



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

HR ANNUAL METRICS REPORT

June 2017

TABLE OF CONTENTS

Contents

Key Trends _____	1
Workforce at a glance _____	2
All Staff – 5-year overview _____	3
Recruitment _____	5
Promotion Opportunities through competition _____	6
Funding Types _____	7
Contract Type and Employee Status _____	8
Employee Attrition rate _____	10
Concluding Narrative _____	12

Key Trends

Introduction

This report provides a high-level overview of the current staffing composition in Trinity as at May 2017. Comparison data is available in most sections from 2013 however the purpose of the report is to move beyond past events towards pro-active knowledge-driven decisions.

Key Trends

- Staffing numbers have grown slowly but steadily since 2013, particularly in research areas.
- Consistent increase in recruitment activity, filling new posts and re-filling vacated posts.
- Increase in use of fixed term contracts of employment.
- Academic and Research staff numbers now outweigh Administrative and Support staff numbers.

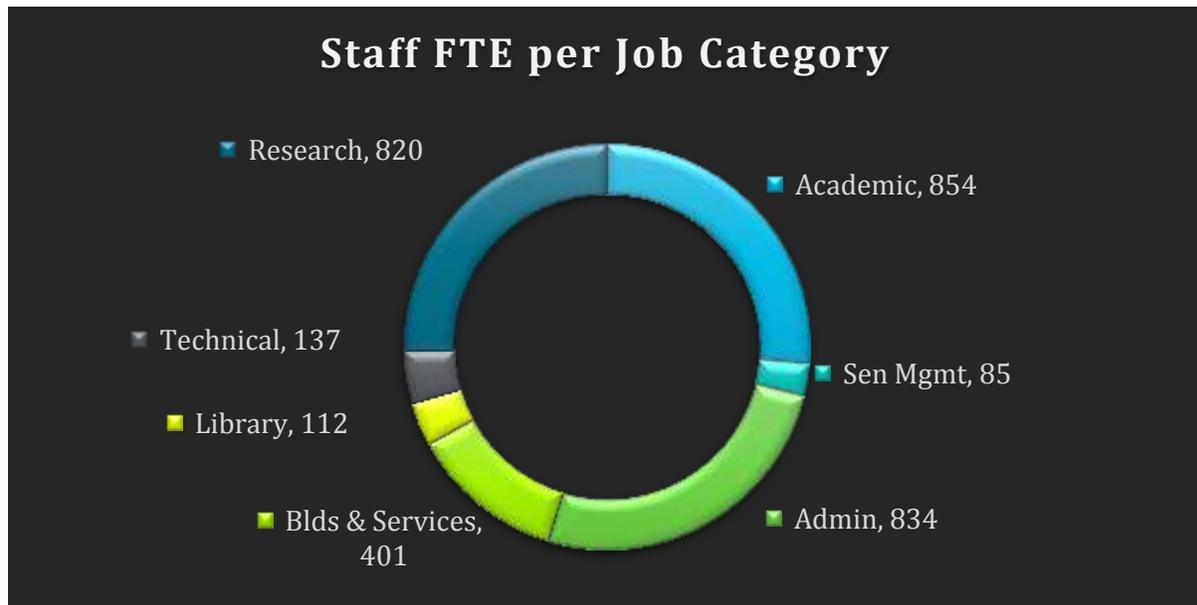
HR Data Caveat

Our employee-related data is collected through several different methods and our processes change from time to time. In some sections the data is not comparable from year to year and this is noted where applicable.

