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Workload Analysis At The Regional Offices

Working Paper

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I. INTRODUCTION

1. Due to technological innovations, organizations are changing fast. Nowadays, it is a crucial question that is "How many staff is needed in an organization?"[1]. Workload analysis of NSI is a hard work in itself. It is even harder if surveys are much diversified in terms of subject and sample sizes are high and scattered. Especially for countries having many regional offices such as Turkey, norm staffing and workload calculations have a higher importance.
2. To have information about provider's workload analyses regarding the surveys is so important to obtain efficiency of the works. TurkStat has also requested the following information about determining workload drivers, identifying daily workload trends and determining average times for routine tasks[2].
3. Turkish Statistical Institute (TurkStat) is a two sided institution with a central organization that consists of 19 departments, which are mostly main services, and a regional organization that is made up of 26 regional offices country wide. When the conditions vary too much; it is a hard work to manage the human resources and measure the efficiency of the units. To address this need "Workload Analysis" has been implemented in TurkStat since 2013. Approximately three quarters of the total staff of 3,906 in April 2016 [3] has worked in the regional offices, with the majority of them classed as temporary employees who are primarily engaged in

¹ The views, comments and opinions expressed in this paper are those of the author and do not necessarily reflect the opinions or policies of Turkstat. The same rule applies for all the work done on the basis of this paper.

data collection. Therefore, workload calculations enhance the importance for the regional offices of TurkStat.

II. METHODS

4. In this study, the aim is to carry out optimal number of staff for each unit in the regional offices according to work load of the office/unit. To be able to find the optimal numbers of staffs, the work load analysis is used. The reported information (fieldwork and office work timeframe) concerning the survey made by the regional offices has been evaluated and workload for each survey has been calculated. When the optimal number of questionnaire forms that can be filled by one person in one day becomes clear, the optimal numbers of staffs for each regional office/unit is calculated.

A. Tools of Workload Calculations

5. Workload answer the question that is “How many staff do we need to carry out our surveys?”. It is calculated as “man-day”. Workload components are Field work (man-days) and Office work (man-days). There are special computer programs for calculating workload, the first name is Region Activity Report and the second name is Office Activity Report. Sum of both gives us workload. After that the answer of the question “How many survey can be completed one day including all the process information?” are taken from regional offices. And comparisons have been done from planning and monitoring group which are located Central Offices.

B. Region Activity Report

Table-1. Field Work (man-days)

Names of Regional Offices	Study Name	Reference Period	Start Date	Finish Date	Questionnaire Number	Man*Day
BURSA	Labour Force Surv.	2015-June	29/06/2015	31/07/2015	710	165
KARS	Labour Force Surv.	2015-June	08/06/2015	03/07/2015	60	14
KAYSERİ	Labour Force Surv.	2015-June	06/07/2015	07/08/2015	300	71

6. Field work (man*days): It shows how many man*day spent outside the office. Table of field work is fulfilled by only team leaders at the regional offices. For example; in Bursa Region, it was reported that 11 person worked 15 day between 29/06/2015- 31/07/2015 at outside about Labour Force Survey, so it was spent 165 man*day in this work. 165 (man*day) is divided to 710 Questionnaire Number, it is obtained 0,233 man*day workload of labour force survey. So in 1 day $1/0,232=4,3$ Questionnaire can be fulfilled outside the office.

