Australian Public Service Common Workforce Metrics

Workforce theme: Workforce availability

Category	Metric	Sources referenced	Definition	Formula	Purpose
Employment type (Category)	Employment type profile		The breakdown of the organisation's total workforce by employment types within the workforce. Employment types include: **Ongoing**—Permanent employees. **Non-ongoing**—Non-ongoing employees engaged for a specified term or task. **Casual**—Non-ongoing staff engaged for duties that are irregular or intermittent. **Contractor**—Workers paid through a third party. Can also be presented as the *percentage* of the total workforce by employment type. Note: The total workforce includes employment types not included in total headcount.	For each employment type: *Headcount (Employment type)* Percentage breakdown For each employment type: *Headcount (Employment type) / Headcount (Total workforce)*100*	Useful for understanding the mix of your workforce in relation to types of employment arrangements. Useful for organisations that frequently utilise or have large proportions of non-ongoing employees (or contractors or casuals). Can be useful for examining seasonal or cyclical workload and ability to respond to surges in workforce demand.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Headcount	Total headcount	Developed in consultation with APS agencies.	The number of employees directly employed by the organisation at a point in time. Includes: - All full-time and part-time, ongoing and non-ongoing employees engaged for a specified term or task, including those on leave, such as maternity leave, long service leave, etc. Excludes: -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). *If you opt to include casuals and contractors in your total headcount, this should be specified clearly. Casuals are included in the total headcounts reported from APSED but generally excluded from agencies' annual reports.	*Number of ongoing employees + Number of non-ongoing employees (specified term/task)*	Indicates the number of employees working for the organisation, regardless of hours worked, other working arrangements or leave. Useful for workforce profiling as other workforce metrics are also provided in terms of headcount (recruitment and exit rates, for example). Headcount is useful when measuring data that relates to individuals (such as age, gender, diversity, etc.).
Headcount (Continued)	Total headcount (Ongoing)	Adapted from 'Total headcount'.	The number of *ongoing* employees directly employed by the organisation at a point in time.	*Number of ongoing employees*	Indicates the size of the core workforce for the organisation, regardless of hours worked and other working arrangements or leave.
	Average headcount	Adapted from 'Total headcount'.	The average number of employees directly employed by the organisation over a specified period. Average headcount is the average of total headcount at the end of the period and total headcount at the beginning of the period.	*Total headcount (end of period) + Total headcount (beginning of period) / 2*	Removes unusual variances that can be associated with data at a point in time, and therefore gives a more accurate reflection of the level of staffing over the period.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Average headcount (Ongoing)	Adapted from 'Total headcount (Ongoing)' and 'Average headcount'.	The average number of *ongoing* employees directly employed by the organisation over a specified period. Average headcount (ongoing) is the average of total headcount (ongoing) at the end of the period and total headcount (ongoing) at the beginning of the period.	*Total headcount (Ongoing)(end of period) + Total headcount (Ongoing)(beginning of period) / 2*	Removes unusual variances that can be associated with data at a point in time, and therefore gives a more accurate reflection of the level of ongoing staffing over the period. Average ongoing headcount is one of the metrics used when calculating rates of engagements, promotions or separations over a period of time.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Full time equivalent (FTE)	Total FTE		The number of full-time equivalent employees directly employed by the organisation at a point in time. Part-time employees are converted to full-time equivalent. Includes: -all active full-time and part-time, ongoing and non-ongoing employees engaged for a specified term or task paid through payroll (part-time employees are converted to full-time equivalent based on the hours they work). Excludes: -Overtime. -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). -Employees on unpaid leave—see 'Note' below. *If you opt to include casuals and contractors in your total FTE, this should be specified clearly. Note: There may be variations in the way systems calculate full-time equivalent. For example, Human Resources systems will generally include employees on leave without pay, whereas Financial systems won't generally include employees on leave without pay.	*Number of full-time equivalent employees + Total part-time hours / Standard full-time hours* Example: If standard (full-time) hours per fortnight = 75 and there are 200 employees, including 20 part-time employees: 180 are full-time -10 work 40 hrs/fortnight [= 10*(40 / 75) = 5.33 FTE] -6 work 30 hrs/fortnight [= 6*(30 / 75) = 2.40 FTE] -4 work 25 hrs/fortnight [= 4*(25 / 75) = 1.33 FTE] Therefore, Total FTE = 180(full-time employees) + [5.33+2.40+1.33] = 189.06	Indicates the number of active full-time equivalent employees (based on aggregated hours worked by all full-time and part-time employees) at a point in time, and is generally used to manage employee budget allocation and ensure adequate staffing. Full-time equivalent (versus headcount) is useful when measuring workforce capacity and workforce cost.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Full-time equivalent (FTE) (Continued)	Paid FTE	Adapted from 'Total FTE'.	The number of full-time equivalent employees receiving salary or wages by the organisation at the end of a pay period. Part-time employees are converted to full-time equivalent. <u>Includes</u>: -all active full-time and part-time, ongoing and non-ongoing employees engaged for a specified term or task paid through payroll (part-time employees are converted to full-time equivalent based on the hours they work). <u>Excludes</u>: -Overtime. -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). -Employees on unpaid leave.	*Number of paid full-time equivalent employees + Total part-time hours / Standard full-time hours.* <u>Example</u>: If standard (full-time) hours per fortnight = 75 and there are 200 employees, including 20 part-time employees: 180 are full-time -10 work 40 hrs/fortnight [= 10*(40 / 75) = 5.33 FTE] -6 work 30 hrs/fortnight [= 6*(30 / 75) = 2.40 FTE] -4 work 25 hrs/fortnight [= 4*(25 / 75) = 1.33 FTE] Therefore, Total FTE = 180(full-time employees) + [5.33+2.40+1.33] = 189.06	This metric is used as the basis to calculate the Average Staffing Level for the financial year.
	Total FTE (Ongoing)	Adapted from 'Total FTE'.	The number of full-time equivalent *ongoing* employees directly employed by the organisation at a point in time.	*Number of full-time equivalent employees (Ongoing) + Total part-time hours (Ongoing) / Standard full-time hours*	Indicates the size of the core workforce for the organisation at a point in time, in terms of full-time equivalent employees, regardless of hours worked and other working arrangements.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Average FTE	Adapted from 'Total FTE'.	The average number of full-time equivalent employees employed by the organisation over a specified period. Average FTE is the average of total FTE at the end of the period and total FTE at the beginning of the period.	*Total FTE (end of period) + Total FTE (beginning of period) / 2*	Useful for monitoring average workforce capacity and average workforce cost (salary).
Full-time equivalent (FTE) (Continued)	Average FTE (Ongoing)	Adapted from 'Total FTE (Ongoing)' and 'Average FTE'.	The average number of full-time equivalent *ongoing* employees employed by the organisation over a specified period. Average FTE (Ongoing) is the average of total FTE (Ongoing) at the end of the period and total FTE (Ongoing) at the beginning of the period.	*Total FTE (Ongoing)(end of specified period) + Total FTE (Ongoing)(beginning of specified period) / 2*	Useful for monitoring average workforce capacity and average workforce cost (salary) associated with the ongoing workforce.
	Average staffing level (ASL)	Federal Budget website.	The number of full-time equivalent employees receiving salary or wages (Paid FTE) by the organisation averaged over the financial year. ASL can be measured at various time points over a financial year to enable tracking against the estimated ASL prescribed in the Portfolio Budget Statement for the organisation for that financial year.	*Sum of Paid FTE (for each pay period from the beginning of the financial year up to and including the current pay period) / Number of pay periods (from the beginning of the financial year up to and including the current pay period)*	Measures workforce expenditure against the estimated ASL prescribed in the Portfolio Budget Statement for the organisation for that financial year. The organisation's estimated ASL is usually allocated across individual business units by the organisation's finance area to enable business units to manage their individual allocations.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Employment status	Employment status profile		The breakdown of total headcount by number of full-time employees and part-time employees. Can also be presented as the *percentage* of total headcount by employment status. Note: Casuals and contractors should be recorded separately to other full-time and part-time employees as they reflect a contractual situation as opposed to workplace flexibility.	For each employment status: *Headcount (Employment status category)* <u>Percentage breakdown</u>: For each employment status: *Headcount (Employment status category) / Total headcount*100*	Useful for better understanding the organisation's workforce profile and workforce availability, and for monitoring and measuring access to and utilisation of flexible working arrangements.
Absence	Unscheduled absence rate (alternatively called 'Personal and Miscellaneous (P&M) Leave')	Human Capital Measurements Standards ('Unscheduled absence rate', pp. 314 – 315).	The full-time equivalent number of unscheduled leave days as a percentage of the total full-time equivalent working days during the reporting period. Unscheduled leave is defined as leave taken in recognition of circumstances that can generally arise irregularly or unexpectedly, making it difficult to plan, approve or budget for in advance, and which is inclusive of planned medical procedures. Note: Total unscheduled leave days excludes leave taken by non-ongoing staff engaged for duties that are irregular or intermittent (casuals) or workers paid through a third party (contractors). Note: By default, all other metrics based on total unscheduled leave days also exclude casuals and contractors.	*Total FTE unscheduled leave days/Total FTE working days*100*	Provides an indication of the prevalence of unscheduled leave in an organisation, and may be particularly useful for organisations that are significantly impacted by employee absences. Can be useful for understanding the timing of absences and anticipate staffing needs, and can be indicative of costs and productivity losses. Can also be indicative of workforce morale, or potential impact on workforce morale, though this measure is not adequate in itself to make this conclusion. Care should be taken to note that a small number of employees taking an extended period of sick leave (such as for cancer treatment or other serious illness) can

