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Executive Skills Recruitment Watch Survey 2005

A report prepared by PA Consulting Group

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PA

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EXECUTIVE SUMMARY

After significant growth in 2003 and 2004 the overall demand for executive staff in Northern Ireland (NI) declined in 2005. This decrease was primarily due to a significant reduction in the demand for public sector executive staff. At the same time, the number of advertisements for private sector executives continued to grow in line with previous years. The net result of these divergent trends is an overall reduction in demand for executive staff and a narrowing of the gap in demand between the two sectors. It is noteworthy that in 2005, the difference in the number of advertisements for the two sectors fell to the lowest that has been observed since the start of this survey, with public sector advertisements outnumbering those for the private sector by only 207.

In terms of vacancy counts, a notable driver for the decrease in demand for public sector executives is the significant reduction in advertisements for Professionals, falling from 2,994 advertisements in 2004 to 1,597 in 2005, (47% reduction). Within this category of staff, the largest absolute decrease was in the demand for Business and Public Service Professionals, which showed a reduction of 588 vacancy postings, (i.e. 57%).

There was also a significant decrease in the demand for public sector Associate Professionals, reducing from 1,268 vacancy postings in 2004 to 833 in 2005, representing a 34% reduction. Within this category of vacancies, the largest decrease was in the demand for Therapists, which fell by 254 from 500 advertisements in 2004 to 246 in 2005, representing a 51% decrease.

To assess whether there was any relationship between public and private sector trends, comparative correlation analysis was undertaken. Up until 2004, the strong relationship between the general trends for the two sectors was reflected by a high Pearson correlation coefficient of 0.89. When 2005 data are considered however, the correlation coefficient falls to 0.58, reflecting the fact that in that year, whilst the number of private sector advertisements continued to grow, public sector advertisements decreased, thus moving the executive demand for the two sectors in opposite directions.

To assess the overall goodness of fit of the results of the Executive Skills Recruitment Watch Survey within the NI context, the results were compared to other regional employment and recruitment data sources, namely *JobCentreOnline*, a website provided by the Employment Service with a job search facility and the Labour Force Survey (LFS). Whilst the annual total numbers of JobCentre vacancies were consistently greater than those observed in the Executive Skills Recruitment Watch Survey, there was a strong correlation in the general data trends. The strength of this relationship was reflected by a high correlation coefficient of 0.783. The relationship was even stronger when the number of vacancy postings for Corporate Managers and Senior Officials from the two data sources were compared. For this comparison, the Pearson correlation coefficient was a very high 0.99, and the trend lines for the two data sets mirrored each other exactly, suggesting that in terms of tracking demand for Corporate Managers and Senior Officials, the

two data sources have been showing remarkably similar trends over the years.

These similarities in trends and strong correlations are encouraging, and suggest that the results of the Executive Skills Recruitment Watch Survey do in fact reflect some of the wider employment trends and staff demand patterns in NI.

1 INTRODUCTION

Since 2000 PA Consulting group has been undertaking the Northern Ireland (NI) Executive Skills Recruitment Watch Survey on behalf of the Department for Employment and Learning (DEL). This survey tracks the number and profile of 'executive' vacancies advertised in the Belfast Telegraph's *JobFinder* supplement. Vacancy postings that meet the specified threshold salary¹ are tabulated, and the total counts over the year are analysed by industry (using Government's Standard Industrial Classification) and by occupation (using Government's Standard Occupational Classification).

By providing an indication of employers' demand for such staff, the survey can serve as a unique indicator of NI's economic wellbeing. Furthermore, the survey can also highlight changes and patterns in employers' requirements and the relative strengths and weaknesses of NI's economy as a whole as well as for specific industrial sectors.

1.1 Definition of the Public Sector

In line with the United Kingdom National Accounts (2006)², the public sector is defined in this study as being comprised of central government, local government and public corporations.

Central government includes all administrative departments of government in NI and other central agencies and non-departmental public bodies. Local Government covers those types of public administrations that only cover a locality and any bodies controlled and mainly financed by them. Public corporations are those that are totally owned and funded by the public sector.