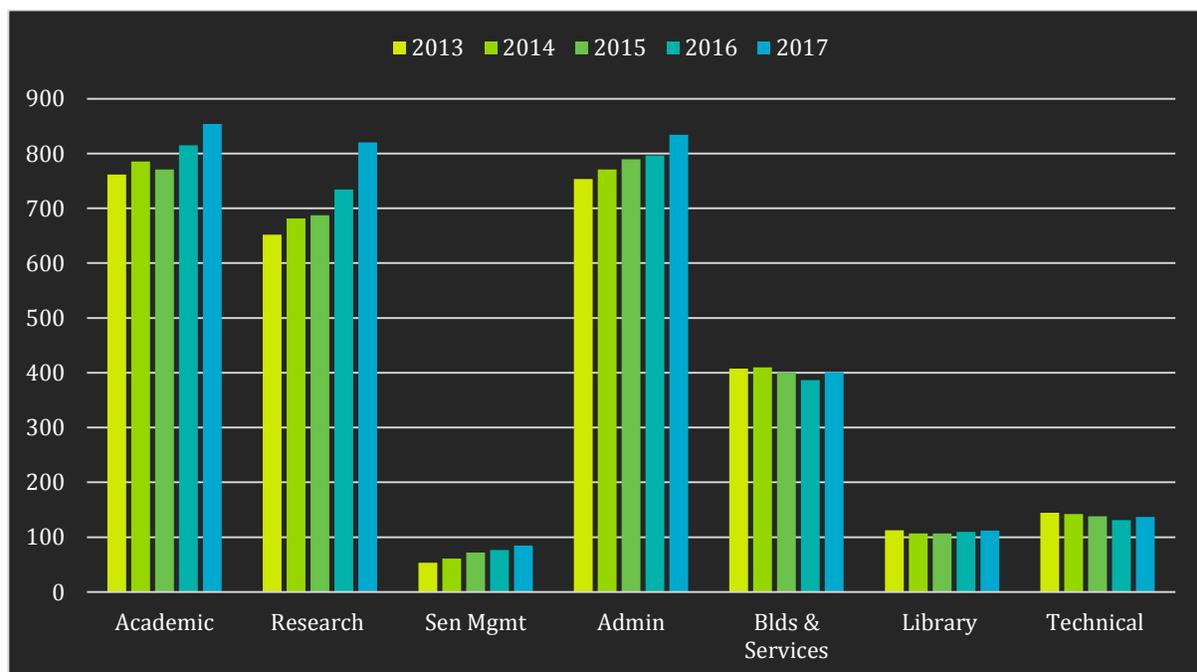
WORKFORCE AT A GLANCE

Workforce at a glance

Staff FTE as at May 2017



5 year overview per Job Category



ALL STAFF – 5-YEAR OVERVIEW

All Staff – 5-year overview

12% more staff since 2013

1.1 ↑ 17% Increase in Faculties. 310 Additional Staff since 2013.

↑ 5% Increase in Divisions. 49 Additional Staff since 2013.

Staffing levels per Job Category

1.2 ↑ Academic, Research, Senior Management & Admin staffing levels **increasing**
 → No significant change in Buildings & Services and Library staff
 ↓ Technical staff **decreased** since 2013

FTE	2017	2016	2015	2014	2013	Var %
Academic Management*	36	36	36	36	36	-
Academic	818	779	735	749	725	13%
Research	820	734	687	682	652	26%
Subtotal	1675	1550	1458	1467	1413	19%
Senior Management	85	76	72	61	53	60%
Admin	834	797	789	771	753	11%
Buildings & Services	401	386	400	410	407	-
Library	112	110	107	107	113	-
Technical	137	131	138	142	144	-5%
Subtotal	1569	1500	1507	1490	1471	7%
Total Trinity	3,243	3,050	2,965	2,958	2,884	12%

