

# **Human Resources Department** **(including Partners)**

## **Management Information Pack**

Teresa Haskins, Director of Human Resources

May 2015

## **1. Key points**

### **1.1 Operational work**

Recruitment, training and administering employee annual appraisals and the employee annual pay review have been the main areas of operational work in the Partners and HR teams over the past 3 months.

### **1.2 Project work**

The HR and Partners System build project is progressing through the system design and build phases.

## 2 Strategic Objective 1

“Recruit and retain high quality people”

### 2.1 Employee recruitment activity February 2015 - April 2015

#### Employee Vacancies filled:

<b>Role</b>	<b>Department</b>	<b>New or replacement role</b>	<b>Internal transfer/promotion/external appointee</b>
Events Manager	Communications	Replacement	External
Stakeholder Communications Officer	Communications	Replacement	External
Head of Systems and Quality	Education	New	Internal
Facilities Officer x 2	Facilities	Replacement	External x 2
Purchase Ledger Officer	Finance	Replacement	External
Finance Officer	Finance	Replacement	External
Case Manager (Advancement)	FTP	Replacement	Internal
Case Team Manager	FTP	Replacement	Internal
FTP Team Admin	FTP	Replacement	Internal
Scheduling Team Manager	FTP	New	Internal
Hearings Team Manager	FTP	Replacement	Internal
Scheduling Officer	FTP	Replacement	External
Case Manager x 4	FTP	Replacement	External x 4
HR Officer	HR	Replacement	External
Team Leader	Registration	Replacement	Internal
Registration Coordinator x 2	Registration	Replacement	Internal x 2

### Employee Vacancies in progress

Vacancy	Department	New or replacement role
Internal Communications Manager (Mat. Cover)	Communications	Replacement
Hearings Officer	FTP	Replacement
Case Support Officer	FTP	New
Receptionist	Facilities	Replacement
Facilities Officer	Facilities	Replacement
Systems and Quality Manager	Education	New
Finance Business Partner	Finance	Replacement
HR Business Partner (Training & Development)	HR	New

## 2.2 Partner recruitment activity February 2015 - April 2015

### Partner roles filled:

Role	Profession	Number Required	Number offers made
Panel member	Biomedical scientists	7	3
	Orthoptist	1	1
	Occupational therapist	6	6
	Operating department practitioner	2	2
Registration assessor	Speech & Language	1	1
	Arts therapists – art therapy/ psychotherapy	3	2
	Practitioner psychologists – occupational	1	0

Plans are underway to re-advertise for the remaining 4 Biomedical Scientist panel members and an Occupational Psychologist registration assessor.

**Partner recruitment in progress**

Role	Profession	Number required	Applications received
Panel member	Physiotherapists	9	65
	Radiographers	8	40
	Clinical Scientists	2	3
Registration Assessor	Physiotherapist	1	39
	Radiographers	2	6
	Clinical scientist – Physiology, Histocompatibility, Haematology	3	3
Visitor	Arts Therapists – art therapy/ psychotherapy	1	6
	Biomedical Scientists	2	21
	Chiropodist/ podiatrist with POM	1	3
	Practitioner Psychologists	6	25
	Prosthetist & Orthotist	1	1

### 3 Strategic objective 2

“Train and develop people”

#### 3.1 Management development programme

The HCPC runs a modular management development course with a focus on soft skills, delegation and communication. The course includes two programmes, one for experienced managers and one for team leaders and aspiring managers. This year around 25 HCPC managers and aspiring managers are participating. Modules 2, 3 and 4 ran in February, March and April respectively.

#### 3.2 Partner training

New starter training for visitors took place in March.

The following training is scheduled to take place throughout May:

Type	Role	Date
Refresher	Registration assessor	1, 6, 8, 22 May
Refresher	Panel member	7 May

## **4 Strategic objective 3** “Encourage high performance”

### **4.1 Values-based competency framework and appraisals**

The HCPC’s Annual Performance Development Review (APDR) or appraisal process has been revised so that it is now based on a new values-based competency framework. All appraisals for financial year 2014-15 have now been completed and the HR team is in the process of evaluating the new APDR system and analysing learning and development needs identified in forms.