1.2 Definition of the Private Sector

The private sector is defined as consisting of those entities which are not state controlled, are not a part of central government, local government and are not public corporations. These include a variety of entities such as private firms and companies, private corporations, private banks, Small and Medium Enterprises, etc.

¹ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005, this was raised to £25,000.

² Office for National Statistics: *United Kingdom National Accounts - The Blue Book 2006*

2 APPROACH AND METHODOLOGY

2.1 Introduction

In the broadest sense, the Executive Skills Recruitment Watch Survey is an interrogation and analysis of job vacancy postings in NI with advertised salaries above a specified threshold³. In identifying and analysing these vacancies, the survey looks at job advertisements in the Belfast Telegraph across a wide range of employment areas and job types in both the public and private sectors.

This chapter describes the approach that was applied in this study to obtain an indication of the demand for these staff in NI, and discusses the sources of the data, the various categorisations and classifications used, and the subsequent analysis.

2.2 Newspapers as a Source of Job Vacancy Data

The print media, i.e., newspapers, are the most popular medium for job advertisements by employers in the United Kingdom. Furthermore, a study titled 'Recruitment Choice'⁴ commissioned by *The Newspaper Society* has found that newspapers are the most popular searching and browsing medium for job hunters in NI. Particularly, this study found that when looking for a new job, 72% of people in NI turned to their local newspaper job pages first (versus 51% UK average). To put this in perspective, the second most popular job search method is to search online, which is the first port of call for only 9% of job hunters.

Furthermore, the study found that 30% of people in NI found their last job through their local newspaper (as opposed to the UK average of 23%). This is only marginally lower than 'word of mouth', which is the medium through which many of the job hunters surveyed (32%) found out about their last job.

These results clearly demonstrate the importance and overwhelming dominance of regional/local newspapers as a search tool for job-seekers in NI, and validate the approach of the Executive Skills Recruitment Watch Survey, which bases its counts and analyses on job advertisements in the local print media.

2.3 The Belfast Telegraph 'JobFinder' Supplement

With 96,435 copies sold daily in 2005, the Belfast Telegraph is certified by the UK Audit Bureau of Circulations⁵, as the newspaper with the widest circulation in NI.

³ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005, this was raised to £25,000.

⁴ *The Newspaper Society: Recruitment Choice, 2005*

⁵ See Audit Bureau of Circulations website: www.abc.org.uk

'*JobFinder*' is a dedicated job vacancy supplement published bi-weekly in the Belfast Telegraph. An issue of the *JobFinder* typically consists of up to 20 pages of job advertisements and is published on Tuesday and Friday of each week as follows:

- On Tuesdays, a dedicated public sector *JobFinder* provides a comprehensive listing of public sector vacancies across NI.
- On Fridays, a private sector focussed *JobFinder* lists advertisements for vacancies in the private sector. It should be noted however, that unlike the Tuesday edition, which is for the most part exclusive to the public sector, a small number of public sector advertisements occasionally appear in the Friday edition.

2.4 Identifying and Classifying Executive Jobs

A minimum annual salary threshold⁶ was agreed with DEL in 2004 for delineation of vacancies to be regarded as executive staff. The intention was to ensure that the survey only captured advertisements for recognised Professionals and middle-to-Senior level Officials.

All vacancy postings in the *JobFinder* that met the above criterion were analysed both by the industrial sectors and the occupational categories that they represented, as discussed below.

2.4.1 Industrial Classifications for Executive Jobs

Those vacancies that met the minimum threshold salary for 'executive' staff were first classified by Industry (i.e., the industrial area in which the job is based). The industrial sectors used in this analysis are based on the UK's Standard Industrial Classification (SIC)⁷. In the case of private sector, vacancies were classified using the full set of SIC categories shown in **Table 2.1**.

⁶ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005, this was raised to £25,000.

