



# Scottish Court Service Human Resources Annual People Scorecard 2008/09

## Introduction

This document is designed to make available a range of information about the workforce of the Scottish Court Service.

It contains data about the nature of the workforce, recruitment activity, costs, training and development investment and much more. This material informs the organisation's future planning and assists senior management in making decisions about priorities and policy development.

It also contains information on the performance of the Human Resources Unit (HRU) which provides systems, support and advice to help managers in carrying out their day to day people management role.

This document will be produced on an annual basis.

Enquiries should be addressed to the Human Resources Unit, Room 3.01, Hayweight House, 23 Lauriston Street, Edinburgh, EH3 9DQ or telephone 0131 221 6831.

A handwritten signature in black ink that reads 'Alan Swift'.

Alan Swift  
Director of Human Resources  
June 2009

## HR ANNUAL PEOPLE SCORECARD AS AT 31 MARCH 2009

(for all staff below Senior Civil Service level\*)

### Section 1: Workforce Profile

**Table 1 – Using Headcount (Including Casual Staff)**

| Overall Workforce Profile                      |             |             |             |                            |                               |                      |                           |               |                 |
|--|-------------|-------------|-------------|----------------------------|-------------------------------|----------------------|---------------------------|---------------|-----------------|
| Grade  | Head count  | F           | M           | Ethnicity Other than white | Reported disability under DDA | Average age in grade | Average Length Of Service | FTE**         | % not Full Time |
| Director                                       | 8           | 2           | 6           | 0                          | 0                             | 48                   | 19.0                      | 7.7           | 26.0%           |
| Senior Manager                                 | 19          | 8           | 11          | 0                          | 3                             | 50                   | 13.0                      | 19.0          | 0.0%            |
| Sheriffdom Legal Adviser                       | 6           | 5           | 1           | 0                          | 0                             | 48                   | 7.0                       | 6.0           | 0.0%            |
| Legal Assessor                                 | 21          | 15          | 6           | 0                          | 0                             | 45                   | 6.5                       | 18.2          | 0.0%            |
| Senior Executive Officer (SEO)                 | 97          | 38          | 59          | 2                          | 1                             | 48                   | 20.5                      | 93.9          | 12.8%           |
| Higher Executive Officer (HEO)                 | 151         | 73          | 78          | 0                          | 7                             | 44                   | 21.5                      | 149.5         | 5.4%            |
| Executive Officer (EO)                         | 392         | 267         | 125         | 8                          | 21                            | 54                   | 17.5                      | 379.5         | 14.5%           |
| Administrative Officer (AO) & Clerk/Typist     | 496         | 398         | 98          | 9                          | 25                            | 39                   | 10.5                      | 412.3         | 26.4%           |
| Typists  | 15          | 15          | 0           | 0                          | 2                             | 50                   | 21.0                      | 13.3          | 45.1%           |
| Administrative Assistant (AA) & Support Grades | 342         | 166         | 176         | 10                         | 21                            | 41                   | 9.0                       | 262.8         | 46.8%           |
| <b>Total</b>                                   | <b>1547</b> | <b>987</b>  | <b>560</b>  | <b>29</b>                  | <b>80</b>                     | <b>47</b>            | <b>14.5</b>               | <b>1362.2</b> | <b>23.1%</b>    |
| <b>Percentages of total</b>                    | <b>100</b>  | <b>63.8</b> | <b>36.2</b> | <b>1.9</b>                 | <b>5.2</b>                    |                      |                           |               |                 |

\* The post of CEO (Chief Executive Officer and the three Strategic Director of the Service are "Senior Civil Servants" and are on loan to the Scottish Court Service from the Scottish Government.

\*\* FTE = Full Time Equivalent. This is the total number of posts expressed in terms of full time posts based on aggregation of contracted hours.