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Unscheduled absence rate per employee (alternatively called 'Personal and Miscellaneous (P&M) Leave')	Human Capital Measurements Standards ('Unscheduled absence days per employee', pp. 312 – 313).	The average number of full-time equivalent unscheduled leave days per full-time equivalent employee.	*Total FTE unscheduled leave days / Total FTE*100*	influence average rates significantly, particularly in a small organisation.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Absence (Continued)	Unscheduled absence type profile (alternatively called 'Personal and Miscellaneous (P&M) Leave')		The breakdown of total full-time equivalent unscheduled leave days by leave type (leave types outlined below). Can also be presented as the *percentage* of total full-time equivalent unscheduled leave days by leave type. Unscheduled leave types include: **Sick**—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, due to personal illness or injury or to undergo a planned medical procedure. **Carer's**—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, to provide care or support for a member of the employee's immediate family or household who requires care or support. **Specific types of miscellaneous/other**—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, that is taken upon the death of a member of the employee's immediate family or household (bereavement), or to spend time with a seriously ill, injured or dying person who is a member of the employee's immediate family or household (compassionate), or in the event of an unexpected emergency.	For each unscheduled absence type: *Total FTE leave days (Unscheduled absence type)* <u>Percentage breakdown</u>: For each unscheduled absence type: *Total FTE leave days (Unscheduled absence type) / Total FTE unscheduled leave days*100*	Particularly useful for organisations that have identified an issue with unscheduled leave and wish to understand it further so they can implement targeted strategies or initiatives to address it.

