KING'S FUND
PROJECT PAPER

CAMBRIDGESHIRE AREA HEALTH AUTHORITY (Teaching)

CAMBRIDGE HEALTH DISTRICT (Teaching)

A COMPUTERISED MANPOWER INFORMATION SYSTEM

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KING'S FUND PROJECT PAPER

Cambridge Area Health Authority (Teaching)

Cambridge Health District (Teaching)

A COMPUTERISED MANPOWER INFORMATION SYSTEM

compiled by

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February 1977

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126 Albert Street
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INTRODUCTION

It is a truism that those concerned with personnel in the National Health Service need to handle a vast amount of different sorts of information. This information is regularly required for routine needs whether these be purely local or whether they are national, in the sense that they add to information held centrally to build up a general picture. In addition, by its very nature, personnel staff are repeatedly having to solve ad hoc problems, the satisfactory solution of which can only be achieved if the information is up to date, accurate and relevant.

Consistency and reliability is therefore of the essence and in an attempt to achieve this, the Cambridge Health District has devised a system by which a computer can regularly be used as the means to provide management information. This report emphasises that the whole exercise is not a sophisticated system dependent on on-line facilities involving expensive equipment, rather it is making use of available computer time and using the same basic computer technique that is currently available for salaries and wages or accounts work.

There is no one single solution to management problems of this sort, but the system described in this report has already shown some successful outcome. The King's Fund Centre has made available a limited number of copies of this report to a specialized section of staff in the National Health Service, in the hope that it will be of interest and, more particularly, will provoke discussion leading to improvement in standards in this vitally important field.

W G Cannon
February 1977

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MANPOWER INFORMATION - EAST ANGLIA'S APPROACH by Peter Daniels
Reproduced from 'Health and Social Service Journal' February 1976

In the present climate of financial stringencies within the NHS, it is appropriate to consider the development of the manpower information system within East Anglia. The concept of the system was born in 1972 when the regional staff officer, Lt.-Colonel W.R. Stokes (now regional personnel officer, East Anglian RHA), instituted a working party to consider the information requirements of a manpower system, using the regional hospital board's computer service. Membership of the working party was varied - personnel, salaries and wages, computer, administration and nursing staff were represented.

The final report of the working party was presented to the regional officers in September 1973 and its three recommendations were accepted: by using both the payroll and personnel computer files, to produce a periodic computer output for manpower planning; to provide a regular service for individual hospital groups of personnel record cards; and to produce computer data to enable statistical returns to the DHSS to be completed.

With the reorganisation of the service imminent, it was left to individual health authorities within East Anglia to proceed with implementation of the regional manpower 'package.' With the development of personnel departments varying in staff resources, the Cambridge Health District (Teaching) was the only district accepting a total commitment to acceptance of the system, and its implementation process is as follows.

The basis of the system is the standardisation of staff documentation - application form, appointment form, personal details amendment form and leaving form. Apart from the application form, the forms are three-part sets on NCR paper. In addition, although not strictly related to the individual's documentation for personal record purposes, we developed a contract of service which was standardised.

To sum up, the appointment system is as follows: application form completed - employee commences - appointment form completed by appointing officer (one copy retained, one to salaries and wages, one to district personnel) - district personnel complete computer coding form - coding form to regional computer centre - computer personnel record card produced - computer outputs.

ARRANGEMENT OF INFORMATION

The appointment form is the key to the system, as this contains sufficient information for both payroll and personnel purposes. Information contained on the form is arranged in such a way that the top section of the form contains information required for payroll purposes, and the bottom half contains the personnel information. In addition the personnel information as regards employee identification is linked to the payroll system. We therefore have access to some of the payroll detail.

The forms are sent to district personnel and to salaries and wages; this is their ultimate destination, and in practice, and in order to obtain the payroll identification codes, both copies are sent initially to the salaries department who return the personnel copy with identification complete. Within the personnel department we undertake the coding process by converting the appointment form information into code and input by forms.

On production of the computer personnel record card, this will be retained within the district personnel department, for all staff. Records, however, need to be updated to ensure maximum accuracy of information held both within the personnel department and also on computer files. This brings in the personal details amendment form, which is again originated from the appointing officer who puts through any amendment affecting the individual employee's record. By use of the three-part form, and with the similar distribution process, the personnel department copy is again the source of amending the information by coding input. The amendments can vary between changes of grade/occupation or home location to additional qualifications. Computer input is processed monthly at the present time although as the system develops, this may be amended. The situation is therefore that we have a computer file of all live staff on the payroll file, and in order to collect the termination statistics, the coding process is repeated for staff leaving. The personnel department repeat the coding process and analyse leavers into the categories of 'reason for leaving' and 'destination on leaving.' The coding source is the DHSS-suggested classification of January 1974.

The procedures detailed above have been put into operation for all staff appointed within the district since April 1, 1975. The district staff totals approximately 6,000 and by September 30, 1975, there had been 1,400 appointments within the district

and a similar number of leavers. Input detail for all leavers has been made, although many of these were of course in post pre-April 1975. However, the computer output for termination statistics will, for the current year, be based on the payroll nominal roll of leavers, coupled with the personnel input.

A BASIC PROBLEM

There is one basic problem which has hindered the development of the total system for all staff and that is the delay in deciding upon the design of the personnel record card. These are now awaited from the printers and when available, the full implementation process may begin. Pending production of the record cards, all information is being held on computer file. We will have computer assistance in obtaining information from current staff who were in post on April 1, 1975. A computer input form will be pre-printed with basic information, i.e. unit, pay number, name, occupation code, etc. These forms will be distributed to departmental heads to complete in conjunction with the employee. The form will have a tear-off computer coding input attached, which will be completed in district personnel. The completion of these inputs will be phased, and we anticipate having all documentation complete by March 31.

I have described in some detail the manpower system, and readers may well be wondering - so what? what comes out at the other end? In addition to the record cards, we will have a total of nine outputs at regular intervals. These outputs are: *labour turnover, stability and wastage; *sex/age analysis;*whole/part-time analysis; *schedule of retirement forecasts;*sources of recruitment/reasons for leaving; establishment statistics/labour costs forecast; statement of training requirements; analysis of employee's home location;*work permit/professional registrations expiry dates; and *disabled persons schedule.

All outputs will be produced by - unit/hospital - management unit and in all cases occupation codes will indicate types of staff. There is one further output, which has recently been produced, and that is a nominal roll with occupation codes to enable the SBH returns as at September 30 to be completed. One aspect not

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* Now available.

mentioned to date, and one which was of utmost concern to the working party during the many meetings, was confidentiality - who could have access to the computer information? All requests for information have to be on a request form signed by either of two named signatories.

TOTAL COMMITMENT AHEAD

I have to date confined myself to the Cambridge district's involvement. The other six districts, the majority of whom have introduced the standard documentation, have gone no further at the moment, apart from introduction of occupation codes, which are currently being input to their payroll file. This is for the purpose of enabling the SBH returns for 1976 to be collated and transmitted by magnetic tape to the department. Total commitment with full coding will develop, I feel, slowly throughout the region. We at Cambridge have always accepted that manpower planning is of high priority and it is to this end that the system is being developed.

A reconstituted working party is meeting bi-monthly to review progress within the region, and hopefully we will see the region achieve total acceptance and involvement in the not too distant future. The appointment of a regional manpower planning officer in the near future will hopefully expedite the acceptance of the total system within the districts in East Anglia.

Considerable interest has been expressed in the work we are undertaking in the Cambridge district. Following a lecture which I gave to the TOPO course at the Polytechnic of Central London, a student was attached to the Cambridge district last summer for his project for the diploma in management studies. His project, on evaluation of the system, has proved very helpful and produced new ideas as regards use of the information. Several inquiries have been received from other regions and areas in the NHS to ask what we are doing and copies of the various procedure manuals have been distributed.

The computer output will be interpreted within the personnel department, and regular reports produced for the four sector administrators. In addition, the district management team will receive regular information on labour turnover, stability and wastage, together with critical comments on areas worthy of comment. It is also envisaged that the regional manpower planning officer, when appointed, will be seeking regular information for all categories of staff.

INSTIGATING INVESTIGATION

The personnel department will use the recruitment and termination statistics to develop their recruitment policy and to instigate with line managers investigations into areas of high turnover with termination data which may indicate poor training. incompatibility, etc.

Regular monitoring of the system, both from within the district personnel department and also by the regional working party, will ensure that any modifications to the national codes which may be determined by the studies of the joint manpower planning and information sub-group (MAPLIN) at the DHSS will be input to the East Anglian system as soon as they are available. As a member of the MAPLIN sub-group on leavers and wastage, I am in a position to keep the working party informed as to progress towards a national manpower information system for the NHS. Although in the early stages of implementation, I feel the progress we have achieved to date is considerable in what is a relatively new area for the health service. I hope the information will be used in the way it is intended and management at district, area and regional level within East Anglia will benefit. We are in the era of the most effective use of resources - this I hope the East Anglian system will help to determine and by means of comparative studies both within the region and nationally will enable the service to function and provide what is surely the object of the NHS, the best health care for the patient with the most economical employment of staff to administer that care.

AIMS AND OBJECTIVES

The introduction of the computerised Manpower Information System within the Cambridge Health District (Teaching) has been an on-going commitment since the setting up of the Regional Working Party in East Anglia in May 1972. The aims and objectives of the system were

> To provide a centralised Personnel Record Card System for all grades of staff employed in the Cambridge Health District.
>
> To provide computerised statistical information from both the Personnel and Payroll files for Manpower Planning purposes.
>
> To enable statistical returns to the Department of Health (SH and SBH returns) to be transmitted by magnetic tape.
>
> To provide local management with statistical information for Management purposes.

STAFF DOCUMENTATION - NEW EMPLOYEE DETAILS

This section considers the various stages through which personnel information flows from the application and appointment stages to computer-produced Personnel Record Cards. The procedures for the flow of information for (1) a new employee and (2) the subsequent amendment of this information are described separately.

Application Forms (P1, PIM)

A standard application form should be used by employing authorities for all grades of staff not covered by regional or national standard forms.

1 Information necessary for the selection process only to be required at this stage;

2 Interviewing officers should be encouraged to use a 'checklist' at interviews which could contain questions relevant to the particular post, e.g. in the case of a hospital porter, it may be necessary to ascertain whether an applicant holds a current driving licence or is able to ride a pedal cycle. Such a question may look quite ridiculous on an application form but could be vital to a particular post.

Statement of Terms and Conditions of Employment (P5)

In order to advise staff of their terms and conditions a standardised form of contract is used. This is completed in a four part, NCR set, with two copies being sent to the employee, one of which he retains and the second copy is signed as acceptance and returned to the appointing officer.

Appointment Form (P2)

The completion of the appointment form is the most crucial factor in the information flow. It is from this form that all personnel information is obtained.

The form is completed by the head of department or appointing officer in conjunction with the employee.

The form will be completed in triplicate. The third sheet is retained by the officer completing the form. The top two copies are forwarded to the Treasurer's Department, together with other relevant forms, such as P.45, National Insurance document, etc.