⁷ Office for National Statistics: UK Standard Industrial Classification of Economic Activities 2003

Table 2.1: Private sector industrial categories

Private Sector Industrial Categories
Agriculture, Hunting & Forestry
Fishing
Mining & Quarrying
Manufacturing
Electricity, Gas & Water Supply
Construction
Wholesale & Retail Trade; repair of motor vehicles, motorcycles & personal & household goods
Hotels & Restaurants
Transport, Storage & Communication
Financial Intermediation
Real Estate, Renting & Business Activities
Public Administration & Defence; Compulsory Social Security
Education
Health & Social Work
Other Community, Social & Personal Service Activities

Many of the SIC categories shown in **Table 2.1**, are irrelevant when public sector vacancies are being considered. This is due to the fact that the public sector, by definition, is primarily involved in the delivery of not-for-profit services, which means that it would not be involved in many of the activities above, such as Wholesale and Retail Trade, Hotels and Restaurants, etc.

Therefore, for the public sector, only four of categories, namely Public Administration & Defence; Compulsory Social Security, Education, Health and Social Work and Other Community, Social and Personal Service Activities were extracted from the SIC categorisation above. The Education as well as Health and Social Work categories were then expanded into its sub-components. The resulting industrial classifications for public sector vacancy postings are shown in **Table 2.2**.

Table 2.2: Public sector industrial categories

Public Sector Industrial Category	Sub-Category
Public Administration & Defence; Compulsory Social Security	
Education	Primary Education Secondary Education Higher Education Adult & Other Education
Health & Social Work	Human Health Veterinary Activities Social Work Activities
Other Community, Social & Personal Service Activities	

2.4.2 Functional Classifications

Vacancy postings that qualified as advertisements for 'executive' staff were also classified by function (i.e. what they do). For both public and private sectors, this classification was based on the UK's Standard Occupational Classifications⁸. At a high-level, this classification is structured as shown in **Table 2.3**. The classifications shown are quite broad and each is decomposed further into groupings and sub-groupings (see **Appendix** for detailed classifications).

Table 2.3: Occupational classifications

Occupational Categories
Managers & Senior Officials
Professional Occupations
Associate Professional & Technical Occupations
Administrative & Secretarial Occupations
Skilled Trades Occupations
Personal Service Occupations
Sales & Customer Service Occupations
Process, Plant & Machine Operatives
Elementary Occupations

2.5 Analysing the Vacancy Postings

To enable analyses, all editions of the *JobFinder* published in the Belfast Telegraph in 2005 were sourced and interrogated to identify vacancy postings that meet the annual salary threshold⁹.

Job advertisements that qualified as executive positions were noted and entered into pre-defined Microsoft Excel spreadsheets for tabulation - in which the entries were classified as follows:

- *By sector (i.e., public sector or private sector)*
- *By industrial classification*
- *By occupational classification.*

Once the manual counts were entered into the respective spreadsheet, descriptive and correlational analyses were undertaken to ascertain key descriptive, comparative and summary statistics. The results of these analyses are described in the subsequent chapters of this report.