Workforce theme: Workforce profile

Category	Metric	Sources referenced	Definition	Formula	Purpose
Location	Location profile		The breakdown of total headcount by geographic location. Can also be presented as the *percentage* of total headcount by location. Common way of reporting location include by – • State • Statistical Area 3 • Statistical Area 4 • Capital Cities / regions • Remoteness	For each location: *Headcount (Location)* Percentage breakdown: For each location: *Headcount (Location) / Total headcount*100*	Particularly useful for organisations with a widespread workforce. Also useful in linking to the external labour market (particularly regional and local labour markets). Useful to understand the trends presenting within the data for different locations, across various workforce themes.
Occupational grouping/ Job family	Occupational group/Job family profile	Job Family Model.	The breakdown of total full-time equivalent employees by occupational group (or job family). Can also be presented as the *percentage* of total full-time equivalent employees by occupational group (or job family).	For each occupational group: *FTE (Occupational group)* Percentage breakdown: For each occupational group: *FTE (Occupational group) / Total FTE*100*	Useful for better understanding the composition of the organisation's workforce, to monitor occupational groupings or job families that are critical to business delivery, or of particular risk due to labour market shortages. Also useful for monitoring over- or under-resourcing and workforce allocations, etc. Useful to understand the trends presenting within the data for different occupational groupings or job families, across various workforce themes.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Work function	Work function profile	Internal (APSC) input.	The breakdown of total full-time equivalent employees by work function (ongoing functions versus temporary projects). Can also be presented as the *percentage* of total full-time equivalent employees by work function. Note: Consideration might also be given to reporting on the number/percentage of total full-time equivalent employees on long term temporary transfer (e.g. greater than 90 days) to projects (temporary work functions)—by project—and the number/percentage of temporary vacancies (resulting from the temporary transfers) that are being back-filled.	For each work function type: *FTE (work function type)* Percentage breakdown: For each work function type: *FTE (work function type) / Total FTE*100*	Useful for considering the impact on the workforce of temporary projects and analysing real staffing levels over time.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Classification level	Classification profile		The breakdown of total headcount by classification level. Can also be presented as the *percentage* of total headcount by classification level. Note: Consideration needs to be given to whether this metric is measured on the basis of substantive classification (which excludes temporary assignment at another classification level) or actual classification (which includes temporary assignment at another classification level), or both. While substantive classification reflects the underlying composition of the workforce itself, it does not accurately reflect the workforce currently required. Reporting on both substantive and actual classification provides a clearer picture in relation to workforce supply, workforce demand, and workforce cost. It also provides information about the development opportunities available to staff.	For each classification level: *Headcount (Classification level)* <u>Percentage breakdown</u>: For each classification level: *Headcount (Classification level) / Total headcount*100*	Useful for monitoring the composition of the workforce. May also be indicative of changing levels of work complexity, workforce cost, labour market shortages, and attraction issues, etc. Useful to understand the trends presenting within the data for different classification levels, across various workforce themes.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Classification level (Continued)	EL to APS Classification Ratio	APS agency input. Human Capital Measurements Standards ('Staffing rate—managerial', pp. 458 – 459).	The number of EL employees for every APS employee. <u>Note</u>: You may also consider reporting on: -number of SES employees for every APS/EL employee. -or number of EL 2 employees to employees at lower classifications.	*Total headcount (APS classification levels) / Total headcount (EL classification levels)*	Useful in understanding the proportion of managers to line staff, and for monitoring changing leadership patterns over time.
Age	Age profile	Human Capital Measurements Standards ('Age staffing breakdown', pp. 422 – 423).	The breakdown of total headcount (ongoing) by age group. <u>Age groups include</u>: **15-24 years** **25-34 years** **35-44 years** **45-54 years** **55-64 years** **65 years and over** Can also be presented as the *percentage* of total headcount (ongoing) by age group.	For each age group: *Headcount (Ongoing)(Age group)* <u>Percentage breakdown</u>: For each age group: *Headcount (Ongoing)(Age group) / Total headcount (Ongoing)*100*	Useful for assessing the potential risk posed by likely age retirements and associated loss of corporate knowledge, skills and experience. Also useful in understanding employee preferences and behaviours, to inform employment value propositions, for example.
	Approaching retirement age rate (50+)	Human Capital Measurements Standards ('Staffing rate—50+ years old', pp. 430 – 431).	The number of ongoing employees in the age range considered to be approaching retirement (50 years or older) as a percentage of total headcount (ongoing).	*Headcount (Ongoing)(50 years or older) / Total headcount(Ongoing)*100*	Useful for assessing the potential risk posed by likely age retirements and associated loss of corporate knowledge, skills and experience.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Age (Continued)	Average workforce age	Human Capital Measurements Standards ('Average workforce age', pp. 424 – 425).	The average age of total headcount (ongoing).	*Sum of all ongoing employees' ages / Total headcount (Ongoing)*	As a single metric, provides a quick and simple indication of workforce age, but does not provide any indication of the dispersion of ages around the average.
Gender	Gender profile	[Australian guidelines on the recognition of sex and gender]().	Gender is part of a person's personal and social identity. It refers to the way a person feels, presents and is recognised within the community. A person's gender may be reflected in outward social markers, including their name, outward appearance, mannerisms and dress (AGD guidelines). The breakdown of total headcount by number of men, women and gender X (Indeterminate/intersex/unspecified) employees. The X category refers to anyone who does not exclusively identify as either male or female. Can also be presented as the *percentage* of total headcount by gender.	For each gender: *Headcount (Gender)* Percentage breakdown: For each gender: *Headcount (Gender) / Total headcount*100*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity. The AGD Guidelines recommend that the preferred Australian Government approach is to collect and report data on gender.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Sex	Sex profile	Australian guidelines on the recognition of sex and gender.	Sex represents the sex of the employee at birth. (AGD guidelines). The breakdown of total headcount by number of men, women and sex X (Indeterminate/intersex/unspecified) employees. The X category refers to anyone who does not exclusively identify as either male or female. Can also be presented as the *percentage* of total headcount by sex.	For each sex: *Headcount (sex)* Percentage breakdown: For each sex: *Headcount (Sex) / Total headcount*100*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity. The AGD Guidelines recommend that the preferred Australian Government approach is to collect and report data on gender. Collecting and reporting data on sex should only occur where there is a legitimate need and this is consistent with Australia Privacy Principle 3.
Diversity	First Nations (Indigenous)		The breakdown of total headcount (ongoing) by diversity group. Diversity groups include: **First Nations** Can also be presented as the *percentage* of total headcount (ongoing) by diversity group.	For each diversity group: *Headcount (Ongoing) (Diversity group)* Percentage breakdown: For each diversity group: *Headcount (Ongoing) (Diversity group) / Total headcount(Ongoing)*100*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.