**Table 2**

| Work Location                           | Headcount   | %          |
|---|-------------|------------|
| Supreme Court                           | 193         | 12.5       |
| Sheriff and Justice of the Peace Courts | 1123        | 72.6       |
| Office of the Public Guardian (OPG)     | 79          | 5.1        |
| Corporate Services and HQ               | 147         | 9.5        |
| Secondments to other organisations      | 5           | 0.3        |
| <b>Total</b>                            | <b>1547</b> | <b>100</b> |

**Table 3**

| Staff by Age Band | Headcount   | %          |
|-------------------|-------------|------------|
| 16 -19            | 12          | 0.8        |
| 20-29             | 298         | 19.3       |
| 30-39             | 277         | 18.0       |
| 40- 49            | 401         | 26.0       |
| 50-59             | 420         | 27.1       |
| 60+               | 139         | 9.0        |
| <b>Total</b>      | <b>1547</b> | <b>100</b> |

**Table 5 – Using Headcount (Including Casual Staff)**

| <b>Length of Service by Grade</b> |                    |                  |                   |                    |                  |
|-----------------------------------|--------------------|------------------|-------------------|--------------------|------------------|
| <b>Grade</b>                      | <b>&lt; 1 year</b> | <b>1-4 years</b> | <b>5- 9 years</b> | <b>10-19 years</b> | <b>20+ years</b> |
| Director                          | 0                  | 2                | 2                 | 1                  | 3                |
| Senior Manager                    | 1                  | 6                | 3                 | 3                  | 6                |
| Sheriffdom Legal Adviser          | 4                  | 0                | 0                 | 0                  | 2                |
| Legal Assessor                    | 6                  | 9                | 0                 | 2                  | 4                |
| SEO                               | 8                  | 18               | 6                 | 8                  | 57               |
| HEO                               | 6                  | 16               | 16                | 21                 | 92               |
| EO                                | 9                  | 67               | 75                | 63                 | 178              |
| AO & Clerk/Typist                 | 48                 | 153              | 107               | 79                 | 109              |
| Typist                            | 0                  | 1                | 0                 | 6                  | 8                |
| AA & Support Grades               | 39                 | 151              | 81                | 61                 | 10               |
| <b>Total (Headcount)</b>          | <b>121</b>         | <b>423</b>       | <b>290</b>        | <b>244</b>         | <b>469</b>       |
| <b>%</b>                          | <b>7.8%</b>        | <b>27.3%</b>     | <b>18.8%</b>      | <b>15.8%</b>       | <b>30.3%</b>     |

## Section 2: Employee Resourcing

**Table 1**

\*Please note, the Average Number of Applications Received figure in Table 1 will differ from the Average Number of Applications Received figure in Table 2 as Table 1 is looking at average applications by Grade as opposed to by Sheriffdom/Unit.

| <b>Key Resourcing Data for 2008/09</b> |                                   |                                       |                               |  |  |
|--|-----------------------------------|---------------------------------------|-------------------------------|--|--|
| <b>Grade</b>                           | <b>Voluntary Turnover in year</b> | <b>Non-Voluntary Turnover in year</b> | <b>Total Turnover In year</b> | <b>Average no of applications received for jobs advertised in year</b> | <b>% of staff recruited in past 2 years who have been retained</b> |
| Director                               | 0                                 | 0                                     | 0                             | N/A  | 100.0%   |
| Senior Manager                         | 1                                 | 1                                     | 2                             | 13.0   | 86.7%  |
| Sheriffdom Legal Adviser               | 0                                 | 0                                     | 0                             | 15.5   | 100.0%   |
| Legal Assessor                         | 0                                 | 0                                     | 0                             | N/A  | 100.0%   |
| SEO                                    | 0                                 | 1                                     | 1                             | 25.0   | 100.0%   |
| HEO                                    | 5                                 | 0                                     | 5                             | 49.0   | 86.7%  |
| EO                                     | 7                                 | 4                                     | 11                            | 56.0   | 92.6%  |
| AO & Clerk/Typist                      | 33                                | 19                                    | 52                            | 50.0   | 76.4%  |
| Typist                                 | 0                                 | 0                                     | 0                             | As above   | 0.0%   |
| AA & Support Grades                    | 14                                | 21                                    | 35                            | 65.0   | 82.0%  |
| <b>Total</b>                           | <b>60</b>                         | <b>46</b>                             | <b>106</b>                    | <b>39.1</b>  | <b>92.4%</b>   |