⁸ Office for National Statistics: *Standard Occupational Classification 2000*

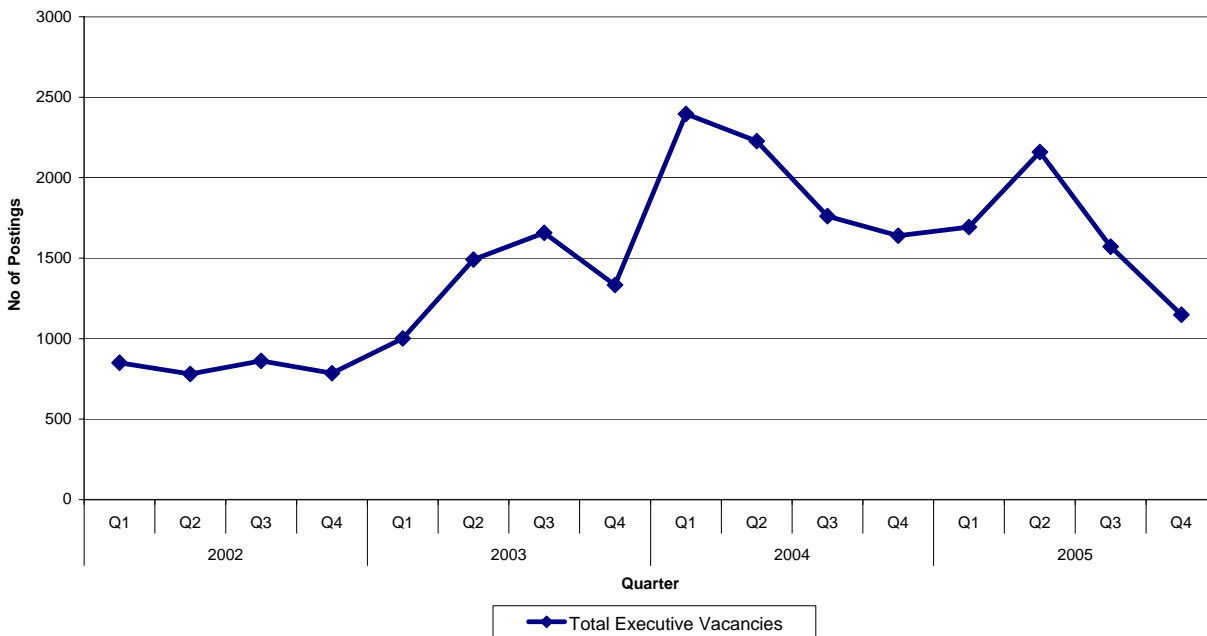
⁹ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005, this was raised to £25,000.

3 OVERALL TRENDS IN DEMAND FOR EXECUTIVE STAFF IN NI

3.1 Introduction

After significant growth in 2003 and 2004 the overall demand for executive staff in NI declined in 2005. To put this in context it is necessary to go back to 2002 when the first combined public and private sector analysis of demand for executive staff was undertaken. In that year a combined total of 3,278 executive vacancies were advertised. In 2003, this increased by 67% to 5,483. In 2004, the combined number of vacancies advertised increased by a further 46% to 8,023 advertisements. As shown in **Figure 3.1** 2005 curbed this trend with a cumulative total of 6,571 vacancy postings, thus registering an 18% reduction relative to overall 2004 levels, although the 2005 figure still exceeded that of 2003.

Figure 3.1: Overall trends in demand for NI executive staff



In order to understand the overall trends it is valuable to look at the impact of changes within the public and private sectors on the overall position.

3.2 Demand for Public Sector Executive Staff Declined in 2005

The overall decrease in cumulative NI demand for executive staff observed in 2005 was largely fuelled by a significant reduction in demand for public sector executive staff. As shown in **Table 3.1**, since public sector jobs were added to this survey, the total number of executive vacancies in the public sector has consistently outnumbered those for the private sector. This differential closed sharply in 2005 however, mainly due to the sharp fall in the number of public sector vacancies combined with a small rise in those in the private sector.

Table 3.1: Annual totals of executive vacancies for public and private sectors

	2002	2003	2004	2005
Public Sector	2,240	4,009	5,057	3,389
Private Sector	1,038	1,474	2,966	3,182

The dominance of the public sector was clearly evident in the first three years of the survey, i.e. 2002 – 2004, averaging at about 1,942 more jobs per year compared with the private sector. In 2005 however, the difference between the two sectors fell significantly to only 207 postings. A fundamental driver for this is the fact that after a 79% and 26% increase respectively in 2003 and 2004, the number of advertisements for public sector executive staff actually decreased by 33% in 2005. Indeed, private sector demand also witnessed a decline in its rate of growth in 2005. However, it still showed an increase of 7% on 2004 levels, albeit significantly lower than the 42% and 101% growth rates observed in 2003 and 2004 respectively. **Figure 3.2** shows the patterns of change in demand for both sectors.