The Treasurer's Department allocated a payroll reference number and financial code to the new employee, recording this information in the top right-hand corner of the appointment form in the boxes provided. The second copy can then be forwarded to the Personnel Division for computer input coding of personnel information.

Coding Personnel Information for the Computer

Both the Treasurer's Department and the Personnel Division contribute towards the coding of data for input to the computer.

The Treasurer's Department continue to exclusively control the Payroll Masterfile, and use the appointment form and other accompanying documents to complete the PF.1 and PF.2s required by the payroll system for new employees.

The Personnel Division code or record manually all personal details contained on the appointment form which are not required as part of the payroll system. For ease of reference the appointment form has been carefully structured so that the information to be coded by Personnel is contained in the bottom half of the form.

Personnel Information coded for input to the computer passes through the normal computer validation processes and be held on computer files. These files are separate to the payroll files.

Personnel Statistics Record Card

For each new employee a computer-printed personnel record card is produced from the computer masterfiles to be used as a basic reference document in the Personnel Division.

APPLICATION FOR EMPLOYMENT WITH

_____(Name and Address of Authority)

_____

_____

_____

For the Post of:_____Ref:_____

At:_____

_____(Name of Applicant)

Please complete this form, where appropriate, and return it to:

_____

_____

_____

who will be pleased to give any assistance you require.

(FOR OFFICE USE ONLY)	
INTERVIEWED BY:	DATE:
COMMENTS	

SURNAME:_____ Mr./Mrs./Miss or Title:_____

FORENAMES:_____ DATE OF BIRTH:_____

_____ MAIDEN NAME:_____

MARITAL STATUS:_____ TELEPHONE NUMBER:_____

POSTAL ADDRESS:_____

_____

_____

_____

EDUCATION CERTIFICATES HELD BY YOU: (GENERAL, GCE SUBJECTS WITH DATES AND GRADES WHERE KNOWN)

_____

_____

_____

_____

FURTHER EDUCATION, UNIVERSITY DEGREES, PROFESSIONAL QUALIFICATIONS, TECHNICAL CERTIFICATES, DIPLOMAS, ETC.

	CERTIFICATE/DIPLOMA NO.	DATED

RELEVANT COURSES UNDERTAKEN WITH DATES:

_____

_____

_____

_____

DATE, NUMBER AND TYPE OF REGISTRATION WITH APPROPRIATE COUNCIL, SOCIETY:

_____

_____

_____

IF YOU ARE REGISTERED AS A DISABLED PERSON PLEASE GIVE REGISTRATION NO. _____

STATE HOW YOU BECAME AWARE OF THIS VACANCY:_____

MAIN INTERESTS/HOBBIES:_____

NAME AND ADDRESS OF PRESENT EMPLOYER:

Position Held	Dates From To	Reason For Leaving

NAMES OF PREVIOUS EMPLOYERS:

Position Held	Dates From To	Reason For Leaving

PRESENT SALARY/WAGE:_____ GRADE:_____ POINT:_____

PERIOD OF NOTICE REQUIRED BY YOUR PRESENT EMPLOYER:_____

PLEASE GIVE A BRIEF OUTLINE OF YOUR RESPONSIBILITIES IN YOUR PRESENT EMPLOYMENT, TOGETHER WITH ANY DETAILS WITH WHICH YOU WISH TO SUPPORT THIS APPLICATION:

(Please continue overleaf if necessary)

A REFERENCE IS NORMALLY SOUGHT FROM AN APPLICANT'S PRESENT EMPLOYER AND, IF HE HAS BEEN WITH THIS PRESENT OR LAST EMPLOYER FOR 18 MONTHS OR LESS, FROM HIS PREVIOUS EMPLOYER ALSO. MAY YOUR PRESENT/PREVIOUS EMPLOYER BE ASKED FOR A REFERENCE?

	Present employer	Previous employer
(i) prior to shortlisting	yes/no	yes/no
(ii) only if you are offered an interview	yes/no	yes/no
(iii) only if you are offered the post	yes/no	yes/no

PLEASE GIVE THE NAME AND ADDRESS OF SOMEONE, OTHER THAN THE ABOVE AND NOT A RELATIVE, WHO CAN BE APPROACHED FOR A REFERENCE. IF YOU ANSWERED NO TO THE ABOVE QUESTIONS, OR HAVE NOT BEEN PREVIOUSLY EMPLOYED, PLEASE GIVE AN ADDITIONAL REFERENCE.

NAME:_____ NAME:_____

ADDRESS:_____ ADDRESS:_____

N.B. Any canvassing in connection with this application will disqualify the candidate from consideration.

Declaration

I CONFIRM THAT THE ABOVE STATEMENTS ARE TRUE AND CORRECT, AND UNDERSTAND THAT ANY MISREPRESENTATION WILL INVALIDATE MY APPLICATION. I AM PREPARED TO UNDERGO A MEDICAL EXAMINATION IF REQUIRED AND CONFIRM THAT TO THE BEST OF MY KNOWLEDGE THERE ARE NO MEDICAL REASONS WHICH WOULD PREVENT ME FROM UNDERTAKING THE DUTIES OF THE POST.

SIGNED:_____ DATE:_____

CONFIDENTIAL

MEDICAL AND DENTAL STAFF APPLICATION FORM

_____ HEALTH AUTHORITY

NAME OF APPLICANT _____

APPLICATION FOR THE APPOINTMENT OF _____

_____

REF.: _____

PLEASE COMPLETE *
AND RETURN BY: _____

TO: _____

_____

_____

_____

_____

Internal Use	Initial	Date
Received		
Acknowledged		
References		
Called for Interview		
Letter of Appointment		

* Please use a black ballpoint pen or typewriter as this form may be photocopied for interview purposes.

APPOINTMENT OF:

1. Personal Particulars (BLOCK LETTERS PLEASE)

Surname _____

Christian or Forenames _____

Address _____

_____

Place of Birth _____ Sex _____

Age _____ Date of Birth _____

Nationality _____

Telephone No. _____ Married/Single _____

Is married accomodation required? _____

If so please state size of family _____

2. Registration

* Provisional/Temporary/Full _____

2. 1. with General Medical Council and General Dental Council

Not yet Registered _____

Date of GMC registration _____ GMC No. _____

(* Delete those not applicable)

2. 2. with Medical Defence Organisation

Please note that current membership of a medical defence organisation is a condition of appointment.

Title & Number _____ Renewal Date _____

3. Education - School, University, Medical School and Academic distinctions, prizes or scholarships.

_____

_____

_____

4. Degrees (with Class) and Diplomas

Please indicate title, date and where attained.

_____

_____

_____

5. Present Appointment(s)

Grade and Speciality _____

_____

Hospital and/or Employing Authority _____

_____

Date Appointed _____

Date can take up new post _____

6. Previous Appointments (in chronological order)			Period Held	
Grade	Speciality	Hospital or Employing Authority	From	To

7. Service with HM or other Forces

8. Any other comments (including special experience, teaching, publications, research etc).

P.T.O.

9. Referees. The following have agreed to act as referee on my behalf:

1. _____ 2. _____

DECLARATION

I confirm that the above statements are true and correct. I am prepared to undergo a medical examination if required and confirm that to the best of my knowledge there are no medical reasons which would prevent me from undertaking the duties of the post.

Signed_____ Date_____

1 ANNUAL LEAVE/BANK HOLIDAYS

(i) The annual leave year is from 1 April to 31 March.

(ii) Leave is calculated at the rate of 1/12 of a full year's entitlement for each complete month of service.

(iii) **Ancillary Staff**
Leave is based upon service in the previous year and there is no entitlement to paid leave in the year of entry. Payment will be made for accrued holiday entitlement on termination. Arrangements for taking this leave are in accordance with the ASC Handbook.

(iv) **Other Staff**
For all other grades of staff leave in the year of entry is proportionate to the completed months of service. Any excess leave taken in the year of termination will be recovered by the Employing Authority.

(v) All staff are entitled to 9 Statutory and Bank Holidays.

2 SICK LEAVE

(i)

Period of Continuous Service	Period of Full Pay	Period of Half Pay
Less than 4 months	1 month	NIL
Over 4 and up to 12 months	1 month	2 months
Over 1 and up to 2 years	2 months	2 months
Over 2 and up to 3 years	4 months	4 months
Over 3 and up to 5 years	5 months	5 months
Over 5 years	6 months	6 months

(ii) Notification of absence due to sickness must be made immediately to your Head of Department.

(iii) If the absence continues beyond three working days a medical certificate must be submitted from the fourth day of absence, and at intervals during the period of sickness, as required for National Insurance purposes.

(iv) The Employing Authority reserves the right in accordance with the Whitley Council sick pay agreement, to call for Medical Certificates at more frequent intervals.

(v) You must, in your own interest, report any personal accidents or injury, however trivial, arising out of the course of your employment, to your Head of Department or the appropriate authority.

3 RIGHTS TO NOTICE

These are in accordance with the Contracts of Employment Act 1972, as amended. You are required to give written period of notice as stated previously and you are entitled to receive written periods as follows:—

Period of Employment	Notice of Entitlement
After 4 weeks and up to 2 years continuous service.	1 week
After 2 years and up to a maximum of 12 years continuous service.	1 additional week for each year of continuous service.

4 SUPERANNUATION

Unless already participating in a scheme approved by the Secretary of State for Social Services, all employees are subject to the current National Health Service Superannuation Scheme Regulations, copies of which, together with explanatory booklets, are available on request.

5 CONFIDENTIALITY

Any matters of a confidential nature, in particular information relating to the diagnosis and treatment of patients, individual staff records and details of contract prices and terms must under no circumstances be divulged or passed on to any unauthorised person or persons.

6 LOSS OF PERSONAL EFFECTS

No liability can be accepted for loss or damage to personal property on Health Service premises by burglary, fire, theft or otherwise. Staff are advised accordingly to provide their own insurance cover.

7 OCCUPATIONAL HEALTH

In your own and in the interests of other staff and patients, you may be required to undergo further medical examinations as necessary.

8 STAFF ORGANISATIONS

Your employer supports the system of collective bargaining, solving industrial relations' problems by discussion and agreement, conducted by representatives of the employers and of the employees. Collective bargaining is undertaken on your behalf by management and staff side representatives of the Whitley Council. You are therefore encouraged to belong to a professional organisation, staff association or trade union and have the right to take part in its activities at any appropriate time and seek and hold office in it.
Any grievance relating to the terms and conditions of your employment should be raised in the first instance with your immediate supervisor. A copy of the grievance and disciplinary procedures can be obtained from your Head of department/is enclosed. If the matter is not settled at this level you may pursue it in accordance with the appropriate Whitley Council Agreements or by established local procedures.

9 AUTHORITY OF DISMISSAL

If it is necessary to terminate your employment, this will be a decision of the employing authority in accordance with the agreed procedure.

You may be dismissed only by .....who has/have the power of dismissal delegated to him/her/them. The agreed procedure which identifies those actions which lead to disciplinary action or dismissal is obtainable from your Personnel Department/is enclosed.