### **4.2 Partner performance assessments**

The following partner performance assessments (appraisals) were completed in the last financial year:

<b>Role</b>	<b>Scheduled</b>
Panel member	35
Panel chair	3
Visitor	31
Registration assessor	48

A relatively low number of panel member assessments were completed due to a significant number of panel members reaching their maximum 8 years of service in July 2014. A further cohort will reach their end of service dates in July 2015, however this is less than in 2014 and will have less impact on the numbers that can be appraised.

## **5 Strategic Objective 4**

“Ensure legal compliance and best practice”

### **5.1 HR Policy reviews**

We are currently reviewing the HCPC capability policy with the aim of making the process simpler and the guidance clearer. The HR team is also in the process of updating the maternity and paternity leave policies to reflect recent changes in legislation for shared parental leave. Finally, we are working with the Employee Consultation Group to review the HCPC dress code.

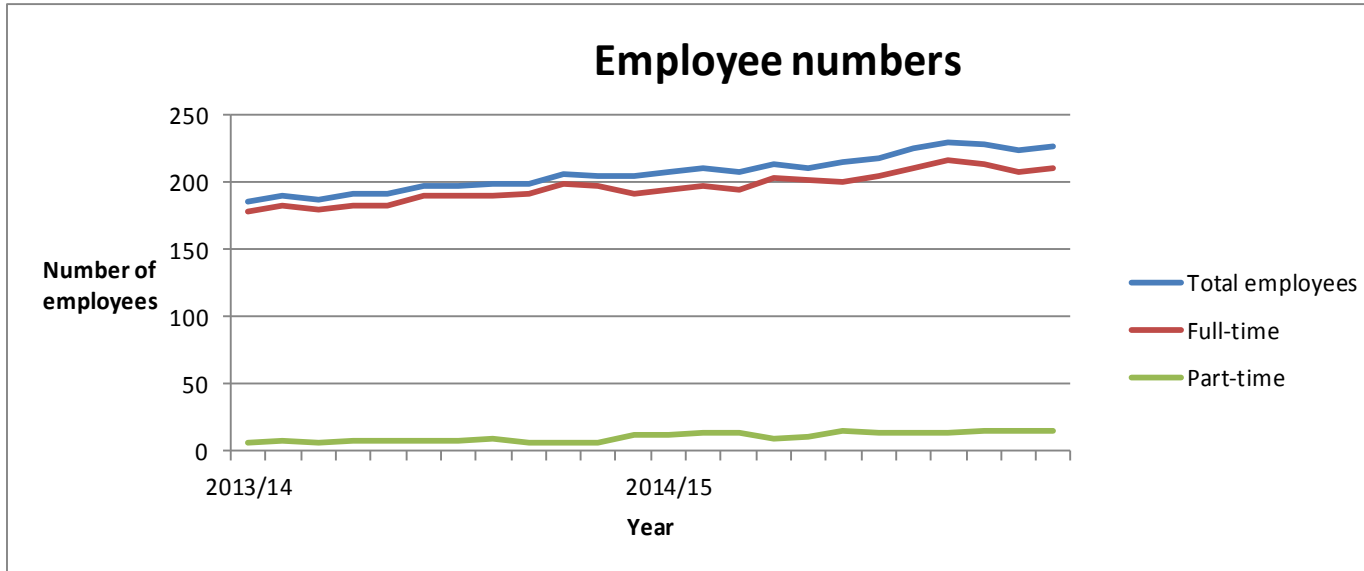
## **6 Strategic Objective 7**

“Reward people according to their contribution”

### **6.1 Annual pay review**

Work relating to management of the annual pay review was completed in March. All employees have been informed of the outcome and changes to pay have been implemented.