Faculties: +17%

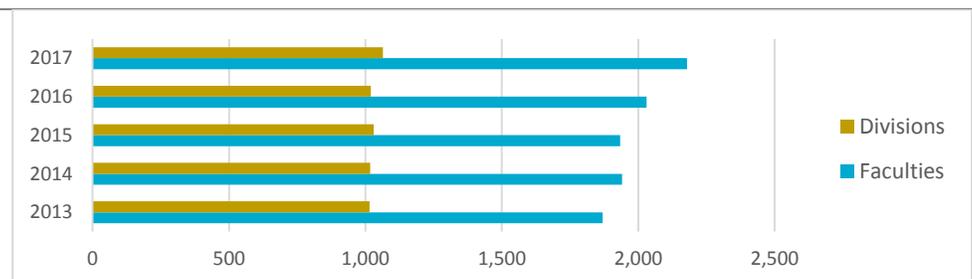
1.3

Divisions: +5%

FTE	2017	2016	2015	2014	2013	Variance	Var %
Faculties	2,179	2,030	1,934	1,941	1,869	310	17%
Divisions	1,064	1,020	1,030	1,017	1,015	49	5%
Total	3,243	3,050	2,965	2,958	2,884	359	12%

Staff FTE 2013-2017

1.4



ALL STAFF – 5-YEAR OVERVIEW

Faculty Staff:

Increase mainly in Research staff

- 1.5 The increase in Faculty staff is primarily in Research staff, however there are reasonable increases in Academic and Support staff levels over the 5-year period.

Faculty FTE	2017	2016	2015	2014	2013	Variance	Var %
Academic	851	813	768	784	759	92	12%
Research	801	721	675	669	635	166	26%
Support	527	497	491	488	475	52	11%
Total	2,179	2,030	1,934	1,941	1,869	310	17%

Division Staff:

Increase in Mgmt & Admin staff

- 1.6 The increase in Divisional staff occurred mainly between 2016 and 2017, with numbers broadly stable in the previous years.

Division FTE	2017	2016	2015	2014	2013	Variance	Var %
Academic & Research	23	16	14	15	19	4	21%
Sen Mgmt	70	63	62	56	50	20	40%
Admin	487	473	473	458	455	32	7%
Buildings & Services	362	346	359	365	361	1	-
Library	110	108	105	105	111	-1	-
Technical	13	14	17	18	20	-7	-35%
Total	1,064	1,020	1,030	1,017	1,015	49	5%

Source

- 1.7 Data extracted from CorePersonnel Sept 2013, 2014, 2015, 2016 & May 2017. FTE numbers are rounded. Totals and percentages are rounded.

Notes

- 1.8 Includes Active staff only, all sources of funds.

* 36 Academic Management posts shown separately to Academic staff numbers include: 24 Heads of School, 3 Deans, VP for Global Relations, Dean of Research, Dean of Graduate Studies, Senior Tutor, Senior Lecturer, Registrar, Senior Dean, Junior Dean, Dean of Students.

The following Senior posts are classified with the Senior Management job category on the CorePersonnel system: Provost, Vice-Provost / CAO, Bursar.

RECRUITMENT

Recruitment

4-year overview

1174 recruitment competitions 2.1 In the 4 years featured, 1174 recruitment competitions have taken place for Academic and Professional, Administrative and Support staff. 4 years of data available.

Recruitment increased by 76% in 4 years 2.2 Recruitment activity increasing by approx 20% year on year. The four-year increase is 76% (378 vs 214 competitions)

Recruitment competitions completed per year:

	2015-16	2014-15	2013-14	2012-13	total 4 years
Academic	110	80	66	57	313
Non-Academic	268	238	198	157	861
	378	318	264	214	1174

Note these figures do not include posts filled outside of the HR Recruitment Team such as Research posts, Estates & Facilities posts in catering or housekeeping, weekly-paid short-term temp posts or entry-level library posts, as these posts are filled directly by the hiring manager/area.

To date in 2016/17, over 190 competitions have been completed and there are 180 posts in recruitment.

New & Replacements 2.3 55% of recruitment competitions were for replacement posts; 45% were new posts.

	2015-16	2014-15	2013-14	2012-13	total 4 years
New	167	159	117	84	527
Replacement	211	159	147	130	647
	378	318	264	214	1174

High calibre of appointees 2.4 On average, 90% of the posts filled were filled by the number one ranked candidate.