**Table 2**

| <b>Voluntary Turnover and Application Rates for 2008/09 by Sheriffdom/Unit</b> |                             |  |
|--|-----------------------------|--|
| <b>Sheriffdom/Unit</b>   | <b>Voluntary Turnover %</b> | <b>Average no of applications received for jobs advertised in year</b> |
| Supreme Courts   | 3.7                         | 81.5   |
| Grampian, Highlands & Islands  | 6.0                         | 33.0   |
| Glasgow & Strathkelvin   | 3.6                         | 68.0   |
| Lothian & Borders  | 7.9                         | 53.3   |
| North Strathclyde  | 1.5                         | 104.3  |
| South Strathclyde  | 1.3                         | 36.7   |
| Tayside, Central and Fife  | 2.8                         | 26.5   |
| OPG  | 2.6                         | 76.0   |
| Headquarters   | 6.2                         | 17.1   |
| <b>Total</b>   | <b>35.6</b>                 | <b>55.2</b>  |

**Table 3 – Using Headcount Only**

\*Please note, Average Absence figures in Table 1 will differ from Average Absence figures in Table 2 as Table 1 is looking at the average number of days lost by Grade as opposed to by Sheriffdom/Unit.

| <b>Absence Data 2008/09 by Grade</b> |   |  |  |
|--------------------------------------|---|--|--|
| <b>Grade</b>                         | <b>Average days lost through short term absence</b> | <b>Average days lost through long term absence</b> | <b>Average days lost through all absence</b> |
| Director                             | 0.6   | 6.7  | 7.3  |
| Senior Manager                       | 2.4   | 0  | 2.4  |
| Sheriffdom Legal Adviser             | 0   | 0  | 0  |
| Legal Assessor                       | 3.0   | 0  | 3.0  |
| SEO                                  | 2.5   | 2.9  | 5.4  |
| HEO                                  | 3.0   | 1.7  | 4.7  |
| EO                                   | 4.9   | 7.2  | 12.1   |
| AO & Clerk/Typist                    | 5.3   | 7.9  | 13.2   |
| Typist                               | 4.5   | 11.8   | 16.3   |
| AA & Support Grades                  | 5.4   | 8.0  | 13.4   |
| <b>Total</b>                         | <b>3.9</b>  | <b>6.6</b>   | <b>10.5</b>                                  |

**Table 4**

| <b>Absence Data 2008/9 by Sheriffdom/Unit</b> |   |  |  |
|---|---|--|--|
| <b>Sheriffdom/Unit</b>                        | <b>Average days lost through short term absence</b> | <b>Average days lost through long term absence</b> | <b>Average days lost through all absence</b> |
| Supreme Court                                 | 6.7   | 3.7  | 11.4   |
| Grampian, Highlands & Islands                 | 4.1   | 5.2  | 9.3  |
| Glasgow & Strathkelvin                        | 10.7  | 7.4  | 18.1   |
| Lothian & Borders                             | 7.9   | 5.8  | 13.7   |
| North Strathclyde                             | 5.6   | 2.9  | 8.5  |
| South Strathclyde                             | 7.2   | 6.2  | 13.4   |
| Tayside, Central and Fife                     | 6.9   | 5.7  | 12.6   |
| OPG   | 10.2  | 9.2  | 19.4   |
| Headquarters                                  | 4.4   | 2.9  | 7.3  |
| <b>Total</b>                                  | <b>6.8</b>  | <b>5.2</b>   | <b>12.0*</b>                                 |

\* This equates to a lost time rate of 3.2%

**Table 5**

**Average Recruitment Cost during year 2008/09: : £3,757 per vacancy** (includes advertising spend, staff time for sift and interviews, arrangements for interviews , materials, T&S and pre employment screening)

**Cost without pre employment screening = £3721 per vacancy**

**Table 6**

**Average Recruitment Journey length during year 2008/09: 41 Days\*\***

\*\* This compares to a median of 54 in a recent benchmarking study

**Table 7**

| <b>Recruitment Appointments during year 2008/09</b> |              |               |             |                          |                 |
|---|--------------|---------------|-------------|--------------------------|-----------------|
| <b>Grade</b>  | <b>Total</b> | <b>Female</b> | <b>Male</b> | <b>Ethnic Minorities</b> | <b>Disabled</b> |
| Director  | 0            | 0             | 0           | 0                        | 0               |
| Senior Manager                                      | 1            | 1             | 0           | 0                        | 0               |
| Sheriffdom Legal Adviser                            | 3            | 3             | 0           | 0                        | 0               |
| Legal Assessor                                      | 0            | 0             | 0           | 0                        | 0               |
| SEO   | 8            | 4             | 4           | 0                        | 0               |
| HEO   | 9            | 6             | 3           | 0                        | 0               |
| EO  | 13           | 10            | 3           | 0                        | 0               |
| AO & Clerk/Typist                                   | 48           | 31            | 17          | 5                        | 2               |
| AA and Support Grade                                | 21           | 13            | 8           | 4                        | 0               |
| <b>Total (Headcount)</b>                            | <b>103</b>   | <b>68</b>     | <b>35</b>   | <b>9</b>                 | <b>2</b>        |