10 STATEMENT OF REASONS FOR DISMISSAL

Under Section 70 of the Employment Protection Act 1975, you are entitled to be provided with a statement, upon request and within 14 days of that request, giving particulars of the reasons for your dismissal.

11 HEALTH AND SAFETY AT WORK ACT

You are reminded that in accordance with the Health and Safety Act 1974, you have a duty to take reasonable care to avoid injury to yourself and to others by your work activities, and that you are to co-operate with the Authority and others in meeting statutory requirements. (A copy of the policy statement is enclosed).

During your employment your rate of remuneration, overtime and other payments, standard hours of work, annual leave and sick pay entitlements, period of notice required etc. will be in accordance with .....

..... and such General Council Conditions as are appropriate. Copies of the Agreement and these conditions, together with all subsequent amendments, may be seen on request.

Any future changes in the terms and conditions of your employment will be recorded in this office.

Your attention is drawn to the provisions of HM 62/61 (a copy of which is available at this office) regarding the acceptance of gifts and hospitality, and it is emphasised that the conduct of staff in the public service should be scrupulously impartial and honest.

The details and notes apply at the time this agreement was issued and I will be glad to answer any queries you may have.

Yours sincerely

Date ..... Designation .....

PLEASE DO NOT DETACH

FORM OF ACCEPTANCE

I have read, and accept the terms and conditions of employment, and have received a copy.

Date ..... Signed .....

COPIES
Yellow - Employee
Pink - Treasurer
White - Personnel
Green - Originator

_____ HEALTH AUTHORITY

_____ HEALTH DISTRICT
(Address of Employing Authority).

Dear Date:

I have pleasure in confirming your appointment as .....

.....

Your terms and conditions of employment are detailed below. Please read carefully, sign the Form of Acceptance hereunder and return one copy to me forthwith.

SURNAME ..... FORENAMES .....

POST ..... GRADE .....

FOR DUTY AT .....

COMMENCING ..... PERIOD OF PROBATION .....

FULL OR PART-TIME .....NORMAL HOURS OF WORK (Exclusive of Meal Times) .....

COMMENCING SALARY/WAGE/TRAINING ALLOWANCE .....

SALARY RANGE .....

INCREMENTS ..... INCREMENTAL DATE .....

PREVIOUS RECKONABLE SERVICE COUNTS AS CONTINUOUS SERVICE. FROM ..... TO .....

METHOD OF PAYMENT OF NET SALARY/WAGE/TRAINING ALLOWANCE .....

.....

ALLOWANCES .....

DEDUCTIONS .....

SICK LEAVE in accordance with paragraph 2

SUPERANNUATION in accordance with paragraph 4

ANNUAL LEAVE ENTITLEMENT: FULL YEAR ..... CURRENT YEAR .....

WRITTEN PERIOD OF NOTICE TO EMPLOYER .....

SPECIAL CONDITIONS OF SERVICE .....

.....

.....

.....

.....

STAFF DOCUMENTATION - SUBSEQUENT CONTROL AND REVIEW

Amendment Details Form (P3)

The form, again in triplicate, is completed and signed by the head of department, and space is provided for the Treasurer's Department and Personnel Division to indicate that action has been taken.

Amendments actioned by Personnel Division are coded on the Personnel Coding Form (P10) as soon as they are received and are input to the computer on a monthly basis.

Amendments actioned by the Treasurer's Department for payroll purposes are performed by completing a PF.1 or PF.2 in the usual way.

On occasions when it is not intended to produce a new PRC as a result of a personnel amendment form, the details of the amendment should be copied on the PRC.

Periodic Review of Personnel Information

A periodic review, normally on an annual basis, will be carried out on the contents of the personnel record card. It is considered necessary for the following reasons:

1 To enable the employee to correct any errors that may have occurred during the coding process, and

2 To enable the employee to provide any amendment information which he considered to be of a non-immediate nature when it arose.

3 To satisfy staff that information held on the computer files is in no way detrimental to them and that only accurate personal information is held.

If staff appraisal machinery exists, an employee should be encouraged to check and discuss the information on his record card. Otherwise, it will be the responsibility of the head of department to check the PRC's with members of his department at fixed times to be determined by the Personnel Division. Space will be provided on the PRC for the employee to initial after checking.

Termination Information

Appointing Officers are encouraged to hold Terminal Interviews with staff to ascertain the reason for the employee leaving.

A Staff Leaving Form (P4) is completed by the Appointing Officer, again in triplicate, which is computer coded within the District Personnel Department for statistical information on leavers.

Classifications of leaving and destination on leaving are as outlined in the Joint Manpower Planning and Information Group (MAPLIN) report entitled 'Leavers', produced by the Department of Health in December 1975.

ENCLOSURES	
Nat. Ins. Card	
P.45	
SS10	
Contract	
Beverage Opt.	
Bank Form	

CONFIDENTIAL

STAFF APPOINTMENT FORM

Region/Area/District _____

Location _____

Department _____

Management Unit _____

To be coded by Treasurer's Dept.			
YEAR	NUMBER		
PAYROLL REFERENCE			
AHA	HOSP.	PAY PT.	STAFF NO.
FINANCIAL CODES			
MAIN	SUB	DEPT.	ANAL.

PLEASE COMPLETE IN BLACK INK

SURNAME	FORENAMES	M/F	DATE OF BIRTH	V
*Mr. Mrs. Miss Dr.				

*Weekly/Monthly *Cash/Cheque/Credit	*Whole/Part Time	If P/T Hours/Sessions	*Resident/Non Resident Tenant	Other Deductions

JOB DESCRIPTION	SPECIALITY	GRADE/GROUP/CLASS/POINT	FUNCTION CODE	DATE COMMENCED

BONUS GROUP REF.	SHIFT TYPE	PROFICIENCY ALLOWANCE/SPECIAL PAYMENTS ETC. RELATED SALARY ITEMS

PREVIOUS EMPLOYMENT (enter most recent first)

NHS	EMPLOYER	POSITION HELD	WT/PT	FROM	TO	NAME OF SUPERANNUATION SCHEME	V

DATE OF ENTRY TO PROFESSION/CLASS	GRADE	NHS

*TEMP/ PERM	NAME KNOWN BY	MARITAL STATUS	MAIDEN NAME	NATIONALITY	COUNTRY OF ORIGIN

NUMBER OF DEPENDENTS			YEAR OF BIRTH OF CHILDREN			RECRUITMENT, METHOD/SOURCE/COUNTRY
SPOUSE	CHILDREN	OTHERS				

PROFESSIONAL REGISTRATION NOS. AND TYPE	RENEW DATE	DISABLED PERSON NUMBER	WORK PERMIT NUMBER	EXPIRY DATE

EDUCATION/QUALIFICATIONS/COURSES/CURRENT STUDIES	Qual. Year	V	SKILLS/INTERESTS/LANGUAGES

PRIVATE ADDRESS	PERSON TO BE CONTACTED IN CASE OF EMERGENCY
Tel. No. _____	Tel. No. _____

JOINT APPOINTMENTS/OTHER CURRENT EMPLOYMENT	DETAIL OF POST (see notes)	POST NUMBER

I confirm that the above information is true and correct	APPOINTING OFFICER
Employee's Signature _____	Job Title _____
Date _____	Signature _____

* Delete those inapplicable

COPIES Pink - Treasurer/White - Personnel/Green - Originator

1974 Issue (Last Digit) 5/4/3/2/1

CONFIDENTIAL

PERSONAL DETAILS AMENDMENT FORM

To be coded by Treasurer's Dept.			
YEAR		NUMBER	
AHA	HOSP	PAY PT.	STAFF NO.
FINANCIAL CODES			
RAD	UNIT	DEPT	ANAL.

Location _____

Department _____

Region/Area/District _____

(Use block letters please)	SURNAME	FORENAMES	
*Mr. Mrs. Miss Dr.			
Capacity in which employed			*W.T. P.T.

Please use this form to record any amendments to the employee's personal records.

AMENDMENT or ADDITION	DATE EFFECTIVE

EMPLOYEE'S SIGNATURE _____

AUTHORISED BY (HEAD OF DEPARTMENT) Signature _____ Job Title _____ Date _____

ACTIONED BY (TREASURER'S OR PERSONNEL DEPARTMENT) Signature _____ Date _____

* Delete those inapplicable

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P4

To be Coded by Treasurer's Dept.			
YEAR		NUMBER	
PAYROLL REFERENCE			
RAD	UNIT	DEPT	ANAL.

CONFIDENTIAL

STAFF LEAVING FORM

Location _____

Department _____

Region/Area/District _____

(Use block letters please)	SURNAME	FORENAMES	
*Mr. Mrs. Miss Dr.			
Capacity in which employed			*W.T. P.T.

NOTICE REQUIRED	DATE NOTICE SUBMITTED	DATE OF TERMINATION OF SERVICE (INCLUDING LEAVE)	LAST WORKING DAY

If left without notice give recommendation

LEAVE DUE ON TERMINATION	LEAVE TAKEN IN EXCESS OF ENTITLEMENT
To be paid	
To be carried forward	

REASON FOR LEAVING	*Resignation (Give Reason) Termination (Give Reason) Retirement on age/ill health Death	

ADDRESS FOR FUTURE CORRESPONDENCE

NEW EMPLOYER	N.H.S.	Transfer Form Sent
	*Yes/No	

COMMENTS AND/OR RECOMMENDATIONS FOR FUTURE EMPLOYMENT

AUTHORISED BY (HEAD OF DEPARTMENT) Signature _____ Job Title _____ Date _____

ACTIONED BY (TREASURER'S OR PERSONNEL DEPARTMENT) Signature _____ Date _____

* Delete those inapplicable

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1974 P4 Issue (Last Digit) 5/4/3/2/1

THE COMPUTER CODING SYSTEM

The computer input form (P10) allows information dealing with appointments, amendments, leaver details and requests for special print of a record card to be processed.

Coding of information is dealt with by the District Personnel Department, and this coding manual details the information to be coded; computer codes used and highlights the problem areas.

General Instructions

Fields may be left blank where detail is not required or is not available.

Where a positive answer is required an entry should be made.

Deletions to existing detail will be made by entering zero in the appropriate field.

Enter all dates as, dd mm yy, filling in all positions. Only one letter or digit in each box.

NB All code lists have not been inserted, but reference has been made to the source of the coding detail.