	2015-16	2014-15	2013-14	2012-13
Post accepted by top-ranked Candidate	335	262	217	186
Other-ranked candidate appointed	31	32	31	19
No appointable candidate	5	15	4	3
Candidate rejected offer	7	1	5	3
Competition cancelled – post withdrawn	-	8	7	3
Total	378	318	264	214

Source 2.5 Recruitment data, HR

PROMOTION OPPORTUNITIES THROUGH COMPETITION

Promotion Opportunities through competition

Professional, administrative and support staff

205 Promotions by competition over 4 years.

3.1 This data addresses promotions achieved through competition i.e. through a recruitment competition.

For some of these appointees, their new post is at the same grade and the motivation for competing for the post may be to secure a contract of a longer duration, or to move to another role in Trinity for career or personal development. For others, the motivation may be to secure a promotional post.

	2015-16	2014-15	2013-14	2012-13	Total
No. of competitions	268	238	198	157	861
No. of appointments made	263	218	186	155	822
No. where appointee is a Trinity employee	177	130	102	83	492
No. where the employee was promoted	75	51	41	38	205

The data available for the last 4 years shows that on 205 occasions, a Trinity staff member successfully competed for a post at a higher grade.

Notes

3.2 The filling of a post can result in a consequential vacancy which in turn requires a recruitment competition. The filling of one senior post could result in up to 3 subsequent vacancies. This creates promotional opportunities for existing staff. Posts at grades up to Admin Officer 2 are advertised internally only in the first instance.

Source

3.3 HR Recruitment data, CorePersonnel.

FUNDING TYPES

Funding Types

53% : 47% ratio
Core : Non-Core
Funds

4.1 Consistent trend over last 4 years:

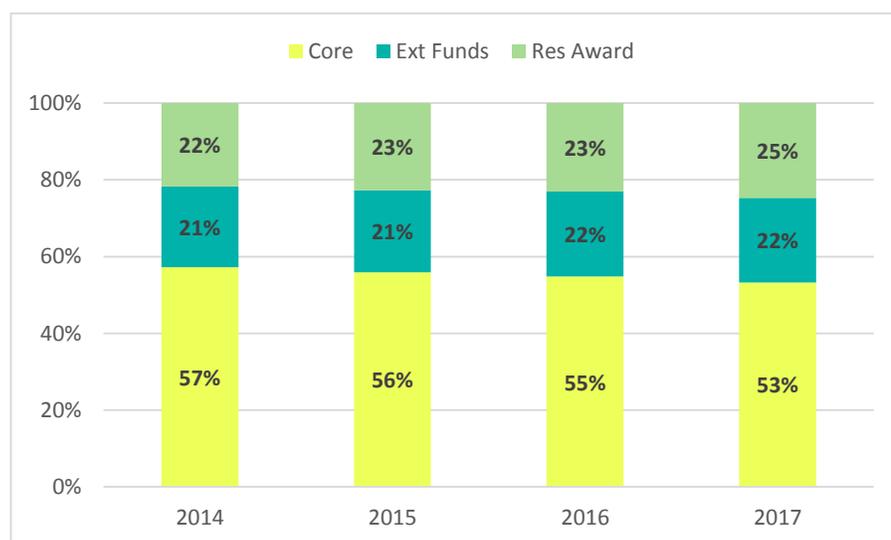
Core funded staff: percent of staff coded to Core funds is gradually decreasing from 57% in 2014 to 53% now.

The proportion of staff funded from Research awards has increased from 22% to 25%. This is consistent with the growth in research staff overall as per section 1.2 staff overview.

The proportion of staff funded from other external funds has increased slightly over the four years measured.

Staffing
composition by
funding type

4.2



Note: this does not represent funding in monetary terms. It is the number of FTE coded to each funding stream.

Notes

4.3 External Funds includes Commercial Revenue, PostGraduate & Part-time fees, International student fees, philanthropy, Research Overhead. Research Award in this definition excludes Research Overhead.

Funding definitions as per Employment Control Framework

Source

4.4 Staff FTE coded as per CorePersonnel each year. Due to changes in the coding system, it is not possible to review 2013 or previous years with accuracy.

