	No	Yes	
Occupation Code	Pos Comp Occupation Code Dim	Occupation Code	No	Yes	

Standard Conditions:

All worksheets in the workbook must provide the ability to restrict the data retrieved based on the following conditions:

- Exclude terminated assignments from assignment count metrics.
- Return data from the data warehouse fact folder (Pos Comp Fact) for the extract month selected in the As at parameter. If the default 'Last Month' is selected, then return the data from the last month extracted.
- Restrict data based on the other parameters as defined in the Standard Parameters section. Where more than one value for the parameter is given, return data related to any of the values. Where no value is given for optional parameters, then do not restrict by that parameter.

Specific Calculations

FTE Funded Establishment Sum of the budgeted FTE against the positions.

FTE Contracted Sum of the assignment contracted FTE for all (non-terminated) assignments in a position.

FTE Staffing Variance

The difference between the FTE Funded Establishment and FTE Contracted. If there is a shortfall (i.e. contracted FTE is less than funded FTE) then this value will be positive. If the position is over established (i.e. contracted FTE is greater than funded FTE) then this value will be negative.

% Staffing Variance

The percentage of the FTE Staffing Variance from the FTE Funded Establishment.

Specific Calculations

Occ Code Group

The first character of the Occupation Code. If the first character is a numeric (i.e. 0-9) then the Occ Code Group will be 'M' (i.e. a medical related occupation code).