Diversity	Disability		For data collection purposes, APS agencies use the Australian Bureau of Statistics Disability, Ageing and Carers: Summary of Findings 2003 definition, according to which '… a person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least 6 months and restricts everyday activities. This includes:	For each diversity group: *Headcount (Ongoing) (Diversity group)*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
			• loss of sight (not corrected by glasses or contact lenses • loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used • speech difficulties • shortness of breath or breathing difficulties causing restriction • chronic or recurrent pain or discomfort causing restriction • blackouts, fits, or loss of consciousness • difficulty learning or understanding • incomplete use of arms or fingers • difficulty gripping or holding things • incomplete use of feet or legs • nervous or emotional condition causing restriction • restriction in physical activities or in doing physical work • disfigurement or deformity • mental illness or condition requiring help or supervision • long-term effects of head injury, stroke or other brain damage causing restriction • receiving treatment or medication for any other long-term conditions or ailments and still	Percentage breakdown*:* For each diversity group: *Headcount (Ongoing) (Diversity group) / Total headcount(Ongoing)*100*	

Category	Metric	Sources referenced	Definition	Formula	Purpose
			restricted • any other long-term conditions resulting in a restriction'		
Diversity	Non-English Speaking Background (NESB)		**Non-English Speaking Background (NESB) 1**—People born overseas who arrived in Australia after the age of five and whose first language was not English. **Non-English Speaking Background (NESB) 2**—Children of migrants including: those who were born overseas and arrived in Australia when they were aged five or younger but did not speak English as a first language; those who were Australian born but did not speak English as a first language and had at least one NESB 1 parent; and those people who were Australian born and had neither parent speaking English as a first language.	For each diversity group: *Headcount (Ongoing) (Diversity group)* <u>Percentage breakdown</u>: For each diversity group: *Headcount (Ongoing) (Diversity group) / Total headcount(Ongoing)*100*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce cultural diversity.
Diversity	Born in a Non-English speaking country	[Standard Australian Classification of Countries (SACC), 2016	Australian Bureau of Statistics (abs.gov.au)](#)	Born in a country other than Australia, New Zealand, United States, Canada, South Africa, England, Scotland, Wales, Ireland, Northern Ireland, Channel Islands, Jersey and Guernsey.	For each diversity group: *Headcount* <u>Percentage breakdown</u>: For each diversity group: *Headcount Non-English speaking country / Total headcount*100*	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce cultural diversity.