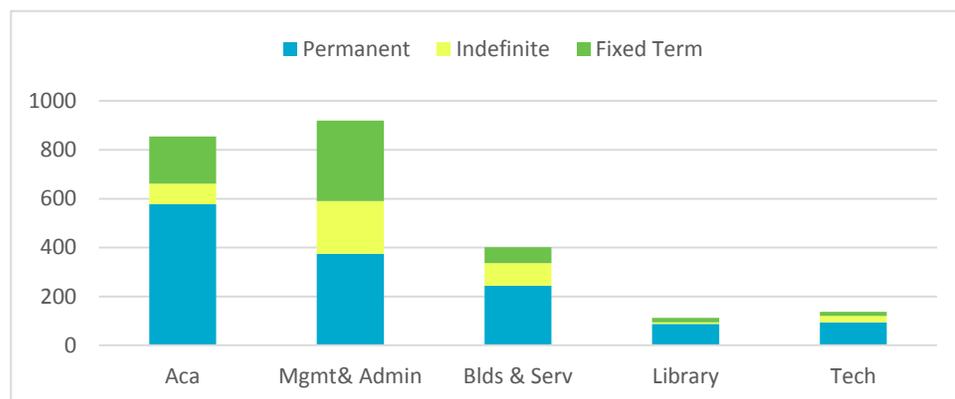
CONTRACT TYPE AND EMPLOYEE STATUS

Contract Type and Employee Status

43% of staff on Fixed Term contracts 5.1 Current composition of staff FTE by job category by contract type (May 2017)

FTE	Sen		Blde		Library	Tech	Res	Total	%
	Aca	Mgmt	Admin	& Serv					
Permanent	577	44	330	245	87	94	-	1,377	42%
Indefinite	85	13	203	92	7	26	63	488	15%
Fixed Term	193	28	300	64	18	17	758	1,379	43%
Total	854	85	834	401	112	137	820	3,243	-

Composition 5.2 The chart shows the composition of staff FTE by employment status in each job category.



Research staff are by nature on fixed term contracts aligned to project funding.

28% increase in Fixed Term staff

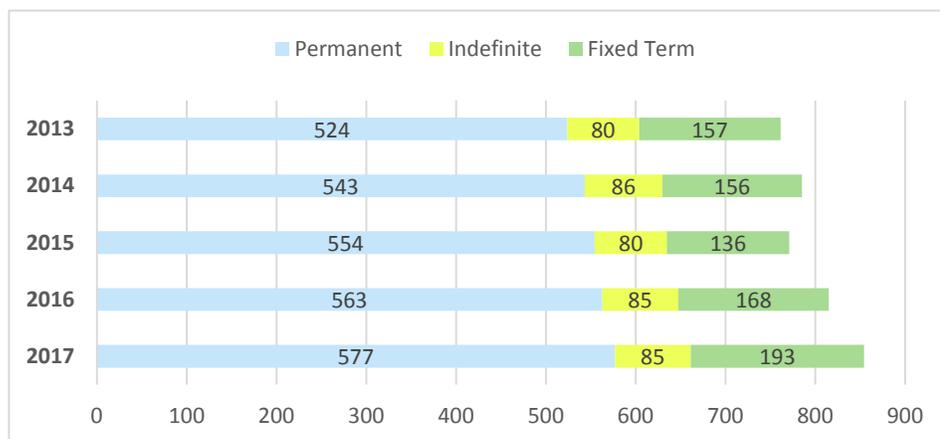
5.3 The total increase in Staff FTE from 2013 to 2017 is 12%. The level of fixed term staff has increased by 28%. For Permanent and CID staff combined, the increase in these contract types is 3%.