FORM P10

EAST ANGLIAN REGIONAL HEALTH AUTHORITY

PERSONNEL STATISTICS INPUT FORM

	S/X	RAD	UNIT	PT	STAFF NO.
STARTER - S					
AMENDMENT - X	1	2	3 4 5	6	7 - 12

COMPUTER PROCESSING MONTH NUMBER _____

COMPLETED BY _____ CHECKED BY _____

SURNAME AND INITIALS	01	
MANAGEMENT UNIT	02	
WEEKLY/MONTHLY	03	
FUNCTION	04	
TEMPORARY/PERMANENT	05	
FORENAME (CALLED)	06	
MAIDEN NAME	07	
NATIONALITY	08	
COUNTRY OF ORIGIN	09	
NO. of DEPENDANTS	10	
RECRUITMENT - METHOD/SOURCE	11	
RECRUITMENT - COUNTRY	12	
PROF. REGISTRATION	13	
(TYPE & DATE)	14	
	15	
	16	
DISABLED PERSON	17	
WORK PERMIT EXPIRY DATE	18	
EDUCATION/TRAINING	19	
	20	
	21	
	22	
	23	
	24	
	25	
	26	
DATE OF NEXT ASSESSMENT	27	
LANGUAGES	28	
	29	
	30	
	31	
	32	

SKILLS/INTERESTS	33	
HOME LOCATION CODE	34	
JOINT APPOINTMENT INDIC.	35	
POST NUMBER	36	
DATE COMMENCED	37	
DATE OF ENTRY TO POST	38	
DATE OF ENTRY TO GRADE	39	
DATE OF ENTRY TO AUTHORITY	40	
DATE OF ENTRY TO NHS	41	
DATE OF ENTRY TO PROF./CLASS	42	
REASON FOR LEAVING	59	
TO REQUEST SPECIAL P20 PRINT - ENTER PR	60	

REQUESTED BY:

SIGNATURE & DATE _____

IDENTIFICATION CODES BOXES 1 - 12

BOX 1 — Input Type

Starter	Enter	S (New Appointment)
Amendment	Enter	X (Amendment, Transfer or Leaver)

BOX 2 — Area/District Code

Cambridge District = 1

BOX 3 - 5 — Hospital/Unit Code

Addenbrooke's, Trumpington Street	001
Maternity Hospital	002
Chesterton Hospital	003
Douglas House	006
Addenbrooke's, Hills Road	007
Fulbourn	013
Ida Darwin	015
Brookside Clinic	016
Papworth	021
Huntingdon	022
Tower, Ely	024
Grange Maternity, Ely	025
Primrose Lane	026
Petersfield	027
Brookfields	028
St Neots Clinic	029
Newmarket, Laboratory	030
Community Health Service	301 - 380
Cambridge District	701

BOX 6 — Pay Point

Single Digit 0 - 9

BOX 7 — Staff Number (Individual Employee)

Six digits

The employee identification codes appear on the top right-hand side of the appropriate form. The codes are allocated by the Salaries and Wages Department.

FIELD CODES

Field 01 Surname and Initials

Print surname and initials up to a maximum of 20 characters. Leave space between surname and initials. Hyphens should be omitted.

Field 02 Management Unit

Use the appropriate code from the code list to signify the Management Unit (Department).

Field 03 Weekly/Monthly

Weekly paid - enter W. Monthly paid - enter M.

Field 04 Occupation Codes

Enter the appropriate code from the list of National Occupation Codes.

Field 05 Temporary/Permanent - Single character

Temporary - enter T
Permanent - enter P

Field 06 Forename (Called)

Enter from 'Name Known By' box on Staff Appointment Form. If no entry - enter first forename.

Field 07 Maiden Name

Enter maiden name from appointment form.

Field 08/09 Nationality/Country of Origin

Enter code from the code list. If country of origin is the same as nationality - leave blank. (DHSS Classification 1/74).

Field 10 Number of Dependants - Single digit

Enter the total number of dependants - spouse, children and others. If total is more than 9 - enter 9.

Field 11 Recruitment - Method/Source - 4 digits

Method of Recruitment - 2 digit code from code list.
Source of Recruitment - 2 digit code from code list.

Field 12 Country of Recruitment - 3 digit

Use code list as for Fields 08/09. Only enter if not England.

METHOD OF RECRUITMENT CODE LIST (Derived from DHSS Common Classification List. January 1974)

01 Promotion within the NHS
02 Internal Transfer
10 Agency
11 Employment Exchange
12 Youth Employment Office/Careers Adviser
20 Advertisement Local Press
21 Advertisement National Press
22 Advertisement Professional Journal
30 Careers Convention
31 Recruitment Campaign
40 Personal Recommendation
41 Own initiative/direct application
90 Others

SOURCE OF RECRUITMENT CODE LIST (Derived from DHSS Common Classification List)

01 NHS - similar employment - trainee
02 NHS - similar employment - ancillary grade
03 NHS - similar employment
06 NHS - other employment
10 School/College (former student)
20 Armed Forces - similar employment
21 Armed Forces - other employment
30 Local Authority - similar employment
31 Civil Service - similar employment
32 Other Public Sector employment
40 Industry/Retail Trade - similar employment
41 Industry/Retail Trade - other employment
51 Medical School/Private Practice - similar employment
52 Medical School/Private Practice - other employment
60 Unemployment
61 Domestic Life
80 Catering/Hotel Industry
81 School Meals Service
82 Domestic Management in Hotel Industry or similar
83 Domestic Management in Fire/Police Service
84 Commercial Laundries
90 Other source - similar employment
91 Other source - other employment

FIELD CODES

Field 13 - 16 Professional Registration (Type & Date)

For Professional Staff only - Enter letter A - E, for the type of staff concerned, followed by expiry date of the Registration:

A - Medical Laboratory Technician
B - Radiographer
C - Physiotherapist
D - Occupational Therapist
E - Dietician

Field 17 Disabled Person - Single digit

If Registered Disabled Person - enter 1

Field 18 Work Permit Expiry Date - 6 digit

Enter expiry date as dd mm yy

Field 19 - 26 Education and Training

First 2 boxes of Field: Enter codes from attached list

For GCE 'O' and 'A' levels, and CSE's, the first digit indicates qualification and the second digit, number of subjects.

N.B. Maximum of 9 subjects. If more than 9, enter 9.

Middle 2 boxes of Field:

Enter year of qualification
For current studies - enter CC
For future studies - enter FF

Final 2 boxes of Field:

For current studies only. Enter method of study as follows:

01 Evening classes
02 Day Release
03 Block release
04 Correspondence Course
05 Open University/University
06 Private study
07 Other Method

Field 27 Date of Next Assessment - 6 digit

Enter 6 digit date. Not applicable on appointment.

Field 28 - 32 Languages - 3 digits

Enter 3 digit country code as in Fields 08/09.

QUALIFICATIONS AND TRAINING CODE LISTS (Source RHB Data Processing Managers Working Party on Management Information May, 1972 Report)

(1) A - Ancillary Staff

(2) C - Administrative and Clerical Staff

(3) N - Nursing and Midwifery Staff

(4) PA - Professional and Technical 'A'

(5) PB - Professional and Technical 'B'

ADMINISTRATIVE AND CLERICAL STAFF

University Degree		01
Other University Degree		02
Ordinary National Certificate		03
Higher National Certificate		04
Ordinary National Diploma		05
High National Diploma		06
Other Diplomas :		
Management Studies	DMS	07
Government Admin.	DGA	08
Public Admin.	DPA	09
Municipal Admin.	DMA	10
Social Admin.	DSA	11
Social Studies		12
Social Sciences		13
Institute of Hospital Admin.	IHA	14
Chartered Inst. of Secretaries	CIS	15
		16
Inst. of Municipal Admin.	IMA	17
Assoc. of Cert. & Corp Accnts.	ACCA	18
Inst. of Chart. Accnts	ICA	19
Inst. of Cost & Works Accnts	ICWA	20
Soc. of Incorp. Accnts	SIA	21
Inst. of Purchasing & Supply	PS	22
Assoc. of Medical Records Officers	AMRO	23
British Computer Society	BCS	24
Work Study Practitoners	CNSP	25
Inst. of Personnel Management	IPM	26
British Inst. of Management	BIM	27
Assoc. of Faculty of Auditors	AFA	28
Special Training		
General Admin.		40
Financial		41
Supplies		42
Work Study		43
Medical Records		44

QUALIFICATIONS AND TRAINING

C.S.E.	5*
G.C.E. 'O'	6*
G.C.E. 'A'	7*

*indicates number of passes

Management Courses :	
Induction	80
I. R. Course	81
1st Level Management	82
Mid Management	83
Senior Management	84
Rec + Sel. Course	85
Optant for Staff Reporting	90
Other Qualifications	91
Other Education	92
Other Training	93

ANCILLARY STAFF QUALIFICATIONS AND TRAINING

University Degree (U.K.)	01	C.S.E.	5*
Other Degree	02	G.C.E. 'O'	6*
Ordinary National Certificate	03	G.C.E. 'A'	7*
Higher National Certificate	04		
Ordinary National Diploma	05		
Higher National Diploma	06	Induction Course	80
Other Craft Certificate	07	Industrial Relations Course	81
Apprentice Training	08	1st Line Management	82
		Mid Management	83
		Supervisory Course	84
		Recruitment & Selection Course	85
Catering	20		90
		Other Qualifications	91
Laundry	22	Other Education	92
		Other Training	93
Domestic	24		

* indicates number of passes.

NURSING AND MIDWIFERY STAFF

University Degree (U.K.)	01
Other University Degree	02
Ordinary National Certificate	03
Higher National Certificate	04
Ordinary National Diploma	05
Higher National Diploma	06
Diploma in Management Studies	07
Inst. of Hospital Administration	08
DHSA	09
SRN (or RGN)	10
SCM	11
RMN	12
RNMS/RNMD	13
RCSN	14
RFN	15
RNT	16
Clinical Teacher	17
Technical Teacher	18
BTA	19
RMPA	20
QIDN	21
Health Visitor	22
MTD	23
Diploma in Nursing	24
Degree in Nursing	25
	26
	27
	28
	29
SEN General	30
Psychiatry	31
Subnormality	32
	33
	34
	35
Other Training - Clinical	36
Special Baby Care	37
Thoracic	38
Cardiac Surgery	39

QUALIFICATIONS AND TRAINING

Orthop. Cert.	40
Opth. Cert.	41
Occup. Health Cert.	42
Intensive Care	43
	44
	45
	46
	47
	48
	49
C.S.E.	5*
G.C.E. 'O'	6*
G.C.E. 'A'	7*
Other Management Training:	
General Induction	80
Industrial Relations Course	81
1st Line Management	82
Mid Management	83
Senior Management	84
Recruitment & Selection Course	85
Staff Reports	90
Other Qualifications	91
Other Education	92
Other Training	93

* indicates number of passes.

PROFESSIONAL AND TECHNICAL 'A'

University Degree (U.K.)	01
Other Degree	02
Oordinary National Certificate	03
Higher National Certificate	04
Ordinary National Diploma	05
Higher National Diploma	06
	07
	08

Cert. of Council for Training in Social Work	30
Inst. of Medical Social Workers	31
Assoc.of Phychiatric Social Workers	32
Society of Remedial Gymnasts	33
Royal Institute of Chemistry Certificate of Opthodedic Nursing	35
CSP Certificate in Hydrotherapy	36
Dip. of Physical Training Coll.	37
State Registered Nurse	38
	39

QUALIFICATIONS AND TRAINING

Dental Hygienist Certificate	40
Dental Surgery Certificate	41
Dental Technicians Certificate	42
Society of Radiographers	43
Inst. of Medical Lab. Technology	44
Institute of Photographers	45
Dip. National Assn. of Mental Health	46
	47
	49
C.S.E.	5*
G.C.E. 'O'	6*
G.C.E. 'A'	7*
Induction Course	80
Industrial Relations Course	81
1st Line Management	82
Mid Management	83
Senior Management	84
Recruitment & Selection Course	85
Supervisory Course	86
	87
	88
	89
	90
Other Qualifications	91
Other Education	92
Other Training	93

* indicates number of passes.