## Section 3: Employee Learning

**Table 1**

| Learning Data for 2008/09     |  |   |   |   |                               |
|-------------------------------|--|---|---|---|-------------------------------|
| Sheriffdom/Unit               | Average Days of Formal Learning per Employee | SAT** Uptake - % SCS Staff with SAT Profile | Number of staff who undertook SVQs/ILMs*** during 08/09 | % of staff who undertook SVQs/ILMs during 08/09 | Average T&D+ Evaluation Score |
| Supreme Court                 | *12.2  | 34.5%                                       | 9   | 4.6%  | 3.0                           |
| Grampian, Highlands & Islands | 5.3  | 63.0%                                       | 18  | 9.5%  | 3.1                           |
| Glasgow & Strathkelvin        | 1.9  | 18.5%                                       | 8   | 3.9%  | 3.1                           |
| Lothian & Borders             | 2.7  | 63.3%                                       | 12  | 6.7%  | 3.3                           |
| North Strathclyde             | 2.1  | 61.9%                                       | 17  | 11.6%   | 3.2                           |
| South Strathclyde             | 1.9  | 72.7%                                       | 9   | 5.8%  | 3.2                           |
| Tayside, Central and Fife     | 2.8  | 40.0%                                       | 5   | 2.3%  | 3.2                           |
| OPG                           | 3.0  | 82.3%                                       | 10  | 12.7%   | 3.0                           |
| Headquarters                  | 1.7  | 57.7%                                       | 14  | 9.4%  | 2.9                           |
| <b>Total</b>                  | <b>3.9<sup>^</sup></b>                       | <b>51.5%</b>                                | <b>102</b>  | <b>6.7%</b>                                     | <b>3.1</b>                    |

<sup>^</sup> This compares with the public sector average of 4.9 days

\* This figure reflects Average Days including First Instance Depute Clerk(FIDC) Training Days based on their 2 year training programme. Average without FIDC = 4.6 Days

\*\* SAT= Skills Assessment Tool – a system for recording skills and competence

\*\*\* SVQs = Scottish Vocational Qualifications and ILM = Institute of Leadership and Management

+ T&D = Training and Development with evaluation scores based on 1= low and 4 = high

**Table 2**

| Learning Profile 2008/09 |               |                |
|--------------------------|---------------|----------------|
| Category                 | Days 2008/09  | Events 2008/09 |
| Technical                | 2970.1        | 286            |
| Desk Training            | 910.8         | -              |
| General                  | 637.2         | 83             |
| IT                       | 94.1          | 32             |
| Management               | 688.7         | 59             |
| Personal                 | 24.0          | 3              |
| E-Learning               | 389.7         | -              |
| SVQs                     | 191.2         | 12             |
| <b>Totals</b>            | <b>5905.8</b> | <b>475</b>     |

**Table 3**

**Cost per training day in 2008/09: £174**

**Table 4**

**T&D Investment in 2008/09 as a % of organisational pay bill:**

**3.0%<sup>+++</sup>**

<sup>+++</sup> This compares to a median of 1.8% in a recent benchmarking study

## Section 4: Employee Reward

**Table 1**

| <b>% of Staff on Pay Range Target Rate*</b> |                         |                         |                         |
|---|-------------------------|-------------------------|-------------------------|
| <b>Grade</b>                                | <b>Total</b>            | <b>Female</b>           | <b>Male</b>             |
| Director                                    | 50.0%                   | 50.0%                   | 50.0%                   |
| Senior Manager                              | 50.0%                   | 50.0%                   | 50.0%                   |
| Sheriffdom Legal Adviser                    | 33.3%                   | 20.0%                   | 100.0%                  |
| Legal Assessor                              | 61.9%                   | 66.7%                   | 50.0%                   |
| SEO   | 78.3%                   | 73.2%                   | 82.1%                   |
| HEO   | 65.7%                   | 52.9%                   | 76.7%                   |
| EO  | 73.6%                   | 74.9%                   | 71.0%                   |
| AO & Clerk/Typist                           | 69.5%                   | 70.1%                   | 51.0%                   |
| Typist                                      | 92.9%                   | 92.9%                   | 0.0%                    |
| AA and Support Grade                        | 87.1%                   | 84.0%                   | 89.9%                   |
| <b>Total (Headcount)</b>                    | <b>66.2 % (average)</b> | <b>63.5 % (average)</b> | <b>68.9 % (average)</b> |