C. Office Activity Report

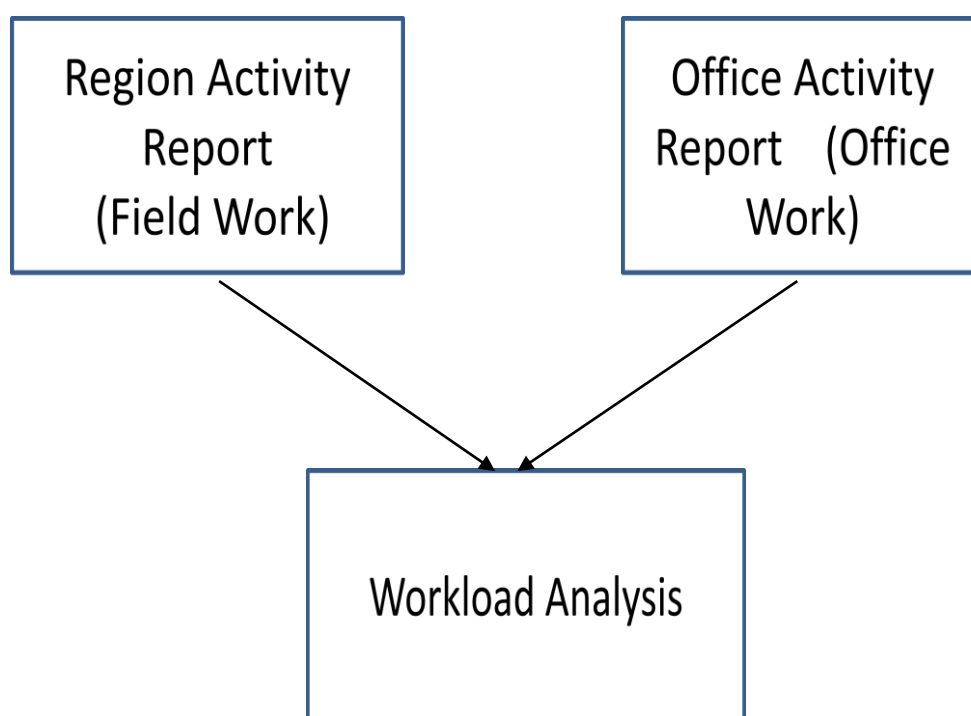
Table-2. Table of Office Work (man-days)

Labour Force Survey	Names of Regional Offices		
Office Work Process	BURSA	KARS	KAYSERİ
Education (minute)	1200	950	986
Search and Organization (min.)	22.558	7.130	8.870
Calling Phone (min.)	8.564	6,550	6.696
Data Entering (min.)	3.810	2.236	2.420
Analysis (min.)	78.972	55.595	60.069
Meeting (min.)	9.365	4.658	4.450
E-mail sms (min.)	910	876	925
Reports (min.)	2.421	2.225	2.369
Total Time (min.)	127.800	80.220	86.785
Number of Questionnaire (min.)	710	430	480
Time per 1 Questionnaire (min.)	180	186.55	180.80
Number of Questionnaire per 1 Day	2.66	2.57	2.65

7. Office work (man*days): It shows how many minutes spent inside the office (survey, organization, education, data control, analysis, etc.). Table of office work (man-days) is fulfilled by all of the personal at the regional offices. For example; in Bursa region, it was reported that total time (127,800 minute) was spent inside the office about Labour Force Survey which includes all of the internal process.

This total time is divided to (710) number of questionnaire and it is obtained time per 1 questionnaire (180 min.). In 1 day staff are working 8 hours is equal to 480 minutes. So, 480 minutes is divided to time per 1 questionnaire (180 min.) and it is obtained 2,66 number of questionnaire per 1 day at office work.

D. Sum of Region Activity Report and Office Activity Report



8. After determined of how many questionnaire is fulfilled inside and outside the office. Workload analysis can be calculated. At labour force survey 2,66 questionnaire can be controlled inside the office which includes all of the office process and 4,3 questionnaire can be fulfilled outside of the Office. So in 1 day totally $4,3+2,66 = 6,96$ questionnaire can be done for all of the process.

E. Declaration of Regional Offices (How many questionnaire can be completed in a day including all the process information)

9. In this part, for doing comparisons Central Offices want to take from regional offices that how many questionnaire form can be completed in one day including all the process which is inside and outside of the office. This table is fulfilled by

group leaders at regional office twice a year. They give this tables for doing prediction.