PROFESSIONAL AND TECHNICAL 'B' QUALIFICATIONS AND TRAINING

University Degree (U.K.)	01
Other Degree	02
Ordinary National Certificate	03
Higher National Certificate	04
Ordinary National Certificate	05
Higher National Diploma	06
	07
	08
	09
Royal Institute of British Architects - Final	10
Inter	11
Architectural Association Diploma	12
Diploma in Architecture	13
	14
Royal Institute of Chartered Surveyors - Final	15
Inter	16
Institute of Clerk of Works	17
Membership of	18
Institute of Civil Engineers	19
Institute of Mechanical Engineers	20
Institute of Electrical Engineers	21
Institute of Electronic & Radio Engineers	22
Ass. Member of Institute of Heat & Ventilation Engineers	23

C.S.E	5*
G.C.E. 'O'	6*
G.C.E. 'A'	7*
Induction Course	80
Industrial Relations Course	81
1st Line Management	82
Mid Management	83
Senior Management	84
Recruitment & Selection Course	85
Supervisory Course	86
	87
	88
	89
	90
Other Qualifications	91
Other Education	92
Other Training	93

* indicates number of passes.

FIELD CODES

Field 33 Skills/Interests - Single digit

Enter single code for each skill/interest, up to a maximum of 5 codes:

Code 1	Academic
Code 2	Artistic
Code 3	Domestic
Code 4	Physical
Code 5	Technical

Field 34 Home Location Code - 6 digits/characters

Enter 6 digit/character code from code list. For districts with only 4 codes, i.e. Cambridge, 18AA, enter this as: 18AAOO.

For other districts which have a detailed subjective analysis, i.e. Bar Hill, enter 18LT01.

The full list of codes is contained in the Area Code of Office of Population, Census and Surveys (OPCS).

Field 35 Joint Appointment Indicator - single reference

If a joint appointment is held with another District, Area or Region, enter single code as follows

Cambridge District	1	Cambridge Area	C
Peterborough District	2	Norfolk Area	N
Bury District	3	Suffolk Area	S
Ipswich District	4	EARHA	R
Thorpe Payroll District	5	Others (outside Region)	Z
Norwich District	6		
Gt Yarmouth District	7		
Kings Lynn District	8		

Field 36 Post Number - 6 digit

This Field is used for establishment control purposes, codes 2 alpha, 4 numeric.

Field 37 Date Commenced

Enter 6 digit date on first appointment only (i.e. when Box 1 = S). This date will be assumed for all Fields 38/42 which are left blank.

Fields 38 - 42 Date of Entry

Enter 6 digit date if different from Field 37.
For change of grade on Amendment Form (P3), enter date in Field 38.

Field 59 Reason for Leaving - 6 digit

Reason for leaving - Enter 2 digit code from code list.
Destination on leaving - Enter 2 digit code from code list.
Location on leaving - Enter 2 digit code from code list.

Field 60 Special PRC Print

To request special print of Personnel Record Card - enter PR.

REASONS FOR LEAVING (MAPLIN Report)

01	Death	
10	Retirement	: Age
11		: Early
12		: Health
20	Discharged	: Misconduct
21		: Bad Attendance
22		: Inefficient
23		: Unsatisfactory probationary period
24		: Other
30	Contract/Training ended	
40	Redundancy	
50	Promotion	
51	Transfer (inc. secondment) - same grade	
52	Transfer (inc. secondment) - lower grade	
53	Casual (temporary) employment ended	
60	Dissatisfaction	: Lack of promotion prospects
61		: Job content unsuitable
62		: Earnings
63		: Working conditions
64		: Incompatible working colleagues
65		: Working hours
70	Domestic	: Marriage
71		: Pregnancy
72		: Dependants - Adult
73		: Dependants - Children
80	Travelling problems	
81	Ill Health	
82	Further Education/Training	
83	Moving (including emigrating)	
84	Accommodation problems	
90	Other reasons	
98	Refused to answer	
99	Not available	

DESTINATION ON LEAVING (MAPLIN Report)

01	Within NHS
02	Similar Employment : Same grade
03	: Lower grade
04	Different employment
10	Outside NHS : Local Authority
11	Nationalised Industry/Public Corporation
12	Private Industry/Services
13	Civil Service
14	Self Employment
15	University
16	Armed Forces
20	Outside NHS : Different employment
30	Further Education/Training : Within NHS
31	: Outside NHS
40	Domestic Life
41	Unemployment
80	Ceased further employment
90	Not known

Location

91	Same district
92	Same area
93	Same region
94	Within U.K.
95	Outside U.K.
96	Not known

THE COMPUTER PERSONNEL RECORD CARD (P20)

When the computer input has been processed by the Regional Computer Service, a computer Personnel Record Card will be produced for all new staff. The reverse of the card is completed manually within the District Personnel Department.

P20 PERSONNEL STATISTICS RECORD CARD

Title	Surname and Initials	R.A.D.	Unit	Pt.	Staff No.

Title	Fd	Detail	Amendment Detail	Amendment Date	Coded
Management Unit	02				
Weekly/Monthly	03				
Function	04				
Temporary/Permanent	05				
Forename	06				
Maiden Name	07				
Nationality	08				
Country of Origin	09				
No of Dependants	10				
Recruitment Method/Source	11				
Recruitment Country	12				
Prof. Registration	13				
	14				
	15				
	16				
Disabled Person	17				
Work Permit Expiry Date	18				
Education/Training	19				
	20				
	21				
	22				
	23				
	24				
	25				
	26				
Date of Next Assessment	27				
Languages	28				
	29				
	30				
	31				
	32				
Skills/Interests	33				
Home Location	34				

Title	Detail	Amendment Detail	Amendment Date
Sex			
Date of Birth			
Department			
Whole/Part Time			
Grade			
Basic Pay			
Normal Hours			
Resident			
Retirement Date			
Sick Days to Date			

Title	Fd	Detail	Detail	Date	Coded
Joint Appointments Indicator	35				
Post Number	36				
Date Commenced	37				
Date of Entry to Post	38				
Date of Entry to Grade	39				
Date of Entry to Authority	40				
Date of Entry to N.H.S.	41				
Date of Entry to Prof./Class	42				
Reason for Leaving	59				

Date of Computer Print	Employee's Signature	Title	Surname and Initials	R.A.D.	Unit	Pt.	Staff No.

PREVIOUS EMPLOYMENT

Name and Address of Employer	Post Held	Dates From	Dates To	Reason for Leaving

CERTIFICATES/QUALIFICATIONS

Title	Date Obtained	Title	Date Obtained	Title	Date Obtained	Title	Date Obtained

TRAINING

Title	Date	Title	Date	Title	Date
Induction Course		Technical/Professional		External Courses	
Supervisory/Management					

DISCIPLINARY RECORD

Date	Circumstances	Action Taken	Action By

CURRENT ADDRESS	EMERGENCY CONTACT
Telephone Number:	Telephone Number:

COMPUTER PROCESSING REPORTS

In addition to the production of Personnel Record Cards and the normal computer outputs, a series of reports will be produced which will indicate the validation of all the computer input. Examples of the output are:

ACTION REPORT

This is a report on all successful amendments to the Personnel File. Action may be the result of

A Starter or Amendment Form originating at a Personnel Department.

A staff transfer originating from the Treasurer's Department via the Payroll System.

A staff deletion generated by the Payroll System at the end of year for a leaver.

Possible messages are

Message	Description
99 xxxxxxxxxxxxxxxxxxxx	An amendment has been made. The first number is the box number of the field amended; the second value is the new value of that field.
NEW STARTER	A new starter has been set up on the Personnel File. No details are shown here since they will appear on the Record Card (P20) automatically generated.
RECORD DELETED	A leaver has been deleted from the Personnel File.
TRANSFERRED TO X 999 9 999999	Transfer notification. The four values are District, Unit, Pay Point and Staff Number respectively.

EARHA COMPUTER SERVICES PRS3/002 PERSONNEL SYSTEM TIME 11/13/46 DATE 14/01/76

PERSONNEL RECORDS AMENDMENT ACTION REPORT

UNIT 001 ADDENBROOKE'S, TRUMPINGTON ST RAD 1 CAMBRIDGE DISTRICT

RAD	UNIT	PP	STAFF NO	FD	NEW VALUE
1	001	1	124141	04	001
				05	P
				06	JOHN
				08	451
				09	451
				11	2220
				12	450
				13	1100576
				27	190276
				28	537
				29	514
				30	516
1	001	5	027333	New Starter	

UPDATE ERROR REPORT

When amending the file of Personnel information, certain error conditions may be detected. These are reported on this report. The conditions are:

Message	Description
DELETION NOT ON PERSONNEL FILE	An attempt has been made to delete a record that does not exist. Note that deletions are only attempted at the end of the year and are generated automatically by the Payroll System.
AMEND/STARTER NOT ON PAYROLL FILE	An input form has been submitted for somebody who is not on the Payroll. Check that the reference (District, Unit, Pay Point and Staff Number) is correct.
STARTER ALREADY ON PERSONNEL FILE	A starter form has already been actioned for this employee.
AMENDMENT NOT ON PERSONNEL FILE	An attempt has been made to amend an employee's record before a starter form has been input to set up a record in the first place.
TRANSFEREE NOT ON PERSONNEL FILE	The Payroll System has actioned a staff transfer, but this employee's record has not been found on the Personnel file.
TRANSFER TO EXISTS ON PERSONNEL FILE	The Payroll System has actioned a staff transfer, but a record already exists on the Personnel file with an identical reference to the transfer destination.
99 999999 INVALID CODE FOR THIS GRADE	A Qualifications and Training code has been used which is not on the list for this staff category. The first number is the box number used, the second is the offending codings.
INVALID CODE 99 xxxxxxxxx xxxx	An invalid box number has got through to the update. The first number is the offending box number, the second value is the value input against that box.
PAY START DATE DD/MM/YY PERS. DD/MM/YY	The start dates are incompatible for a starter. No information has been accepted for this employee, so when the error is resolved the entire starter form should be re-submitted.

EARHA COMPUTER SERVICES PRS3/01 PERSONNEL SYSTEM TIME 14/28/58 DATE 26/11/75

PERSONNEL RECORDS AMENDMENT ERROR REPORT

UNIT 007 ADDENBROOKE'S, HILLS RD RAD 1 CAMBRIDGE DISTRICT

RAD	UNIT	PP	STAFF NO	ERROR MESSAGE
1	007	4	161101	Amend/Starter not on Payroll File
1	007	4	163929	20 4362 Invalid code for this grade
1	007	4	193470	Amend/Starter not on Payroll File
1	007	5	010286	Starter already on Personnel file
1	007	5	016055	Starter already on Personnel file
1	007	5	023396	19 6670 Invalid Code for this Grade
1	007	5	023582	Amendment not on Personnel file
1	007	5	105678	Amendment not on Personnel file

DUPLICATOR REPORTS

When the amendments are sorted into District/Unit/Pay Point/Staff Number order, duplicate fields may be detected. If the duplicate fields have the same detail, one of them is deleted and no report is made. If the detail is different, both are rejected with the following message:

Message	Description
T D UUU P SSSSSS FF V1 V2	This field for this employee will not be amended on the Personnel file because it has been amended twice in the same month to different values.