\* Target Rate = Top or Maxima of the relevant pay range

**Table 2**

| <b>% of Staff on Pay Range Target Rate 2009 estimated</b> |                        |
|---|------------------------|
| <b>Grade</b>  | <b>Total</b>           |
| Director  | 80.1%                  |
| Senior Manager  | 47.9%                  |
| Sheriffdom Legal Adviser                                  | 60.0%                  |
| Legal Assessor  | 55.0%                  |
| SEO   | 72.9%                  |
| HEO   | 57.7%                  |
| EO  | 73.1%                  |
| AO& Clerk/Typist  | 51.2%                  |
| Typist  | 93.0%                  |
| AA and Support Grade                                      | 76.0%                  |
| <b>Total (Headcount)</b>                                  | <b>76.3% (average)</b> |

**Table 3**

|                                 |              |
|---------------------------------|--------------|
| <b>Instant Rewards 2008/09:</b> | <b>£7705</b> |
|---------------------------------|--------------|

**Table 4**

| <b>Overtime and Travel Time* 2008/09: Distribution by Sheriffdom/Unit</b> |                 |                 |                 |
|---|-----------------|-----------------|-----------------|
| <b>Sheriffdom/Unit</b>  | <b>Total</b>    | <b>Female</b>   | <b>Male</b>     |
| Supreme Court   | £69,078         | £22,558         | £46,520         |
| Grampian, Highland & Islands  | £53,624         | £28,632         | £24,992         |
| Glasgow & Strathkelvin  | £51,365         | £36,635         | £14,730         |
| Lothian & Borders   | £39,920         | £16,824         | £23,096         |
| North Strathclyde   | £45,712         | £24,940         | £20,772         |
| South Strathclyde   | £26,181         | £11,987         | £14,194         |
| Tayside, Central and Fife   | £44,227         | £26,236         | £17,991         |
| OPG   | £26,531         | £21,868         | £4,663          |
| Headquarters  | £71,806         | £32,155         | £39,651         |
| <b>Total</b>  | <b>£428,444</b> | <b>£221,834</b> | <b>£206,610</b> |

\* Travel Time = reimbursement for some grades of staff for travelling outside normal working hours

**Table 5**

| <b>Overtime and Travel Time 2008/09: Distribution by Grade</b> |                 |                 |                 |
|--|-----------------|-----------------|-----------------|
| <b>Grade</b>   | <b>Total</b>    | <b>Female</b>   | <b>Male</b>     |
| Director   | £2,968          | £2,968          | £0              |
| Senior Manager   | £2,983          | £361            | £2,622          |
| Sheriffdom Legal Adviser                                       | £118            | £118            | £0              |
| Legal Assessor   | £3,769          |                 |                 |
| SEO  | £38,961         | £6,482          | £36,248         |
| HEO  | £90,862         | £52,053         | £38,809         |
| EO   | £167,105        | £93,297         | £73,808         |
| AO& Clerk/Typist   | £61,058         | £46,393         | £14,665         |
| Typist   | £47             | £47             | £0              |
| AA and Support Grade   | £60,574         | £20,117         | £40,457         |
| <b>Total</b>   | <b>£428,444</b> | <b>£221,834</b> | <b>£206,610</b> |