Total Staff by employment status	2017	2016	2015	2014	2013
Permanent	1,377	1,365	1,409	1,435	1,410
Contract of Indefinite Duration	488	463	451	429	399
Fixed Term	1,379	1,221	1,105	1,094	1,075
Total FTE	3,243	3,050	2,965	2,958	2,884

CONTRACT TYPE AND EMPLOYEE STATUS

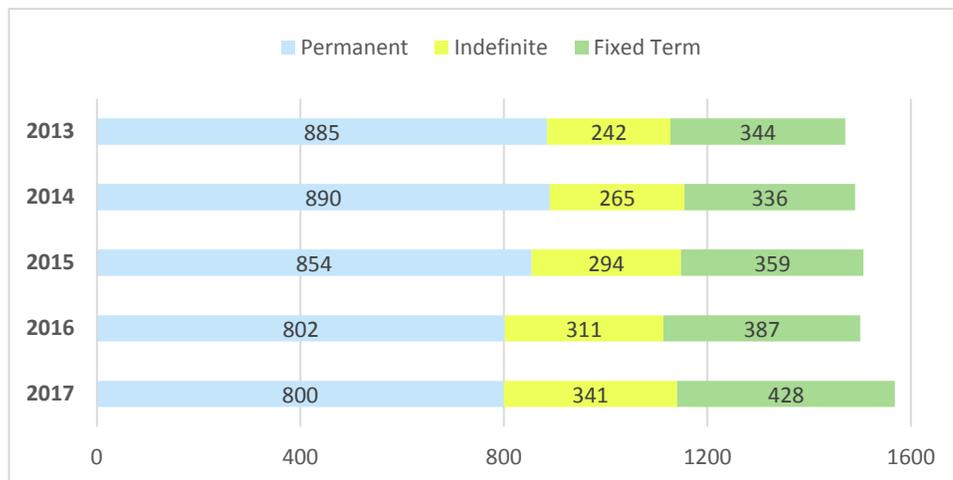
Academic Staff by Employee Status

- 5.4 The increase in academic staff over the 5 years reviewed shows a balanced increase across both permanent and fixed term contract types.
 +53 FTE of permanent academic staff since 2013,
 +36 FTE of fixed term academic staff,
 +5 FTE of CID academic staff.



Professional, Admin & Support Staff by Employee Status

- 5.5 Whilst the number of professional, administrative and support staff has increased by 7% since 2013, the number of permanent staff has gradually decreased since 2014. This is balanced by an increase in CID staff, with the total on either permanent or CID contracts broadly the same at 1127 FTE in 2013 compared with 1141 in 2017. Generally, the increase in support staff over the last 5 years has been in fixed term contracts, which is consistent with the increase in staff funded from external sources of revenue.



- Notes 5.6 Contract data is as per CorePersonnel at the time the data was extracted. Employee status is based on the employee's substantive relationship in the university.
- Source 5.7 Data extracted from CorePersonnel Sept 2013, 2014, 2015, 2016 & May 2017.

EMPLOYEE ATTRITION RATE

Employee Attrition rate

6% turnover rate 6.1 The turnover rate averages at 6% for the university for the year 2016. This is the percentage of employees who left the university and does not include those who moved roles within the university.

Higher rates of turnover are expected in some areas or posts.

- Lecturer registrars are annual appointments as part of the academic medical career path. 100% turnover is expected for this cohort, thus inflating the turnover percentage for the Academic Medical category.
- Part-time academics (adjunct academics and teaching fellows) are fixed term by nature and a higher level of turnover is expected. These are shown separately from the wholetime Academic staff below.

Some of the leavers are staff on fixed term contracts. Where an employee leaves because of their contract expiring, this is not classified as attrition for this exercise. When these people are factored out, the attrition rate is 4%.

4% attrition rate (adjusted for contract expiry)

6.2

Job Category	No. of Leavers in 2016	% leavers	% attrition Adjusted for contract expiry
Academic whole-time	23	3%	2.5%
Academic part-time	53	51%	34%
Academic Medical	20	24%	6%
Senior Mgmt	4	5%	4%
Administrative	75	9%	8%
Buildings & Services	1	0.2%	0.2%
Library	3	2%	1%
Technical	9	6%	4%
Research	15	2%	2%
Total	203	6%	4%

Comparison rates 6% - 10%

6.3

The IBEC employee turnover report 2016 cites the average turnover rate for an organisation of Trinity's size as 6.1% and cites turnover rates in Dublin of 10.1%, which is higher than the national rate.