Where T	=	Type (X - Amendment etc)
D	=	District Code
UUU	=	Unit Code
P	=	Pay Point
SSSSSS	=	Staff Number
FF	=	Field Number
V1	=	One Value
V2	=	The Other Value

EARHA COMPUTER SERVICES PRS2/01 PERSONNEL SYSTEM TIME 16/24/51 DATE 20/11/75

DUPLICATES REJECTED

TYPE	RAD	UNIT	PP	STFFNO	FLD NO	DETAILS
S	1	007	1	026050	11	2203
						2206
					41	010567
						190575

COMPUTER OUTPUTS

	Title	Frequency	Description
1	Labour turnover, stability and skill index	Quarterly	Summary by Unit and Department
2	Sex/Age, Whole/Part time analysis	Quarterly	Summary by Unit and Department
3	Retirement forecast	Quarterly	Summary by Unit of staff within five years of retirement
4	Leavers & length of service index	Quarterly	Summary by Unit of staff who have left within the previous quarter, together with the length of service
5	Manpower Planning	On request	Summary by Unit of Professional and Technical staff by grade
6	Professional Registration Expiry dates	On request	Summary by Unit of Professional and Technical staff showing date of expiry of their Professional registration
7	Work Permit Expiry dates	On request	Summary by Unit of expiry dates of work permits for all grades of staff
8	Reasons for Leaving	On request	Summary by Unit of the reasons for leaving shown by coded reasons
9	Sources of Recruitment	On request	Summary by Unit of the sources of recruitment shown by coded sources
10	Countries of Origin	On request	Summary by Unit of the countries of origin of staff, shown by country code
11	Foreign Nationals	On request	List by Unit showing name and nationality of all foreign nationals
12	Temporary Staff	On request	List by Unit showing name and department of all temporary staff
13	Staff Tabulation	On request	List by Unit of number of staff working 30 hours and over, and under 30 hours. Analysed by male/female
14	Disabled Persons Return	On request	List by Unit of disabled persons
15	Staff Nominal Roll	On request	List of all staff showing name, grade, date of birth, occupation, date of commencement, whole/part time
16	SH/SBH Output	Annual	Summary of magnetic tape statistics to DHSS

COMPUTER OUTPUTS - STANDARD ANALYSES

1 SEX AND AGE ANALYSIS OF STAFF

Objective : To maintain a balance in the labour force.

Need for Information : It is necessary to monitor the composition of the labour force to ensure that units are not overweighted on particular age groups or predominant with a particular sex with respect to the relevant norms.

Computer Requirements : Analyse numbers of staff within each function/grade and management unit by sex and age. Totals to be provided at management unit, hospital and district/area level in the form of numbers and percentages.

Frequency : Quarterly

2 WHOLE/PART-TIME ANALYSIS OF STAFF

Objective : Ensure the correct balance of full-time and part-time employees.

Need : The correct ratio of full and part-time employees, as dictated by the local conditions of the management unit, must be kept to reduce training and overtime costs, continuity etc., to a minimum. Frequent monitoring of the situation will help achieve this aim.

Computer Requirements : Numbers of full-time staff and part-time staff by grade/function and sex for each management unit. Totals to be provided at management unit, hospital and district/area level. (See report 01).

Frequency : Quarterly

3 FORECASTING RETIREMENTS

Objective : Career Development amd Manpower Planning

Need : Planned career development relies upon accurate information of future retirements. This information will be obtained from the computer record of the employees date of birth and retirement date.

Computer Requirements : Lists of staff due to retire during next one, three and five years by management unit. Detail to show name of employee and retirement date.

Frequency : Quarterly

EARHA Computer Services PERSONNEL STATISTICS DD/MM/YY

Report 01 Sex, Age and Whole/Part-Time Analysis of Staff for q/e DD/MM/YY

Unit 001 Addenbrooke's Trumpington Street CAMBRIDGE DISTRICT

Management Unit	Occupation	Males -20	Males 20-29	Males 30-39 .. 60+	Males W/T	Males P/T	Males Total	Females -20	Females 20-29	Females 30-39 .. 60+	Females W/T	Females P/T	Females Total	Total W/T	Total P/T	Total Total
XX	XXX	XXX	XXX	XXX	XXX	XXX	XXX		XXX		XXX	XXX	XXX	XXX	XXX	XXX
	XXX			XXX	XXX	XXX	XXX			XXX	XXX	XXX	XXX	XXX	XXX	XXX
TOTAL		XXX XX%	XXX XX%	XXX XX%	XXX	XXX	XXX		XXX XX%	XXX XX%	XXX	XXX	XXX	XXX	XXX	XXX
XX	XXX			XXX XX%	XXX		XXX									

EARHA Computer Services

PERSONNEL STATISTICS

DD/MM/YY

Report 02

Retirement Forecasts for Quarter Ending DD/MM/YY

Unit 001 Addenbrooke's, Trumpington Street

CAMBRIDGE DISTRICT

Management Unit	Pay Point	Staff No.	Name	Title	Occupation	Grade	D.O.B.	Date of Retirement	Due to retire within -1	1-3	3-5 years
XX	X	XXXXXX	Smith, A	Mr	101 Domestic	A101	01/01/17	01/01/82			X
XX	X	XXXXXX	Jones, B	Mrs	Cat. Asst	A102	01/01/14	01/01/79		X	

LABOUR TURNOVER STATISTICS

Objective : Stabilise the labour force to achieve maximum efficiency

Need for Information : High labour turnover results in considerable costs of recruitment, training and skill wastage. It has a bad effect on morale, courses problems on continuity. Statistical information to identify areas of high labour turnover is of considerable assistance in helping to reduce turnover.

Computer Requirement : An analysis of labour turnover for each management unit by age group, function/grade and sex. Totals at management unit, district/area, hospital level. (See Report 3).

Frequency : Quarterly, with statistics for the current quarter, and a 12 month running cumulative.

Definition of Turnover : This is defined by the formula:

$$\frac{\text{No. of leavers in period} \times 100}{\text{Average No. of employees during period}}$$

STAFF STABILITY INDEX

Objective : To compare stable staff areas with those that have a high turnover in order to stabilise the labour force so as to achieve maximum efficiency.

Need for Information : As for labour turnover statistics. Labour turnover statistics show the number of people leaving a given area; staff stability index shows the number being retained in the area. By comparison of one set of statistics with another, it is possible to see whether turnover is general throughout the area or specific to a limited number of posts. If it is specific, further investigation of the reason for turnover is required.

Computer Requirement : As for Labour turnover.

Frequency : As for Labour turnover.

Definition of Stability : Defined by the formula:

$$\frac{\text{Number of employees with 12+ months service}}{\text{Total employed 1 year ago}} \times 100$$

STAFF SKILL WASTAGE INDEX

Objective : To measure the extent to which the level of skills in a particular function or department is being affected by wastage each year.

Need for Information : Acquirement of a pre-determined level of skill is the main advantage of a stable labour force. A labour wastage figure in isolation gives no indication of the effect of labour turnover in a particular area. It is necessary to examine the extent to which the efficiency of a Department (or function) is impaired by the loss of trained and skilled staff. High skill wastage will require further investigation, and career development may be impaired by the indication that a high percentage of trained young people are leaving.

Computer Requirement : As for Labour turnover.

Frequency : As for Labour turnover

Definition of skill wastage:

$$\frac{\text{Number of employees with over 12 months service now}}{\text{Total number of employees now}} \times 100$$

RECRUITMENT AND TERMINATION STATISTICS

Objective : Improve recruitment procedures and reduce labour turnover.

Need for Information

Sources of Recruitment : Valuable information can be obtained from statistical detail, i.e. effect of advertising and as a result future recruitment policies can be determined.

Termination : Reasons for leaving may highlight local difficulties, i.e. poor pay; travel difficulties. The statistics will indicate the size of the problems, and priority for taking corrective action can be assessed.

Computer Requirements

Numbers of staff recruited by age, sex and management unit, analysed by each source of recruitment.

Numbers of leavers, analysed by separate reasons for leaving by age, sex and management unit.

Both analyses will give totals at Management Unit, hospital and district/area level.

Frequency : On request.

EARHA Computer Services | PERSONNEL STATISTICS | DD/MM/YY

Report 03 | Labour Turnover, Staff Stability and Skill Wastage Statistics for q/e DD/MM/YY (By age)

Unit 001 | Addenbrooke's, Trumpington Street | CAMBRIDGE DISTRICT

Management Unit	Age Group	Males: Turnover Qtr	Males: Turnover Year	Males: Stability Qtr	Males: Stability Year	Males: Skill Wastage Qtr	Males: Skill Wastage Year	Females: Turnover Qtr	Females: Turnover Year....	Males and Females: Turnover Qtr	Males and Females: Turnover Year....	Males and Females: Skill Wastage Qtr	Males and Females: Skill Wastage Year
XX	-20												
	20-29	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			XXXX	XXXX	XXXX	XXXX
	30-39												
	40-49												
	50-59												
	60+												
	Total												
YY	-20												
	20-29												
	30-39												
	40-49												
	50-59												
	60+												
	Total												
Total	-20												
	20-29												
	30-39												
	40-49												
	50-59												
	60+												
	Total												

EARHA Computer Services

PERSONNEL STATISTICS

DD/MM/YY

Report 04

Staff Recruitment and Termination Statistics for period DD/MM/YY to DD/MM/YY

Unit 001 Addenbrooke's, Trumpington Street

CAMBRIDGE DISTRICT

Management Unit	Source of Recruitment	Males -20	Males 20-29 .. 60+	Males Total	Males New Job	Females -20	Females 20-29 .. 60+	Females Total	Females New Job	Total	New Job
XX	01 - Promotion										
	02 - Response to advert		XX	XX	XX	XX		XX		XX	
	03 - Special campaign										
	.	XX		XX	XX					XX	
	.										
	09 - Other method										
	TOTAL	XX	XX	XX	XX	XX		XX		XX	
	REASONS FOR LEAVING										
	01 - Death										
	02 - Age retirement			XX	XX	XX%				XX	XX%
	.										
	.		XX		XX						
	12 - Job unsuitable										
	.										
	.										
	16 - Better job						XX	XX		XX	
	TOTAL		XX		XX	XX	XX	XX		XX	

ESTABLISHMENT CONTROL AND LABOUR COSTS FORECAST (Available 1977)

Objective : Establishment and Financial Control

Need for Information : It is important to monitor regularly the staff in post against establishment to ensure that units do not become overstaffed and similarly to identify areas of acute staff shortages. An analysis of this type will considerably aid staff deployment with a unit, hospital or district.