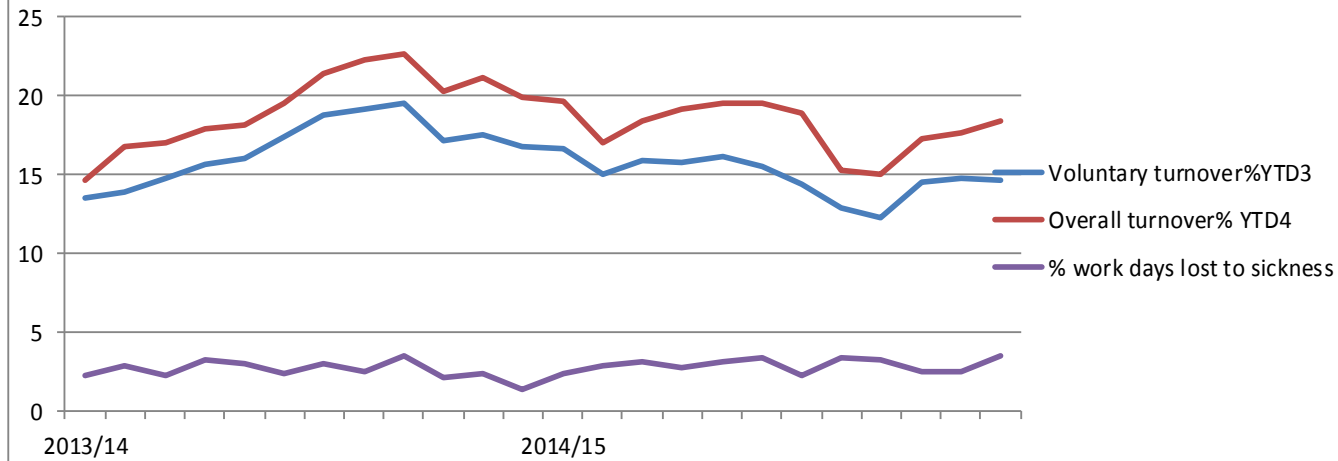
	2013/14												2014/15												10/11	11/12	12/13	13/14	14/15
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE
<b>EMPLOYEES</b>																													
Budgeted employees	204	204	204	204	204	204	204	204	204	204	204	204	248	248	248	248	248	248	248	248	248	248	248	248	144	148	186	204	248
<b>Total employees</b>	<b>185</b>	<b>190</b>	<b>187</b>	<b>191</b>	<b>191</b>	<b>198</b>	<b>198</b>	<b>199</b>	<b>199</b>	<b>206</b>	<b>205</b>	<b>204</b>	<b>207</b>	<b>210</b>	<b>208</b>	<b>213</b>	<b>211</b>	<b>215</b>	<b>218</b>	<b>225</b>	<b>229</b>	<b>228</b>	<b>223</b>	<b>226</b>	<b>142</b>	<b>153</b>	<b>179</b>	<b>204</b>	<b>226</b>
Full-time	178	182	180	183	183	190	190	190	192	199	198	192	195	197	195	203	201	200	205	211	216	213	208	211	131	143	173	194	211
Part-time	7	8	7	8	8	8	8	9	7	7	7	12	12	13	13	10	11	15	14	14	13	15	15	15	11	10	7	10	15
FTE	184	189	186	189	189	196	196	197	197	204	203	203	203	207	205	211	209	212	215	222	226	225	220	223	140	151	178	194	223
Permanent	180	185	182	185	186	190	190	190	189	195	191	194	197	201	198	200	203	206	208	215	218	217	214	220	134	142	174	194	220
Maternity/paternity leave	6	5	5	5	4	9	8	9	10	12	13	10	13	9	9	9	7	9	8	6	6	5	5	5	1	3	6	10	5
Fixed-Term Contracts	5	5	5	6	5	8	8	9	10	9	11	10	9	9	10	13	8	9	10	10	11	11	9	6	8	11	5	10	6
Starters (permanent)	6	7	1	4	2	8	2	3	2	8	2	2	2	3	3	6	2	4	4	8	2	5	1	4	15	4	86	47	44
Starters (fixed-term)	1	1	3	2	1	3	2	2	2	0	1	0	0	1	1	4	0	3	1	0	2	6	0	0	10	24	30	18	18