Figure 3.2: Annual totals of executive vacancies for public and private sectors



It can be seen from **Figure 3.2** that the general direction of the increases for both sectors was similar up until 2004 – although the dominance of the public sector is evident. As part of this study, correlation analysis was undertaken to compare the similarity between the quarterly vacancy counts. The strength of the relationship between the quarterly trends for the two sectors up until 2004 is reflected by a high Pearson correlation coefficient¹⁰ of 0.89. When 2005

¹⁰ The Pearson correlation coefficient measures the degree to which variables are related. It ranges from +1 to -1. A correlation of +1 means that there is a perfect positive linear relationship between variables.

data are included however, the correlation coefficient falls to 0.58. This reflects the fact that in 2005 – after years of similar growth, the two sectors moved in opposite directions with the number of private sector advertisements growing and the number of public sector advertisements decreasing.

4 ANALYSIS OF PRIVATE SECTOR RESULTS

4.1 Introduction

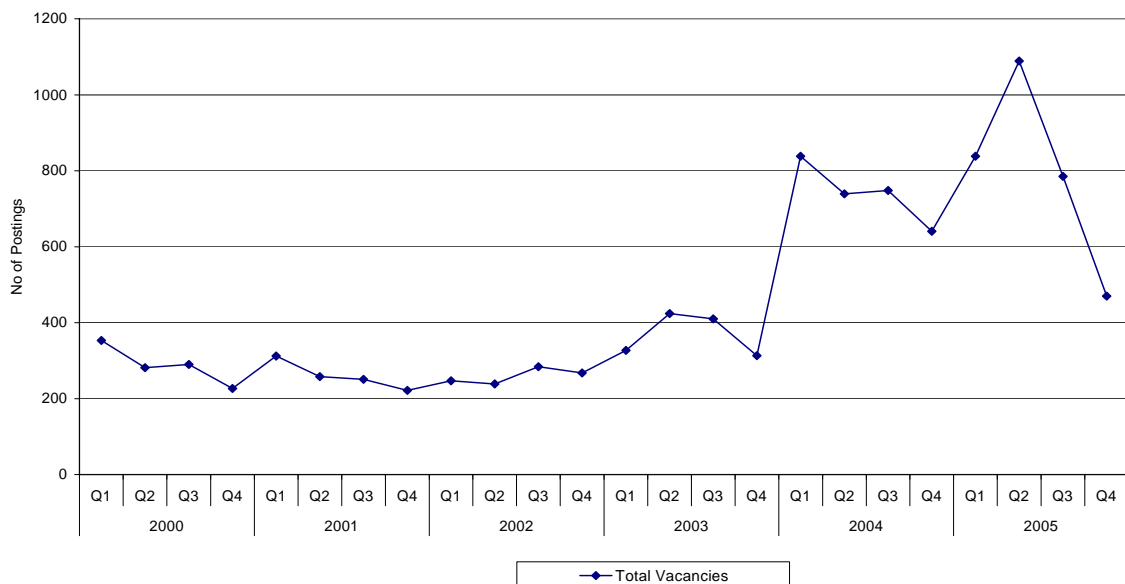
Whilst not matching the tremendous growth experienced during 2004, the demand for executive private sector jobs in NI showed an overall increase in 2005, especially in the first half of the year. This continuing upward trend is encouraging and suggests that the NI economy continues to grow and that there has been no reverse in the large increases in demand observed in 2003 and 2004. Indeed, the total number of vacancies posted has increased from 1,152 in 2000 to 3,182 in 2005 (**Table 4.1**) – more than doubling over the past 5 years. **Table 4.1** shows the total number of vacancies over the years of this survey.

Table 4.1: Annual totals of private sector vacancy postings

	2000	2001	2002	2003	2004	2005
Total Vacancies Advertised	1,152	1,043	1,038	1,474	2,966	3,182

As shown in **Figure 4.1**, a total of 3,182 private sector positions were advertised in 2005. Only a small number of these (43) were for positions outside of NI. As first observed in 2004, there is evidence that a number of jobs that would traditionally have been classified as public sector are now being advertised by private sector firms. This signals a continuing provision by the private sector of services that were previously exclusive to the public sector. Key examples of these include private clinics and nursing homes, which are now advertising for Nurses and other health-related staff. Another notable feature has been the low number of vacancies in quarter 4 of 2005. It should be noted however, that historically this is a quiet period for advertisements, largely due to the effect of the Christmas holidays. It remains to be seen if this extreme occurrence in 2005 is an exaggerated seasonal effect or the onset of a more substantial slow down in recruitment.