Computer Requirements : Analysis of each staff category against the establishment figure. The analysis should provide separate detail for whole and part-time staff, males and females, plus overall totals and basic and worked whole-time equivalents. Staff excesses and shortages should be listed for each category with totals at unit and district/area level. Labour costs by grade/function are also included (see Report 5).

Frequency : Monthly

SICKNESS AND ABSENCE STATISTICS

The collection, input and identification of headings of sickness and absence reasons is undergoing further consideration at National level by the MAPLIN sub-group on leavers.

This will be Report 06.

STATEMENT OF TRAINING REQUIREMENTS (Available 1977)

Objective : To assist in career development of staff and to plan training that is related to individual needs.

Need for Information : To maximise staff potential, it is necessary for them to be fully trained. If training is to be relevant to needs, it must be planned in advance. A printout of training requirements will help managers to consider the needs of staff and training specialists to plan appropriate training to meet these needs.

Computer Requirements : An analysis of need by individual management unit, age, sex, indicating the type of training required, e.g. induction, management, professional. The type of training needed will have to be specified.

Frequency : On request.

EARHA Computer Services | PERSONNEL STATISTICS | DD/MM/YY

Report 05 | Establishment Control and Labour Costs Information for M/E DD/MM/YY

Unit 001 | Addenbrooke's, Trumpington Street | CAMBRIDGE DISTRICT

Management Unit	Occupation	Staff in Post Males WT	Staff in Post Males PT	Staff in Post Females WT	Staff in Post Females PT	Total Staff	Basic WT Equiv.	Worked WT Equiv.	Estab.	Diff.	Labour Costs Basic	Labour Costs O/T	Labour Costs Enhancements	Labour Costs Other	Labour Costs Total
XX	XXX XXXXX	XX	XX	XX	XX	XXX	XXX	XXX	XXX	XX.X	XXX	XXX	XXX	XXX	XXX
TOTAL															

EARHA Computer Services PERSONNEL STATISTICS DD/MM/YY

Report 07 Qualifications obtained and Training Courses attended since 19XX

Unit 001 Addenbrooke's, Trumpington Street CAMBRIDGE DISTRICT

Management Unit AA

Staff No.	Name	Title	Occupation	Grade	WT PT	Date of Birth	Health Service	Dates of Entry to Emp. Autho.	Post	Grade	Awaiting Training
XXXXXX	XXXXX	XX	XXXXX	XXX	X	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	X

Quals.	Univ. Degree	1965	IHSA 1970
Courses	Sen. Management	1972	Other 1974

ANALYSIS OF EMPLOYEE HOME LOCATION

Objective : Information relevant to planned recruitment and transport arrangements.

Need for Information : In order to be able to focus recruiting efforts for maximum effect, and to analyse the effectiveness of such efforts, an overall picture of employees home location is needed.

Computer Requirement : Numbers and % of staff by main groups, i.e. Administrative and Clerical; Professional and Technical, etc. Detail will be shown under designated code areas.

Frequency : On request.

WORK PERMIT AND PROFESSIONAL REGISTRATION EXPIRY DATES

Objective : Provide management with information in respect of particular groups of employees.

Need for Information : In order to maintain professional and other statutory requirements of certain categories of staff to ensure a reasonable standard of practice to the public.

Computer Requirement : List of staff requiring renewal of work permit and/or professional registration during the ensuing quarter.

Frequency : Quarterly

NON-STANDARD ANALYSES

The standard analyses which have been outlined in the preceding pages do not cover all outputs which can be produced from the East Anglian Regional Health Authority computer. There will always be a need for ad hoc reports, and it will be necessary for the originator of the request for computer information to state the requirement from which an analysis parameter specification can be prepared for input to the computer analyses packages.

The form to be used is shown overleaf and for security and confidentiality requests for all computer output mist be signed by

District Personnel Officer, Mr D Tomkins

Assistant District Personnel Officer, Mr P Daniels

In the absence of both signatories, a nominated signatory will be authorised to sign requests.

All financial output requests must be signed by the District Treasurer, Mr C D Mason.

TRANSMISSION OF COMPUTER OUTPUT

All output will be sent from the Regional Computer Department, Control Section, either in 'Envopak' locked bags or computer boxes.

EARHA Computer Services | PERSONNEL STATISTICS | DD/MM/YY

Report 08 | Analysis of Work Force by Area of Residence at DD/MM/YY

Unit 001 | Addenbrooke's, Trumpington Street | CAMBRIDGE DISTRICT

Residence Code	Ancillary		Admin & Clerical		P & T		Nursing		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
XXXXXX	XXX	XX.X	XXX	XX.X	XXX	XX.X	XXX	XX.X	XXX	XX.X
	XXX	XX.X							XX	XX.X
TOTAL	XXX	XX.X	XXX	XX.X	XXX	XX.X	XX	XX.X	XXX	XX.X

EARHA Computer Services | PERSONNEL STATISTICS | DD/MM/YY

Report 09 | Work Permit and Professional Registration Expiry Dates up to DD/MM/YY | 09

Unit 001 | Addenbrooke's, Trumpington Street | CAMBRIDGE DISTRICT

Management Unit	Staff No.	Name	Title	Work Permit Expiry Date	Membership of Professional Body	
					Type	Renewal Date
XX	XXXXXX	XXXX	XX	DD/MM/YY		
XX	XXXXXX	XXXX	XX		XXXXXX	DD/MM/YY

Form SP7

EAST ANGLIAN REGIONAL HEALTH AUTHORITY

MANAGEMENT SERVICES DIVISION - COMPUTER BRANCH

REQUEST FOR INFORMATION FROM COMPUTER MASTERFILES

Computer Branch use only.

Originator _____ Request Number [ ]

Date _____ Request received by _____

Address for Despatch Referred to _____

Date of Despatch _____

FILES INFORMATION REQUIRED FROM

Monthly Payroll [ ] Month Required _____

Weekly Payroll [ ] Week No. or date required _____

Other (please state) _____

AREA OR DISTRICTS FOR WHICH INFORMATION IS REQUIRED _____

LATEST DATE REQUIRED BY _____

NUMBER OF COPIES REQUIRED _____

IF PREVIOUSLY PRINTED, PLEASE STATE REPORT REFERENCE OR OTHER IDENTIFICATION _____

(report reference is the program name normally printed on 1st line of page to the right of EARHA computer services)

ADDITIONAL DETAIL - SPECIFICATION OF REQUIREMENT

_____

_____

_____

_____

_____

(Please attach any further information you feel is required)

Information Request Authorised by _____ Position _____

USE OF COMPUTER INFORMATION

Manpower Planning is defined as the strategy for the acquisition, utilisation, improvement and retention of the human resources of an organisation. (Department of Education Booklet). The process involved in Manpower Planning can be broken down into four distinct phases, namely

Collection of statistical data - which can be described as an inventory of manpower or an analysis of the current staffing situation. This will in turn lead to a Manpower Forecast in terms of both supply and demand.

Identification of problem areas - to determine critical areas where under and over-manning may exist and there may be an inefficient use of labour.

Formulation and Implementation of Manpower Plans and Programmes.

Control and Review of the programme - the process of manpower planning can improve the coordination of activities and programmes, and can also help to develop plans and programmes in departments or units, which previously have been countered by 'crisis management'. As a result of determining future staffing needs and also forecasting workloads, the process can assist in policy making in areas such as

Recruitment
Management development and training
Promotion policies
Future capital developments and staffing needs.

It is essential that detailed analyses be made of the existing manpower resources before attempting to develop manpower plans. This is necessary in order to ensure the projections of future needs are based on accurate information.

1 The basic sources of data are individual personnel records of all staff and computer output obtained from the Manpower Information System. Examples of detail required are: department, function, age, sex, career history, qualifications, etc.

2 Adequate records of an individual's training record and future potential of the individual which can be recorded by staff appraisal.

3 It is also essential to assess ratios between staffing levels and workloads.

4 Finally, assess critical areas or work groups.

Information from the Manpower System will enable periodic or ad hoc reports to be presented to the District Management Team, Sector Administrators or District Officers showing the present staffing situation by

Number of staff by age, sex, function, grade, etc.
Numbers related to beds/workloads.
Wastage trends by sex, age group, length of service, skill.

In addition, the situation outside the Cambridge District, which contributes to the present manpower position must also be taken into account.

National economic and social policies.
Position of the current labour market.
Number of patients.

In order to project accurately the current staffing position into the future District needs, the information must be presented in terms of comparative numbers. Use of trends and ratios as variables from a norm or standard, give figures from which deductions can made.

The concept of Manpower Planning as described above identifies the type of information required and the computer outputs as detailed in Reports 1 - 9, meet the need. There is however the danger that the information produced can be over utilised, and District Management, Sector Administrators will be overwhelmed with figures and statistics which will become meaningless unless they are interpreted from the output correctly and presented with consideration for the user. The position of who needs the information and when it is required is described below. Ad hoc information will be readily available as and when required.

1 LABOUR TURNOVER, STAFF STABILITY AND SKILL WASTAGE

This report is of supreme importance in Manpower Planning, as it gives an indication both for a given period and also on a cumulative basis, of the wastage and rate at which staff leave. Statistical analyses must be made to determine levels of turnover initially by main groups of staff, namely Nursing, Ancillary, Professional and Technical, etc. Further analysis can be made within each main group to investigate particular departments or grades of staff, e.g.

Nursing: Students and Pupil Nurse wastage - this will give an indication of the numbers for each entry to the nursing school who leave during the first three months, six months, etc., and projections can be made to indicate the expected number of the school who will stay until qualification.

Professional and Technical: Medical Laboratory staff - analysis of Junior staff to determine numbers of qualified staff after HNC by projection. This will indicate the number of trained technicians who will fill Technician posts in 1, 2, 3 or 4 years time.

Ancillary: Careful departmental analysis to determine recruitment needs in the future.

This information, as well as being used within the Personnel Department for Manpower Planning, should be presented to

> District Management Team: On a quarterly basis, showing turnover, wastage and stability by main groups, together with comparative figures for the preceding quarter. In analysing figures, allow for seasonal trends which will distort figures.
>
> Comment should be made on abnormal figures and reasons investigated. Ancillary staff is a group which may require more detailed analysis as this is a staff group which tends to have a higher turnover.
>
> Sector Administrators: Quarterly - showing figures for groups of staff by function. Show also comparative figures for other sectors within the District and investigate reasons for variations.

District Nursing Officer: Quarterly - figures by Unit and function.

2 RECRUITMENT STATISTICS

This report is available on request and as a regular commitment should be requested quarterly. The Recruitment Officer should analyse the figures to determine sources of recruitment and together with his advertisement response analyses, will enable him to prepare a recruitment policy on the basis of his information available.

Comparative figures showing numbers and percentages should be shown to indicate variations in source of recruitment.

A quarterly report of both recruitment sources and response analyses must be presented to the Assistant District Personnel Officer, through the SAA (Manpower Planning and Employment).

3 REASONS FOR LEAVING

Available on request, the detail should be analysed in conjunction with the output for Labour Turnover, Wastage and Stability.

This report will indicate areas requiring investigation, i.e. a high number leaving within first three months for the reason - 'Dissatisfied with job', could indicate training is poor.