FTE Full-time equivalent

YTD Year to Date

FYE Final Year End

## Employee sickness absence & turnover



	2013/14												2014/15												10/11	11/12	12/13	13/14	14/15
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE
<b>Voluntary resignations<sup>1</sup></b>	0	3	3	3	3	4	4	4	4	0	3	2	0	0	5	3	4	3	2	1	3	5	4	2	10	13	24	33	32
Compulsory leavers <sup>2</sup>	0	3	0	0	0	0	1	1	0	0	1	0	0	1	1	2	0	0	0	0	1	0	1	2	5	6	2	6	8
Total leavers (vol. & comp.)	0	6	3	3	3	4	5	5	4	0	4	2	0	1	6	5	4	3	2	1	4	5	5	4	15	19	26	39	40
<b>Voluntary turnover%YTD<sup>3</sup></b>	14	14	15	16	16	17	19	19	19	17	18	17	17	15	16	16	16	16	14	13	12	14	15	15	7	9	14	17	66
<b>Overall turnover% YTD<sup>4</sup></b>	15	17	17	18	18	20	21	22	23	20	21	20	20	17	18	19	20	20	19	15	15	17	18	18	11	13	16	20	81
Agency days	126	142	156	155	147	140	222	178	195	211	204	187	145	277	222	269	279	413	507	273	118	260	262	380	360	568	6053	2062	3403
% work days lost to sickness	2	3	2	3	3	2	3	3	3	2	2	1	2	3	3	3	3	3	2	3	3	3	2	3	2	2	5	2	3
Average sick-days YTD	7	7	7	7	7	7	7	7	7	6	7	6	6	6	7	6	6	7	7	7	7	7	7	7	7	6	9	7	7
<b>Sick-days</b>	84	111	84	139	117	96	125	105	112	96	98	59	99	126	138	124	136	154	104	157	141	120	113	163	843	819	2370	1227	1576
Occ. Health Referrals	1	1	2	1	1	3	2	0	0	1	0	0	1	5	0	3	2	2	4	1	3	2	3	1	13	15	47	12	27

<sup>1</sup> **Voluntary Resignations:** Includes resignations of permanent employees, or resignations of fixed term employees prior to the end of their contract

**FTE** Full-time equivalent

<sup>2</sup> **Compulsory Leavers:** Records leavers except for resignations. Includes expiries of fixed term contracts, redundancies, dismissals,

**YTD** Year to Date

<sup>3</sup> **Voluntary Turnover YTD:** Shows the year to date turnover percentage (last twelve months) for voluntary resignations only

**FYE** Final Year End

<sup>4</sup> **Overall Turnover:** Shows the year to date turnover (last twelve months) for all leavers - voluntary and compulsory