**Table 6**

| <b>Average Salary 2008/09: Distribution by Grade and Gender</b> |                |                         |             |   |
|---|----------------|-------------------------|-------------|---|
| <b>Grade</b>  | <b>Total</b>   | <b>Female</b>           | <b>Male</b> | <b>Female average as % of Male Salary</b> |
| Director  | £63,522        | £64,272                 | £62,772     | 102.0%                                    |
| Senior Manager  | £47,148        | £46,432                 | £47,863     | 97.0%                                     |
| Sheriffdom Legal Adviser  | £47,751        | £44,142                 | £51,359     | 85.9%                                     |
| Legal Assessor  | £33,952        | £34,792                 | £33,112     | 105.0%                                    |
| SEO   | £34,883        | £34,881                 | £34,885     | 99.9%                                     |
| HEO   | £27,231        | £26,749                 | £27,712     | 96.5%                                     |
| EO  | £22,101        | £22,157                 | £22,046     | 100.5%                                    |
| AO& Clerk/Typist  | £16,619        | £16,549                 | £16,690     | 99.2%                                     |
| Typist  | £14,566        | £14,566                 | £0          | n/a                                       |
| AA and Support Grade  | £14,024        | £14,042                 | £14,006     | 100.3%                                    |
| <b>Average Salary Cost for Year</b>                             | <b>£27,960</b> | <b>+2.4% on 2007/08</b> |             |   |

**Table 7**

| <b>Allowances Paid to Staff 2008/09: Distribution by Allowance</b> |                    |                   |
|--|--------------------|-------------------|
| <b>Allowance</b>   | <b>No of Staff</b> | <b>Total Cost</b> |
| Recruitment & Retention  | 34                 | £89,707           |
| Distant Islands Allowance  | 3                  | £7,500            |
| High Work Volume Salary Supplement                                 | 5                  | £10,000           |
| Relief Officer Allowance   | 15                 | £30,000           |
| First Instance Depute Clerk  | 22                 | £44,000           |
| <b>Total</b>   | <b>79</b>          | <b>£181,207</b>   |

**Table 8**

|  |
|--|
| <b>Total Staff Costs Bill 2008/09: £34,805,802</b> |
|--|

## Section 5: Employee Relations

**Table 1**

| <b>2008/09 Data</b>   |                                     |
|---|-------------------------------------|
| Staff Satisfaction Score from Staff Survey                            | <b>59.8</b>                         |
| % of staff completing Staff Survey                                    | <b>50%</b>                          |
| % of staff who are members of PCS                                     | <b>51%</b>                          |
| Days lost to industrial action (took place on 23/09/08)               | <b>440</b>                          |
| Number of Formal Grievances Recorded                                  | <b>2</b>                            |
| Number of Formal Disciplinary Penalties awarded                       | <b>13</b>                           |
| Number of dismissals  | <b>7</b>                            |
| Number and % of staff who had probation extended                      | <b>Not recorded at this time</b>    |
| Number of staff who were managed under poor performance arrangements. | <b>Not recorded at this time</b>    |
| Number of reported Health and Safety Incidents                        | <b>35 Staff/55 Staff and Public</b> |
| Number of RIDDOR H&S Incidents  | <b>1</b>                            |

## Section 6: HR Performance Indicators 2008/09

**Table 1**

| <b>Indicator</b>  | <b>Performance</b>   |
|---|--|
| Payroll: Cost per payslip   | <b>£5.40</b>   |
| Payroll Accuracy  | <b>99.7%</b>   |
| HR ratio  | <b>1:40</b>  |
| HR ratio – training only  | <b>1:93</b>  |
| HR ratio – not including training staff   | <b>1:69</b>  |
| HR cost per employee  | <b>£1513</b>   |
| Average Recruitment Cost  | <b>£3,757 per vacancy</b> (includes advertising spend, staff time for sift and interviews, sundries (lunch, materials, T&S) and pre employment screening)<br><br>Cost without pre employment screening= <b>£3721 per vacancy</b>   |
| Average Recruitment Journey   | <b>41 Days</b>   |
| Cost per training day   | <b>£174</b>  |
| Senior Manager Satisfaction Survey Rating   | In a survey of senior managers in April 2008, 22% strongly agreed and 77.8% agreed (14 responses) that 'PDU supports the delivery of the strategic objectives of the SCS'. The survey is to be repeated in Autumn 2009, after our new HR structure has become established. |
| Users Survey Rating<br>* please note this is taken from an annual payroll survey, last run January 2009 during this, access to the Pay Portal was highlighted as a major issue and impacted on the results. | 87.1% - No problems at all<br>12.4% - Some problems experienced<br>00.5% - Major problems experienced  |
| Number of Complaints  | <b>21</b>  |
| % of staff who receive contract within 28 days of employment start  | <b>99.1%</b>   |
| Average T&D evaluation rating   | <b>3.1</b>   |