Workforce theme: Workforce mobility

Category	Metric	Sources referenced	Definition	Formula	Purpose
Recruitment	Recruitment rate	Human Capital Measurements Standards ('External hire rate', pp. 34 – 35).	The number of ongoing employees recruited during the period as a percentage of average headcount (ongoing) for the period.	*Recruitment headcount (Ongoing) / Average headcount (Ongoing)*100*	Useful for monitoring the volume of recruitment activity, and the rate at which new employees are entering the organisation. Provides an indication of the relative 'newness' of the workforce, and can also be indicative of the rate of turnover.
	Internal and External recruitment rate		The percentage of competitive selection exercises (for ongoing positions) filled by internal applicants, and the percentage filled by external applicants.	*Number of competitive selection exercises (Ongoing positions) filled by internal/external applicants / Total competitive selection exercises (Ongoing positions) filled*100*	Provides an indication of the extent to which the organisation's employees are capable of taking up new positions in the organisation. Is indicative of how appropriately employees have been developed and the availability of a broad internal succession pool. Can also be indicative of the level of insularity of the organisation, and its capacity to compete effectively as a preferred employer.
	Net recruitment rate	Human Capital Measurements Standards ('Net hire ratio', pp. 36 – 37).	The number of ongoing employees recruited during the period for every ongoing employee terminated during the period.	*Recruitment headcount (Ongoing) / Termination headcount (Ongoing)*100*	Indicates whether the organisation's workforce is growing (net recruitment rate greater than 1) or contracting (net recruitment rate less than 1).

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Promotion rate	Human Capital Measurements Standards ('Promotion rate', pp. 60 – 61).	The number of ongoing employees promoted during the period as a percentage of average headcount (ongoing) for the period.	*Internal promotions (Ongoing) / Average headcount (Ongoing)*100*	May be indicative of the level of employee performance and management and leadership skills and capabilities, or issues associated with the organisation's performance management process, or its capacity to compete effectively as a preferred employer.
Recruitment (Continued)	Average time to finalise selection exercises		The average number of working days to finalise competitive selection exercises (for ongoing positions), from the date of advertising to when an offer of employment is made. Note: A selection exercises does not necessarily equate to one position. For example, a bulk selection round is counted as one selection exercise, even if more than position is filled through this process.	*Sum of total working days to finalise all competitive selection exercises (Ongoing positions) / Offers accepted(Ongoing positions)*	Useful for measuring the efficiency of selection processes, however does not account for the delay factor between an offer being made and the successful candidate commencing in the position.
	Average time to fill selection exercises		The average number of working days to fill competitive selection exercises (for ongoing positions), from the date of advertising to the date the successful candidate commences in the position.	*Sum of total working days to fill all competitive selection exercises (Ongoing positions) / Offers accepted(Ongoing positions)*	Useful for measuring the time it takes to have new employees on board for positions that are vacant, and accounts for the delay factor between an offer being accepted and the successful candidate commencing in the position.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Applicant rate (internal and external recruitment processes)	Human Capital Measurements Standards ('Applicant ratio', pp. 72 – 73).	The average number of applicants for internal and external recruitment processes.	*Total applicants (Internal/external recruitment process) / Total offers accepted*	Useful for gauging the resource requirement for conducting recruitment processes, and can also be indicative of the level of demand for various positions and the organisation's capacity to compete effectively as a preferred employer.
Secondments	Secondment rate (in to and out of the organisation)	Developed in consultation with APS agencies.	The number of secondments of ongoing employees (in to/out of the organisation) as a percentage of total movements of ongoing employees..	*Secondments (In/out) / Total movements*100*	Useful for examining the availability of skills development opportunities for employees through secondments out of the organisation. Also useful for measuring the level of secondments to the organisation, which provide an alternative source for filling temporary skills demands and a source of new ideas, creativity and innovation.
Transfers	Internal transfer rate	Human Capital Measurements Standards ('Lateral mobility', pp. 58 – 59).	The number of permanent lateral movements of ongoing employees as a percentage of total movements of ongoing employees.	*Lateral movements / Total movements*100*	Useful for examining the availability of skills development opportunities for employees through lateral moves across the organisation.
	External transfer rate (in to and out of the organisation)		The number of permanent external movements of ongoing employees (in to/out of the organisation) as a percentage of the total movements of ongoing employees.	*External movements (In/out) / Total movements*100*	Useful for tracking the level of mobility in to and out of the organisation.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Exits	Agency exit rate	Human Capital Measurements Standards ('Termination rate', pp. 120 – 121).	The number of ongoing employees who left the *organisation* during the period (voluntarily and non-voluntarily) as a percentage of the average headcount (ongoing) for the period. Includes: -Age retirements (s.30 of the PS Act) -Retrenchments (s. 29(3)(a)) -Invalidity retirements (s.29(3)(d)) -Other terminations of employment (ss 29(3)(b),(c),(e),(f),(g) and (h)) -Resignations, and -Deaths -Promotions and permanent transfers to other organisations	*Exits (Ongoing) / Average headcount (Ongoing)*100*	Useful for monitoring likely impact on departure, vacancy and replacement costs, including loss of corporate knowledge, skills and experience, and potential impact on workforce morale and workload. Can also be indicative of organisational insularity, and ineffective performance management processes.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Exits (Continued)	APS Separation rate	Human Capital Measurements Standards ('Termination rate', pp. 120 – 121).	The number of ongoing employees who left the *APS* during the period (voluntarily and non-voluntarily) as a percentage of the total average headcount (ongoing) for the period. Includes: -Age retirements (s.30 of the PS Act) -Retrenchments (s. 29(3)(a)) -Invalidity retirements (s.29(3)(d)) -Other terminations of employment (ss 29(3)(b),(c),(e),(f),(g) and (h)) -Compulsory moves to a non-APS agency (s.72(1)(b)) -Resignations, and -Deaths Excludes: -Promotions and permanent transfers to other organisations	*Separations (Ongoing) / Average headcount (Ongoing)*100*	Useful for monitoring likely impact on departure, vacancy and replacement costs, including loss of corporate knowledge, skills and experience, and potential impact on workforce morale and workload. Can also be indicative of organisational insularity, and ineffective performance management processes.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Exit profile		The breakdown of total exits of ongoing employees during the period by exit type. Exit types include: **Resignations** **Age retirements** **Promotions and permanent transfers (to other organisations)** **Terminations** **Retrenchments** **Invalidity retirements** **Compulsory moves to a non-APS agency** **Deaths** Can also be presented as the *percentage* of total exits of ongoing employees by exit type.	For each exit type: *Headcount (Ongoing)(Exit type)* Percentage breakdown: For each exit type: *Headcount (Ongoing)(Exit type) / Total exits (Ongoing)*100*	Useful for examining the reason why staff are exiting to ensure workforce strategies effectively target potential workforce risks.