Table-3. Table of Workload Declaration from Regional Offices

Name of Regional Officess (26 Office)	Name of Surveys					
	Labour Force Survey	Household Budget Survey (monthly diary keeping)	Annual economic statistical survey	Consumer price survey (number of item)	Survey of income and living consitions survey	Survey of Life Satisfaction
ADANA	4,00	0,31	6,00	160,00	2,00	3,00
ANKARA	3,75	0,31	13,00	130,00	1,30	2,50
ANTALYA	4,00	0,31	5,00	161,00	2,00	3,00
BALIKESİR	5,00	0,31	7,00	200,00	2,00	3,00
BURSA	5,00	0,31	8,00	120,00	2,00	3,00
DENİZLİ	4,00	0,31	5,00	170,00	2,00	3,00
DIYARBAKIR	5,00	0,28	8,00	150,00	1,50	3,00
EDİRNE	4,00	0,31	6,00	150,00	2,00	3,00
ERZURUM	5,00	0,31	5,00	150,00	2,00	3,00
GAZİANTEP	5,00	0,31	5,00	180,00	2,00	3,00
HATAY	6,00	0,31	6,00	150,00	1,70	3,00
İSTANBUL	5,00	0,31	8,00	150,00	2,00	3,00
İZMİR	3,50	0,31	6,00	135,00	1,30	2,00
KARS	4,00	0,31	5,00	215,00	2,00	3,00
KASTAMONU	3,50	0,31	7,00	150,00	1,50	2,00
KAYSERİ	4,00	0,31	7,00	160,00	2,00	3,00
KOCAELİ	4,00	0,31	5,00	160,00	2,00	3,00
KONYA	3,50	0,31	5,00	125,00	2,00	3,00
MALATYA	4,00	0,31	6,00	150,00	2,00	3,00
MANİSA	3,00	0,31	4,00	135,00	1,50	2,00
NEVŞEHİR	4,00	0,31	5,00	180,00	2,00	3,00
SAMSUN	3,35	0,31	8,00	150,00	1,30	2,50
SİİRT	3,20	0,31	5,00	140,00	2,00	3,00
TRABZON	4,00	0,31	5,00	125,00	2,00	3,00
VAN	4,00	0,31	7,00	160,00	2,00	3,00
ZONGULDAK	5,00	0,31	6,00	180,00	1,50	3,00

10. As shown in the table 3, Bursa regional office can complete 5 Labour Force Questionnaire everyday including all the working process. In other words; for doing 1 labour force questionnaire form $(1/5) = 0.2 \text{ man*day}$ is needed. After determined all of the survey's man*day, annual schedule program is prepared. Top managers look at the annual schedule program and decide when the surveys starting and finishing dates before beginning of the year. Therefore, starting and finishing dates of some surveys can be changed by the central office according to the density of surveys by looking workload of months.