The summary of the reasons for leaving should be incorporated in the reports of Turnover, Wastage, etc., presented to DMT, Sector Administrators and the District Nursing Officer.

Critical analysis must be made of reasons for leaving which indicate such areas as

Lack of training
Job dissatisfaction
Incompatibility, etc.

4 RETIREMENT FORECASTS

In accordance with the policy of the District Management Team, staff approaching and beyond pensionable age are subject to annual review.

On receipt of the quarterly output, the District Personnel Department must check the staff named on the output to see who is due for review in the following quarter. They will identify the grade and department and write to

In the case of nursing staff - the Divisional Nursing Officer, asking for a recommendation as to the continued employment of the member of staff concerned. The procedure outlined in the 'Personnel Policies and Procedures' document should be followed.

Non-nursing staff - the Sector Administrator. Following the same procedure as above.

The SAA will on receipt of all replies prepare a report to the District Management Team at quarterly intervals asking for the recommendations to be considered and approved.

The procedure as described in the Personnel Policy document must be followed regarding notification to staff.

5 ESTABLISHMENT CONTROL

The computer system allows for the staff establishment for each grade of staff to be input by function code. Report 5 will show areas where staff establishments are being exceeded.

Immediate action must be taken to inform Sector Administrators where their establishment is over the permitted level, and to request a written report stating the reasons.

6 ANALYSIS OF HOME LOCATION CODES

The purpose of this output is to determine the area in which an employee lives and the analysis is broken down to village level.

Uses to which the information can be used are

Surveys for assisted travel schemes

Recruitment - special recruitment campaigns

As an annual commitment, the Personnel Department should compile a summary by hospital/unit showing areas of home location.

Comparative figures may be taken at annual intervals to show the movement of staff.

7 WORK PERMIT/PROFESSIONAL REGISTRATION EXPIRY DATES

A quarterly report will be produced showing

Expiry dates of work permits during the following quarter

Expiry dates of Professional Registrations during the following quarter

The Personnel Department will check the departments of the staff concerned and will inform the Head of Department that the expiry dates are approaching and to inform the staff that they must re-apply for an extension to stay in the case of work permits, or to re-register in the case of professional staff.

8 STATEMENT OF TRAINING REQUIREMENTS

Further examination of the type of information to be held and produced on the output will have to be specified.

9 ANNUAL DISTRICT PROFILE

At the end of the financial year, the Personnel Department will use the following outputs to prepare a District Profile

Analysis of turnover, wastage and stability per hospital/unit for each staff grade by function. This report to incorporate reasons for leaving.

Analysis of staff in post against establishment as at 31st March. Analysis of staff by sex and age.

Summary of recruitment sources and cost analyses of advertising per unit for the year.

The profile will be submitted to the District Management Team with appropriate comments and reasons for variables between Sectors/Units.

10 MANPOWER PLANNING - GRAPHICAL TECHNIQUES

In addition to the standard analyses, the SAA (Manpower Planning and Employment) will be asked to undertake surveys of the staff groups and projecting manpower plans for the future. Various techniques are available to assist

Cohort Analysis

By using a group of staff as a base (Cohort), it is possible to determine by graphical means, to what extent that staff group will remain in post and to determine the relationship between the probability of their leaving and length of service. A particular group of staff to whom such an analysis could be applied is an entry at a given date of new student nurses. By study of wastage rates and using graphical studies on 'Log probability graph paper', it is possible to estimate the number of the Cohort who will complete the course.

Half-Life Analysis

Again in using a Cohort study, and plotting of wastage percentages graphically, it is a useful exercise in determining the 'half-life' of the Cohort. In other words, the length of time in which 50% of the Cohort have left. Again the graphical presentation of the figures on 'Log probability graphs' will show the expected life of the whole Cohort.

Time trends

A time trend can be a useful means of forecast, when the data available for the past period equals the period of the forecast.

COST STUDY

Within the Cambridge Health District, the development of the computerised Manpower Information System has been recognised as an essential requirement in the development of the Personnel function and with particular reference to Manpower Planning and Personnel Records.

Representatives of the United Cambridge Hospitals Personnel and Treasurer's staff joined the working party set up in May 1972 to consider the feasibility of using the Regional computer service for the Manpower System. Following reorganisation in 1974, the Area Health Authority honoured existing arrangements made by the previous employing authorities and, as a result, the Cambridge Health District continued with the planning and eventual implementation of the system during 1974 and 1975.

Considerable work was undertaken in the planning and implementation process and in order to assess the effectiveness of setting up such a system, it is essential to measure the costs involved.

COST MEASUREMENT

The costs involved in the system can be analysed under four separate categories:

Specification and Systems Analysis

During the period May 1972 to the summer of 1974, the Regional Working Party met at regular intervals to discuss the requirements of the system and the final report of the Working Party was produced in September 1973. Membership of the Working Party was varied with 15 representatives from the East Anglian region.

Much of the detailed work involved in the system was delegated to two sub-committees, one of which was involved in the review of the documentation required and the second in the planning of the standardised conditions of employment form. In addition, the staff of the regional computer centre were engaged in analysing the computer systems which would be required to enable the system to operate effectively.

From the Cambridge Health District, the representatives were:

Mr D Tomkins, District Personnel Officer

Mr P Daniels, Assistant District Personnel Officer

Mr M Driscoll, Senior Salaries and Wages Officer

Design and Programming

Following the acceptance of the Working Party's report by the Chief Officers of the Regional Hospital Board in September 1973, considerable work was required by the Computer Department in the Systems Design and Programming stages of the system. This covered the areas of the link-up with the payroll system, design of systems for Personnel Record Cards and programming for the periodic outputs which are an essential part of the system.

The Regional Computer Services Officer has estimated that seven man months were involved in this development stage, amounting to a cost of £1,660.

Production

From 1 April 1975, the District Personnel Department of the Cambridge Health District took on a total commitment to the full implementation of the system - use of the standard documentation, computer coding and from November 1975, input of all data accumulated on the coding forms to the Computer Centre at the Regional Health Authority. The machine time involved for the processing, based on experience of two months averages to £24 per week. This figure is inclusive of stationery costs.

Data Preparation at the Computer Centre, costed at present volumes amounts to £30 per month.

Personnel Record Cards cost £15 per 1,000 cards.

The initial set-up of record cards covered all staff who had been appointed from 1 April 1975, and this amounted to approximately 2,000.

District Commitment

With the system now in operation, it is within the District Personnel Department that the volume of work falls as an on-going commitment. There are continuous daily procedures which have to be effected

Registering of documentation

Computer coding

Filing of documentation

In addition, each month there is the additional work involved of:

(i) Checking the monthly output and correcting errors, i.e. Error report, Action report, Discrepancy report.

(ii) Filing of new Personnel Record Cards.

(iii) Amending Personnel Record Cards from Action report.

On a weekly basis, the time involved together with annual costs is as follows:

Registering	2½ hours	£125 p.a.	
Coding	7 hours	£585 p.a.	
Filing	1½ hours	£ 80 p.a.	TOTAL £790

Monthly figures:

Checking output	7 hours	£180 p.a.	
Filing	3 hours	£ 36 p.a.	
Amendments	3½ hours	£ 90 p.a.	TOTAL £306

Additional time and expenditure has been incurred by the District Personnel Department in setting up of internal systems, writing of procedure manuals and holding seminars for line managers to explain the system and documentation. This can be equated to ten hours per week for six months (260 hours) plus an additional five hours per week for the succeeding six months (130 hours).

A total of 390 hours work which equals 22% of time available during the year, when costed = £990.

Working Party

From early 1975, the Working Party was re-constituted and provision must be made for the involvement of both Cambridge Health District staff, Mr Tomkins and Mr Daniels, and other Regional representatives.

A total of seven meetings were held up to 6 May 1976, and of the 225 man hours in meeting attendance, the Cambridge Health District representation was 80 hours. It is a fair reflection on the working group to identify this as development of the system generally.

The cost equates to 80 hours x £2.25 = £180.

In his role of Chairman of the Working Party, Mr Daniels has been involved in additional work amounting to 20 hours = £45.

COST SUMMARY

System Development (1972 - 1975)	£	
Working Party/Sub Committees	335	(a) Region £1485
Computer Staff	240	
Design and Programming	1,660	
Processing of 6,000 records	528	Full year £1248
Data Preparation (5 months)	150	
Personnel Record Cards (2,000)	30	
Working Party, reconstituted	225	(b) Region £510
Asst DPO - System development	990	
	£4,158	

Regionally: Add (£1485 - £335) £1150 for Working Party (a) plus £510 for Working Party (b) = £1660.

Total cost is therefore £5818.

Annual Commitment, Cambridge Health District

	£
Documentation, coding	1,100
Data preparation	360
Processing	1,248
Cost of PRC's	45
	£2,753

Allowance must also be made for the interpretation of the computer outputs for management. At the present time, an accurate estimate of the involvement of the Senior Administrative Assistant and the General Administrative Assistant within the Personnel Department is difficult. However, it was the intention when the Senior Administrative Assistant (Manpower Planning & Employment) was appointed, that probably 40% of his time would be involved with overall supervision of the system and at least 25% of his working week would be concerned with the interpretation of information. £1370 should, therefore, be added to the annual running costs.

Provision should also be made for the computer time in answering and rectifying queries which result from programme faults - say one hour per week average = £150 p.a.

The Assistant District Personnel Officer, acts in an advisory capacity to be generally responsible for the system. It will probably involve 10% of his time, namely a cost figure of £500 p.a.

The annual running cost of maintaining the system will, therefore, be (£2753 + £1370 + £150 + £500) = £4773 p.a.

Summary (Rounding of figures)

System Development	£5,900
Annual Commitment	£4,800

CONCLUSIONS

The development of the Manpower Information System within the Cambridge Health District (Teaching) has evolved from what was originally intended to be a Regional Manpower System, and after an initial planning stage of some 2½ years, implementation of the live system commenced on 1 April 1975. It is only after the system has been operational for a period of 18 months, that meaningful statistical information is being produced and interpreted within the District Personnel Department for both Senior Management and Line Managers.

At the present time, we are involved in seeing the benefits of having statistical data available for use in the NHS planning system, and a member of the Personnel Department is a member of the Cambridgeshire Area Steering Group which has recently been set up to look at Strategic/Operational Planning for the Regional Plan.

Finally, the re-constitution of the Joint Manpower Planning and Information Working Group (MAPLIN) will, it is hoped, have regard for the work which has been carried out in the Cambridge Health District (Teaching) in the formulation of a National Manpower Information System for the National Health Service.

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ACKNOWLEDGEMENTS

1 Health and Social Service Publications, 'Manpower Information - East Anglia's Approach' by P Daniels, Vol LXXXVI, No 4476.

2 Barry Lowe, Team Leader, Computer Division, East Anglian Regional Health Authority.

3 Department of Health & Social Security - Joint Manpower Planning and Information Working Group Report, 'Leavers', December 1975.

4 RHB Data Processing Managers Working Party on Management Information - Staffing and Manpower, November 1971.