Category	Metric	Sources referenced	Definition	Formula	Purpose
Exits (Continued)	Voluntary exit rate	Human Capital Measurements Standards ('Voluntary termination rate', pp.124 – 125).	The number of ongoing employees who left the organisation voluntarily during the period as a percentage of the average headcount (ongoing) for the period. Includes: -age retirements -resignations -promotions -ongoing transfers Excludes: -voluntary and involuntary redundancies -invalidity retirements -terminations -Machinery of Government changes	*Voluntary exits (Ongoing) / Average headcount (Ongoing)*100*	Useful for monitoring employee-initiated exits, to help identify gaps in the organisation's employment offer, or to identify emerging trends and issues that need to be addressed in particular business units or occupational groups or job families.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Voluntary exit profile	Human Capital Measurements Standards ('Termination reason breakdown', pp. 122 – 123).	The breakdown of total voluntary exits of ongoing employees during the period by reason for exiting. Can also be presented as the *percentage* of total voluntary exits of ongoing employees by exit type. <u>Reasons may include:</u> -Desire to gain further experience -Lack of future career opportunities in current agency -Desire to try a different type of work/career change -Lack of recognition in current agency for doing a good job -Lack of opportunity to work on innovative projects in current job -Current remuneration package -Interests do not match responsibilities of current job -Senior leadership in current agency is of a poor quality -Promotions in current agency not based on fair and transparent recruitment processes -Desire to relocate	For each exit reason: *Voluntary exits (Ongoing)(Exit reason)* <u>Percentage breakdown</u>*:* For each exit reason: *Voluntary exits (Ongoing)(Exit reason) / Total voluntary exits (Ongoing)*100*	Useful for examining voluntary exit drivers to ensure workforce strategies effectively target potential workforce risks.
Exits (Continued)	New starter exit rate	APS agency input.	The number of exits of new ongoing employees with short tenure (<1 year) as a percentage of the total number of new ongoing employees with short tenure (>1 year).	*Exits (Ongoing)(Tenure < 1 year) / Headcount (Ongoing)(Tenure < 1 year)*100*	Useful in comparing the number of exits of new starters to the total number of new starters who could have possibly exited during the period.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Retention rate	Human Capital Measurements Standards ('Retention rate', pp. 116 – 117).	The percentage of all ongoing employees present at the beginning of the period still with the organisation at the end of the period. Note: To obtain an accurate retention rate it is necessary to **exclude** employees who have both started and ceased during the period. You may also consider reporting retention rates for high performers, high potential employees and employees in critical job roles, if these are identified by your organisation. Employees who have left the organisation through a compulsory movement to a non-APS agency should be excluded from the starting population.	*[Headcount (Ongoing)(Start of period) – Terminations (Ongoing)] / [Headcount (Ongoing)(Start of period) *100*	Useful for monitoring the extent of departure, vacancy and replacement costs being incurred, and ensuring adequate resourcing, retention of corporate knowledge, and monitoring of existing retention strategies. Can also be indicative of the organisation's level of insularity, and ineffective performance management systems. Retention rate is sometimes preferred by organisations as a more positive way of measuring turnover than the Separation rate.
Tenure	Average workforce tenure	Human Capital Measurements Standards ('Average workforce tenure', pp. 470 – 471).	The average tenure for the total number of ongoing employees at the end of the period. As the distribution of tenure tends to be skewed, this metric is best calculated as a median.	*Median tenure of workforce at end of period*	Useful for monitoring loss or potential loss of experience and corporate knowledge. Can also be indicative of organisational insularity and turnover, or organisational growth.
	New starter tenure	Human Capital Measurements Standards ('Staffing rate— < - year tenure', pp. 474 – 475).	The number of ongoing employees who have been employed by the organisation for less than 1 year as a percentage of total headcount of ongoing employees.	*Headcount (Ongoing)(Tenure <1 year) / Total headcount (Ongoing)*100*	Useful for monitoring the percentage of the workforce with less than one year of tenure (and associated workforce challenges).

