

Statement of Methodology Revision

Contingent Labour Workforce Management Information

As part of DEFRA's ongoing commitment to producing and publishing transparent and efficient workforce management information (<https://www.gov.uk/government/collections/defra-workforce-management-information>), we wish to alert users to a change in methodology for recording and producing information related to the core DEFRA Contingent Labour workforce. This change in methodology will result in a break to the time series for core DEFRA Contingent Labour data, meaning that **data produced prior to November 2021 cannot be compared with data published after this time**. These changes refer only to core DEFRA, and not to our agencies or executive NDPBs.

The previous methodology for collecting and reporting Contingent Labour data was a manual, labour-intensive process, and was therefore subject to a higher level of potential error. As a means of better managing the Contingent Labour workforce, core DEFRA has recently adopted the use of a recruitment tool known as Eploy. Eploy is a system used to create, approve and manage vacancies across core DEFRA, and is now also the primary source of active Contingent Labour workforce data. The rollout of Eploy has enabled the collection of more robust and harmonised Contingent Labour information, and provides a more accurate representation of the current workforce across core DEFRA.

The outputs of this system will be used to produce the Contingent Labour Workforce Management Information from the end November 2021 position onwards for the categories of Agency Worker, Specialist Contractor and Interim Manager. Eploy is subject to a high level of quality assurance, with internal processes in place to check key fields on a routine basis. This higher level of quality assurance has inevitably led to much greater confidence in the outputs presented within the Workforce Management Information datasets. Data related to the 'Consultants' category is not captured on Eploy and is instead estimated from other internal records as per DEFRA's previous methodology.

Please note that there is no impact of this methodological change on the associated published costs for contingent labour. This data is derived from the actual billed costs for Contingent Labour which comes from our core ERP system SOP. The methodological change for headcount and FTE reporting has no bearing on the financial cost reporting.

It is important to note that Eploy is still in the process of being updated to reflect all current Contingent Labour staff employed by core DEFRA, with an estimated 98% of records fully populated as at November 2021.

As this data is sourced from an internal management information system, users should also note that published data is provisional and subject to change following any additional data validation work that occurs. Eploy is a live system which updates in real-time. There is no functionality to schedule extracts of data at particular points in time, e.g. 30th/31st each month. Extracts will therefore be taken from Eploy on the last working day of each month for the purposes of producing core DEFRA Workforce Management Information.

Definitions

Contingent Labour is broken down into four primary categories as follows:

<p>Temporary Workers – Admin and Clerical</p>	<p>Admin & Clerical agency staff are normally lower grade individuals who are actually filling in for a role within the organisational structure and are ideally used on a short term basis.</p> <ul style="list-style-type: none"> • normally engaged on an ad hoc or temporary basis to fulfil requirements within established posts. • involves providing cover (e.g. for a vacancy, holiday or sickness) or additional resource (e.g. for a seasonal peak in workload). • may be undertaking operational or professional roles. <p>For the purposes of categorising the contingent labour workforce, DEFRA also recognises that these staff will typically paid hourly on Civil Servant rates of pay where Agency Worker Regulations apply (AWR).</p>
<p>Interim Managers</p>	<p>Interims are normally middle- to senior-grade staff working in an organisation, concerned with the fulfilment of particular professional functional or senior management positions within the organisational structure (usually covering Business-as-Usual activities or providing cover for a role) and ideally engaged on a short term basis.</p> <ul style="list-style-type: none"> • may involve providing cover (e.g. for a vacancy, holiday or sickness) or additional resource (e.g. for a new team until someone is recruited, or a seasonal peak in workload). • may include Professional Interim Staff (e.g. senior qualified professionals in areas such as legal, finance, audit) and Interim Managers (including up to the most senior levels of the organisation). • likely to include a degree of organisational involvement (e.g. managing staff, representation at meetings) • typically engaged through an agency although in some cases may be engaged directly <p>For the purposes of categorising the contingent labour workforce, DEFRA also recognises that these staff are deemed to be inside of IR35 for tax purposes, as the individual is directing workers and being directed by the client organisation.</p>
<p>Specialist Contractors</p>	<p>Specialists are normally middle to senior grades, used to provide expertise that is not available in-house, fulfilling functional or senior positions within the organisational structure and ideally engaged on a short term basis.</p> <ul style="list-style-type: none"> • may include subcategories of Finance, HR, IT, Legal, Logistics, Marketing, Medical, Procurement, Estates, Technical and Other. • not staff substitution; specialists are used to provide additional resource, skills and expertise, not to cover vacancies etc. • should not include management functions or similar organisational involvement. • usually involved in a defined package of work or project rather than covering a day-to-day workload or defined job/ role. • in some instances, may include a degree of organisational involvement (e.g. managing staff, representation at meetings)



	<ul style="list-style-type: none"> • not always provided through an agency. <p>For the purposes of categorising the contingent labour workforce, DEFRA also recognises that these staff are typically paid daily and where AWR does not apply, as the rate of pay is higher than Civil Servants rates of pay.</p>
<p>Consultants</p>	<p>The provision to management of objective advice relating to strategy, structure, management or operations of an organisation, in pursuit of its purposes and objectives. Such advice will be provided outside the ‘business-as-usual’ environment when in-house skills are not available and will be time-limited. Consultancy may include the identification of options with recommendations, or assistance with (but not the delivery of) the implementation of solutions.</p> <p>Please Note: It is recognised that for consultants/consultancy services it is not always possible to provide a precise figure of the number of consultants working on a particular programme or project. However, all organisations should still look to provide an estimate of the headcount/FTE for each end of month snapshot reference date.</p>