III. RESULTS

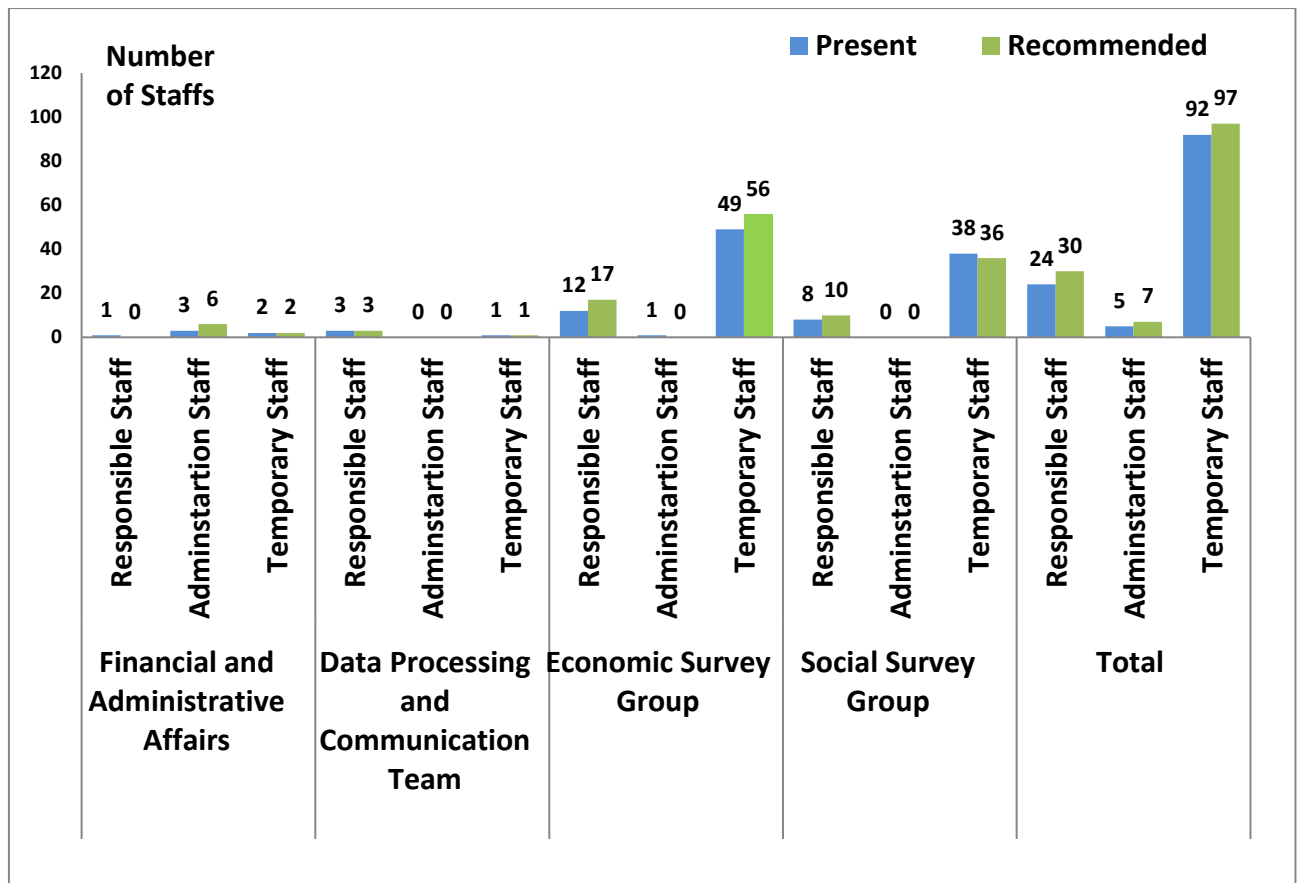


Figure 1. Norm Staffing Graphs for Bursa Region in Turkey

11. As a result, after detailed workload analysis of norm staffing is defined by Central Office. As shown in the Figure 1., Bursa Region had totally 92 staff on May 2015. But Central Office gives recommendation 97 persons, including 6 months period.

IV.CONCLUSIONS

A. Advantages in Terms of Human Resource Management

12. By creating a result for norm staffing, workload analysis provides a competitive organization by enabling it to predict and adapt to current and future requirements. Norm staffing improves the performance of the various units of the organization, and develops the recruitment policies adopted in the organization, by accurately identifying the needs of its human resources.

B. Advantages in Terms of Work Load Distribution and Effectiveness

13. Norm staffing and workload analysis *enhances which is given below;*

- the capacity for a better planning/monitoring system for field works.
- generating of manageable units
- creating a base for cost analysis of surveys
- the employees' satisfaction level
- sustaining equal workload between regional offices and to determine optimum personal number for every units,
- the standard staff structure in Data Processing and Communication Team

V. REFERENCES

[1] Binod Atreva, Nepal Rastra Bank (Central Bank Of Nepal).

[2] University of Michigan Health System Programs and Operations Analysis of Clerical Staff Workload Final Report.

[3] Peer Review Report On The Compliance With The Code Of Practice and The Coordination Role Of The National Statistical Institute in Turkey.