Reasons for leaving

6.4

Data extracted from a pilot Exit Interview survey reveals three main themes cited by employees for leaving:

- Lack of job security on fixed term contracts,
- Lack of promotional opportunities or career development,
- Negative experience of organisation and culture.

Notes

6.4

Data on leavers includes salaried monthly-paid staff only, not weekly-paid, not casual. Retirements are not included in this attrition data.

Source

6.6

Data is collected by measuring the number of P45s issued in the year. Reports from the CorePersonnel system are not an accurate source of leaver data in instances where leavers are retained on the CorePersonnel system as visitors. Exit Interview data collected during 2016/17 (34 responses in total).

ABSENCE / SICK LEAVE

Absence / Sick Leave

Sick leave below national average	7.1	<p>The level of reported sick leave in the university is 3.1%. This compares favourably with the public sector sick leave level of 3.9%</p> <p>On average 8.5 working days were taken per FTE in the Public Service. The average number of days lost per employee in Trinity is 7.4 days annually.</p>								
3% sick leave	7.2	<p>Sick leave is recorded locally not centrally. Data was collected from Managers for the period Jan – April 2017 for three categories of staff:</p> <table><tr><td>Academic staff reported absence</td><td>0.7%</td></tr><tr><td>Research staff reported absence</td><td>1.0%</td></tr><tr><td>Professional, Administrative & Support staff reported absence</td><td>3.6%</td></tr><tr><td>Total</td><td>3.1%</td></tr></table>	Academic staff reported absence	0.7%	Research staff reported absence	1.0%	Professional, Administrative & Support staff reported absence	3.6%	Total	3.1%
Academic staff reported absence	0.7%									
Research staff reported absence	1.0%									
Professional, Administrative & Support staff reported absence	3.6%									
Total	3.1%									
Long term sick leave	7.3	<p>145 people experienced long term sickness between 2013 and May 2017 i.e. moved to half-pay or unpaid sick leave.</p> <p>12 people left Trinity following their period of sick leave (2013-2017).</p> <p>23 people are currently suspended, where illness benefit has expired.</p> <p>110 people experienced long term sickness at some point and returned to work after sick leave.</p> <p>There is no pattern showing typical duration of sick leave – the data is extremely varied.</p>								
Notes	7.4	<p>Sick leave data extracted from CorePersonnel showing sick leave records from 2010 to date for staff who were on half-pay or unpaid sick leave.</p> <p>Records collected from managers on sick term sick leave for the period Jan – April 2017. Annual figure extrapolated from data collected.</p> <p>Pending the implementation of an electronic time and attendance system in Trinity, the absence data is not centrally verifiable and is a best estimate based on data available.</p>								
Source	7.5	<p>CorePersonnel May 2017 and local sick leave records obtained from managers who are work-group owners on CorePersonnel system.</p> <p>Public Sector sick leave data available at http://hr.per.gov.ie/sick-leave/</p>								

CONCLUDING NARRATIVE

Concluding Narrative

What are the key strategic questions we need to address arising from this report?

- We are investing in our staff each year – the data shows a gradual but steady increase in academic, research and administrative staff.
- We are increasing staff levels at senior grades in both Academic and Managerial and Administrative categories.
- Increases in pay costs arising from national agreements have contributed to higher rates of pay (+3.5%) and will continue in 2018 in line with national pay agreements.

Highlights:

- Regular opportunities for staff to achieve promotion through competition.
- The calibre of candidates appointed is high, with 90% filled by the highest ranked candidate.
- The Trinity employer brand is attractive to applicants.
- The level of attrition is low, relative to industry averages reported by IBEC.

Risks / Concerns:

- The level of recruitment is high. The percentage of positions being actively recruited for is now at 12% of total staff FTE.

Prepared by

HR Workforce Planning

2 June 2017