Workforce theme: Workforce capability

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Performance management	Performance appraisal participation rate	Human Capital Measurements Standards ('Performance appraisal participation rate', pp. 164 – 165).	The number of ongoing employees who received a performance rating during the period as a percentage of the number of ongoing employees eligible to receive a performance rating.	*Number of performance ratings (Ongoing)(End of period) / Headcount (Ongoing)(Eligible for appraisal at end of period)*100*	Provides an indication of the extent to which individual performance is being managed, to ensure it aligns with organisational expectations. Can also be indicative of the effectiveness of the performance management process and the level of employee engagement.
	Performance rating profile	Human Capital Measurements Standards ('Performance rating distribution', pp. 166 – 167).	The breakdown of total performance appraisal ratings for ongoing employees by rating category.	For each performance rating: *Headcount (Ongoing)(Performance rating) / Total performance ratings (Ongoing)*100*	Provides an indication of the extent to which individual performance aligns to organisational expectations. Can be useful in identifying training and development needs and opportunities. Can also be indicative of the effectiveness of the performance management process and the abilities of managers to deal with underperformance.
	Performance rating improvement rate	Human Capital Measurements Standards ('Employee upgrade rate', pp.158 – 159).	The number of ongoing employees whose current performance rating is higher than the previous cycle, as a percentage of the total number of ongoing employees who participated in the process.	*Headcount (Ongoing)(Improved performance rating) / Total performance ratings (Ongoing)*100*	Can be useful in monitoring the success of learning and development strategies. However, can be affected by changes in employees' positions. For example, a recently promoted employee might receive a lower performance rating than they did in the last cycle when they were in a position at a lower classification level.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Qualifications	Highest educational qualification profile	Human Capital Measurements Standards ('Educational attainment breakdown', pp. 180 – 181).	The breakdown of total headcount (ongoing) by highest educational qualification received. Can also be presented as the *percentage* of total headcount (ongoing) by highest educational qualification received. Qualifications may include: -Less than year 10 -Year 10 -Year 11 -Year 12 -Basic vocational qualification -Skilled vocational qualification -Associate diploma -Undergraduate diploma -Bachelor degree -Postgraduate diploma -Masters -Doctorate	For each qualification type: *Headcount (Ongoing) for which qualification type is the highest qualification received* Percentage breakdown: For each qualification type: *Headcount (Ongoing) for which qualification type is the highest qualification received / Total headcount (Ongoing)*100*	Provides an indication of the level of educational attainment of the workforce. Can assist in understanding the academic training or certification level requirements of key functions.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Qualifications	Field of Study		Administration (e.g. management, marketing, communication, tourism) Accountancy Economics Finance/Banking Human Resource Management/Industrial Relations Education Information Technology Legal Medical (e.g. doctors, nurses and physiotherapy) Social Sciences (e.g. social work, behavioural sciences, psychology, sociology) Science (e.g. mathematics, veterinary, geography, biochemistry) Engineering, Architecture, and/or Surveying Arts (e.g. history, archaeology, anthropology, English, languages, music, fine arts, philosophy, political science) Business (e.g. business management, bookkeeping, secretarial studies, office management) Agriculture/Forestry Trades, Labour and/or Hospitality (e.g. butchers, hairdressers and labourers) Other Chose not to give this information.	For each field of study type: *Headcount for the field of study* Percentage breakdown: For each field of study: *Headcount for field of study / Total headcount*100*	

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Learning and development	Time spent on learning and development type profile		The breakdown of time spent on learning and development by ongoing employees, by type of learning and development. Can also be presented as the *percentage* of total time spent on learning and development by ongoing employees, by type of learning and development. <u>Types of learning and development might include:</u> -coaching and mentoring -e-learning -formal training and education courses -on-the-job training -academic study -conferences and seminars -classroom workshops	For each learning and development type: *FTE working days spent on learning and development type by ongoing employees* <u>Percentage breakdown</u>: For each learning and development type: *FTE working days spent on learning and development type by ongoing employees / Total FTE working days spent on all learning and development types by ongoing employees*100*	Useful in examining preferences, and level of demand for different methods of providing learning and development, to assist with development and implementation of future learning and development strategies.
Learning and development (Continued)	Participation rate in learning and development programs	Human Capital Measurements Standards ('Development program penetration rate', pp. 145 - 147).	The number of ongoing employees who participated in learning and development programs as a percentage of the total number of ongoing employees who were eligible to participate in learning and development programs.	*Headcount (Ongoing) who participated in learning and development programs / Average headcount (Ongoing)*100*	Provides an indication of the extent to which eligible employees have the opportunity to participate in learning and development programs and the extent to which they utilise these opportunities.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
	Employee satisfaction with learning and development (by learning and development type)	Human Capital Measurements Standards ('Employee satisfaction with training', pp. 212 -213).	Staff survey results provide insight into the level of satisfaction of employees with access to and quality of different types of learning and development activities.		Provides an indication of the effectiveness of different types of learning and development, and the level of access. Useful in informing development and implementation of learning and development strategies.