Health and Care Professions Council

Panel Members	2013												2014												11/12	12/13	13/14	14/15	14/15
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	Forecast
Arts therapists	6	6	6	6	6	6	6	6	6	6	8	7	7	7	7	7	7	7	7	7	7	7	7	7	6	6	7	7	8
Biomedical scientists	9	9	9	8	10	10	9	9	9	9	12	12	12	11	11	11	11	12	12	12	11	11	11	11	9	9	12	11	9
Chirops & podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	12	12	12	12	12	12	12	12	11	11	11	12	11
Clinical scientists	12	12	12	12	11	11	11	11	11	11	13	13	13	13	13	13	10	12	12	12	12	12	12	12	12	12	13	12	12
Dietitians	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	10	7	7	7	7	7	8	8	8	8	8	8	8
Hearing aid dispensers	9	9	9	9	9	9	9	9	9	9	9	6	6	6	6	6	8	8	8	8	8	8	8	8	9	9	6	8	9
Occupational therapists	10	10	10	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	10	10	12	12	10
Operating Dept Practitioner	13	13	13	12	12	12	12	12	12	12	12	12	12	12	12	12	10	10	10	10	9	9	9	9	13	13	12	9	13
Orthoptists	5	5	5	5	5	5	5	5	5	6	5	5	5	5	5	5	5	5	4	4	4	4	4	4	5	5	5	4	5
Paramedics	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	21	22	23	22	22	22	22	22	20	20	20	22	20
Physiotherapists	24	24	24	16	16	16	16	16	16	16	16	16	16	16	16	16	15	15	15	15	15	15	15	15	24	24	16	15	18
Practitioner psychologists	28	28	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	29	29	26	26	28
Prosthetists & Orthotists	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	6	6	6	6	6	6	6	5	5	5	6	5
Radiographers	14	14	14	15	15	15	15	15	15	15	16	16	16	16	16	16	16	16	16	15	15	15	15	14	14	16	15	14	
Social workers	34	34	34	33	31	31	31	31	31	31	31	30	30	30	30	30	30	29	29	29	29	29	29	29	34	34	30	29	34
Speech/ Language Ther	15	15	15	13	13	13	13	13	13	13	13	13	13	13	13	13	11	12	12	12	12	12	12	12	15	15	13	12	15
Lay members	57	57	57	56	56	56	55	55	55	55	55	55	55	53	53	53	60	60	58	57	58	58	58	58	57	57	55	58	57
<b>Total</b>	<b>280</b>	<b>280</b>	<b>278</b>	<b>267</b>	<b>266</b>	<b>266</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>265</b>	<b>272</b>	<b>267</b>	<b>267</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>268</b>	<b>271</b>	<b>269</b>	<b>267</b>	<b>265</b>	<b>265</b>	<b>266</b>	<b>266</b>	<b>281</b>	<b>281</b>	<b>267</b>	<b>266</b>	<b>276</b>
<b>Visitors</b>																									<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>
Arts therapists	11	11	11	11	11	11	11	11	11	11	11	10	10	9	9	9	9	9	9	9	9	9	11	11	12	11	10	11	13
Biomedical scientists	8	8	9	7	7	7	7	7	7	7	9	9	9	9	9	9	9	9	8	8	8	8	8	11	8	9	8	9	
Chirops & podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	12	11	11	11	12	12	
Clinical scientists	7	7	7	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8	8	11	12	6	14	8	12	7	
Dietitians	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	6	7	7	7	7	7	8	8	8	7	8	
Hearing aid dispensers	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	
Independent Prescribers	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	8	8	8	8	8	8	8		9	9	8	9	
Occupational therapists	13	13	13	13	13	13	13	13	13	13	12	12	12	12	12	12	11	11	11	11	11	11	14	13	13	13	12	13	13
Operating Dept Practitioner	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	9	8	8	8	8	8	8	10	10	10	8	10	
Orthoptists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Paramedics	14	14	14	14	14	14	14	14	14	14	14	13	13	13	13	13	12	10	9	9	9	12	13	16	14	13	13	14	
Physiotherapists	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	12	12	12	15	13	13	12	13	
Practitioner psychologists	27	28	28	28	28	28	28	28	27	27	27	27	27	27	27	27	26	26	26	26	26	26	25	31	27	27	25	27	
Prosthetists & orthotists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	2	4	4	3	5	
Radiographers	17	17	17	17	17	17	17	15	15	15	18	18	18	18	18	18	17	17	17	17	17	17	17	16	17	18	17	19	
Social workers/ AMHP	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	27	27	27	27	27	27	30	31		28	28	31	28
Speech/ Language Ther	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	9	8	8	8	8	8	9	9	10	10	10	9	10
Lay members	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	0	17	17	16	16	16	16	4	4	3	16	4	
<b>Total</b>	<b>202</b>	<b>203</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>202</b>	<b>202</b>	<b>199</b>	<b>198</b>	<b>198</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>190</b>	<b>201</b>	<b>200</b>	<b>198</b>	<b>197</b>	<b>197</b>	<b>212</b>	<b>214</b>	<b>173</b>	<b>209</b>	<b>202</b>	<b>214</b>	<b>210</b>