Workforce theme: Workforce satisfaction and intentions

Category	Metric	Sources referenced	Definition	Formula	Purpose
Employee satisfaction	Employee engagement	APS Employee Census	Employee engagement is a measure of the emotional connection and commitment employees have to working for their organisation. The employee engagement index is calculated by combining the following APS Employee Census questions: 1. I am happy to go the 'extra mile' at work when required. 2. I suggest ideas to improve our way of doing things. 3. I believe strongly in the purpose and objectives of my agency. 4. I feel committed to my agency's goals. 5. I work beyond what is required in my job to help my agency achieve its objectives. 6. I am proud to work in my agency. 7. Overall, I am satisfied with my job. 8. I would recommend my agency as a good place to work. 9. I feel a strong personal attachment to my agency. 10. My agency really inspires me to do my best work every day.	Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index	Staff survey results provide insight into employee attitudes and intentions and can assist with assessing levels of motivation, interest and enthusiasm for work, career aspirations etc. Employee engagement has been thoroughly researched over a number of decades. High levels of employee engagement is strongly associated with positive benefits such as increased performance and productivity. Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes. Engagement requires a two-way relationship between an employee and their organisation.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Immediate supervisor (leadership)	APS Employee Census	The immediate supervisor score assesses how employees view the leadership behaviours of their immediate supervisor. The APS Employee Census questions that form the immediate supervisor index are: 1. My supervisor engages with staff on how to respond to future challenges. 2. My supervisor can deliver difficult advice whilst maintaining relationships. 3. My supervisor invites a range of views, including those different to their own. 4. My supervisor encourages my team to regularly review and improve our work. 5. My supervisor is invested in my development. 6. My supervisor ensures that my workgroup delivers on what we are responsible for.	questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.	Strong leadership is vital to high performance in the workplace. High quality leadership has been shown to boost positive workplace outcomes such as productivity, engagement and innovation. Strong leadership also supports times of high demand and contributes to lower employee turnover.
	SES manager (leadership)	APS Employee Census	The SES manager index assesses how employees view the leadership behaviours of their immediate SES manager. The questions that form the SES manager leadership index are: 1. My SES manager clearly articulates the direction and priorities for our area. 2. My SES manager presents convincing arguments and persuades others towards an outcome. 3. My SES manager promotes cooperation within and between agencies. 4. My SES manager encourages innovation and creativity. 5. My SES manager creates an environment that enables us to deliver our best. 6. My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS.		

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Communication	APS Employee Census	The communication index measures communication at the individual, group and agency level. The questions that form the communication index are: 1. My supervisor communicates effectively. 2. My SES manager communicates effectively. 3. Internal communication within my agency is effective.		Effective communication is vital for a positive workplace. A communicative workforce fosters collaboration, networking and diverse thinking while improving outcomes. It is also known that effective communication can prevent and buffer issues in the workplace.
	Enabling innovation	APS Employee Census	The questions that form the innovation index are: 1. I believe that one of my responsibilities is to continually look for new ways to improve the way we work. 2. My immediate supervisor encourages me to come up with new or better ways of doing things. 3. People are recognised for coming up with new and innovative ways of working. 4. My agency inspires me to come up with new or better ways of doing things. 5. My agency recognises and supports the notion that failure is a part of innovation.		Innovation is a particular focus for the APS as it can drive improved performance, productivity and work outcomes. Innovation and employee engagement are also linked, such that innovation can drive engagement, and innovation can flourish where employee engagement is high.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Wellbeing policies and support	APS Employee Census	The wellbeing policies and support index included in the APS Employee Census measures both the practical and cultural elements that allow for a sustainable and healthy working environment. The questions that form the wellbeing policies and support index are: 1. I am satisfied with the policies/practices in place to help me manage my health and wellbeing. 2. My agency does a good job of communicating what it can offer me in terms of health and wellbeing. 3. My agency does a good job of promoting health and wellbeing. 4. I think my agency cares about my health and wellbeing. 5. I believe my immediate supervisor cares about my health and wellbeing.		The APS has long been focused on the wellbeing of its employees. As employers, APS agencies have obligations under Work Health and Safety legislation. Together with these obligations is an acknowledgement that high performance of employees and organisations cannot be sustained without adequate levels of employee wellbeing.
Employee intentions	Intention regarding position	APS Employee Census	Employee intentions regarding their position are measured in the APS Employee Census using the following item: Which of the following statements best reflects your current thoughts about working in your current position? *[Please select one category only]* O I want to leave my position as soon as possible. O I want to leave my position within the next 12 months. O I want to stay working in my position for the next one to two years. O I want to stay working in my position for at least the next three years.		The question is designed to capture the intention of staff in regards to their mobility and likelihood of leaving their position.

Category	Metric	Sources referenced	Definition	Formula	Purpose
	Intention to leave position	APS Employee Census	Employee intentions regarding leaving their position are measured in the APS Employee Census using the following item: What best describes your plans involved with leaving your current position? *[Please select one category only]* O I am planning to retire. O I am pursuing another position within my agency. O I am pursuing a position in another agency. O I am pursuing work outside the APS. O It is the end of my non-ongoing, casual or contracted employment. O Other.		The question is designed to capture reasons for people who are intending to leaving their current position.

*Sources referenced in the development of the workforce metrics include:

1. Human Capital Measures Standards ('*The Metrics Standard: Establishing Standards for 200 Core Human Capital Measures*', Corporate Leadership Council, 2005).
2. Budget website (Australian Government Budget 2022-23 website).
3. Job Family Model ('*Australian Public Service Job Family Model*', Australian Public Service Commission, December 2011).

Note: For a number of metrics, a measurement unit of either headcount or full-time-equivalent number of employees is specifically suggested. This is based on the nature of the aspect of the workforce being measured, and the general purpose for measuring it. However, organisations will ultimately choose the unit of measurement that best suits their own needs and circumstances for each of the metrics and, in some cases, may utilise both.