Registration Assessors	2014																								11/12	12/13	13/14	14/15	13/14
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	Forecast
Arts therapists	6	6	6	6	6	6	6	6	6	6	6	6	6	5	5	4	4	4	4	4	5	5	5	5	6	6	6	5	6
Biomedical scientists	14	14	14	13	13	13	13	13	13	13	13	13	13	13	13	12	12	12	12	11	11	11	11	11	15	14	13	11	14
Chirops & podiatrists	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	3	3	3	5	5	5	5	6	5	5	5	5	
Clinical scientists	25	25	25	26	25	24	23	23	23	23	22	22	22	22	22	22	22	22	22	27	27	30	30	25	25	22	30	26	
Dietitians	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	5	6	6	6	6	6	6	7	7	7	6	7	
Hearing aid dispensers	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Occupational therapists	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	
Operating Dept Practitioner	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	4	4	4	3	4	
Orthoptists	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	4	5	
Paramedics	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	5	5	6	6	13	22	22	23	11	9	9	23	9	
Physiotherapists	20	20	20	20	20	20	20	20	19	19	18	17	17	17	17	17	17	17	17	17	17	17	17	20	20	17	17	20	
Practitioner psychologists	30	30	30	32	32	32	31	31	30	30	27	27	27	27	27	27	27	26	26	25	25	25	24	30	30	27	24	31	
Prosthetists & orthotists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Radiographers	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	14	14	14	14	15	15	15	14	15		
Social workers	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	20	20	20		21	21	20	21	
Speech/ Language Ther	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	11	10	9	9	10	
<b>Total</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>187</b>	<b>186</b>	<b>184</b>	<b>184</b>	<b>182</b>	<b>182</b>	<b>177</b>	<b>176</b>	<b>176</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>165</b>	<b>164</b>	<b>165</b>	<b>165</b>	<b>176</b>	<b>185</b>	<b>188</b>	<b>188</b>	<b>172</b>	<b>188</b>	<b>176</b>	<b>188</b>	<b>190</b>
<b>CPD Assessors</b>																								<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>	
Arts therapists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	
Biomedical scientists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	
Chirops & Podiatrists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	10	10	9	9	9	9	9	9	9	12	11	11	9	11	
Clinical scientists	2	2	2	2	1	1	1	1	1	1	0	0	0	2	2	2	1	1	1	1	1	1	1	2	2	0	1	2	
Dietitians	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	
Hearing aid dispensers	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		2	2	2	2	
Occupational therapists	10	10	10	10	10	10	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	10	10	9	9	10	
Operating Dept Practitioner	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	
Orthoptists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Paramedics	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	5	5	7	7	7	
Physiotherapists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	
Practitioner psychologists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8		7	8	8	8	
Prosthetists & orthotists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	
Radiographers	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	
Social workers	Not required																		17	17	17	17	18	18				18	18
Speech/ Language Ther	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
<b>Total</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>88</b>	<b>88</b>	<b>106</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>106</b>	<b>106</b>	<b>79</b>	<b>89</b>	<b>89</b>	<b>106</b>	<b>110</b>
<b>Legal Assessors</b>																								<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>Forecast</b>	
Legal Assessors	42	42	42	40	40	40	40	40	40	40	40	38	38	38	38	38	38	38	38	38	38	38	38	20	42	38	38	42	
Panel Chair	29	29	29	29	29	29	29	29	29	29	29	29	29	29	29	38	39	40	38	37	37	37	37	19	29	29	37	29	
<b>Total Number of Roles</b>	<b>833</b>	<b>834</b>	<b>833</b>	<b>818</b>	<b>815</b>	<b>814</b>	<b>810</b>	<b>807</b>	<b>803</b>	<b>804</b>	<b>811</b>	<b>801</b>	<b>801</b>	<b>797</b>	<b>797</b>	<b>797</b>	<b>787</b>	<b>801</b>	<b>818</b>	<b>811</b>	<b>818</b>	<b>827</b>	<b>847</b>	<b>849</b>	<b>744</b>	<b>838</b>	<b>801</b>	<b>849</b>	<b>857</b>