Figure 4.1: Total executive private sector vacancies by quarter



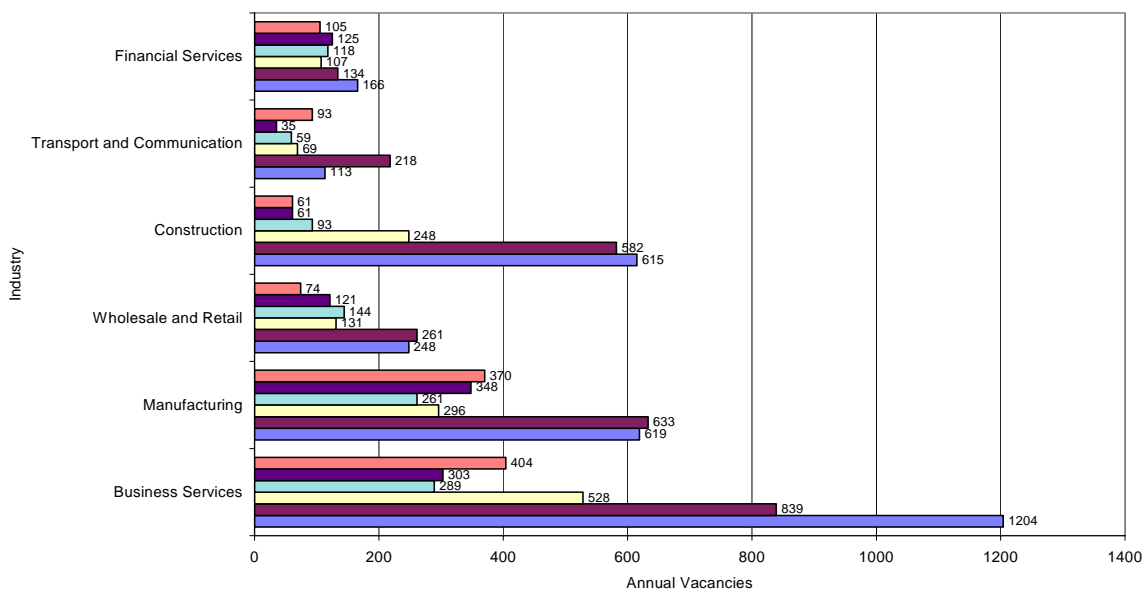
4.2 Private Sector Vacancies by Industrial Sector

Figure 4.2 decomposes the demand for private sector executives by industry. It is evident that the overall increase observed in 2005 was largely fuelled by growth in executive recruitment in the Business Services sector – comprised of accounting, computing, legal and management consulting services, which with 1,204 vacancies, accounted for 38% of all private sector vacancy postings. This represents a 44% increase against 2004 figures and corresponds to other indicators that show a greater domination of the Service sector in the NI economy.

The demand for executive jobs in the Manufacturing and Construction sectors are almost identical at 619 and 615 advertisements respectively. For Manufacturing, this represents a small decrease from the 633 jobs advertised in 2004, while for Construction, this is a small increase from the 582 jobs advertised in 2004.

While the gap between the Services sector and Manufacturing continues to grow, it would appear that the demand for executive skills in the Manufacturing sector have stabilised at the level to which it grew in 2004.

Figure 4.2: Annual private sector executive vacancies by key industrial sector



The Wholesale and Retail sector continues to be a key employer of executive staff in NI, but there was a slight decrease in the number of executive vacancies in this sector relative to 2004 from 261 to 248. Proportionally however this sector still accounted for 8% of all private sector executive demand, only a slight fall from 9% in 2004.

After the significant growth experienced in 2004 the number of jobs advertised for executives in the Transport & Communication sector, fell by 48% from 218 to 113. There was an uncharacteristically high level of demand for

telecommunications jobs in 2004, which has not carried through into 2005. The 2005 figure of 113 represents 4% of all private sector executive jobs advertised, and excluding 2004, is in line with the annual increases that were being observed in this sector from 2000 onwards.

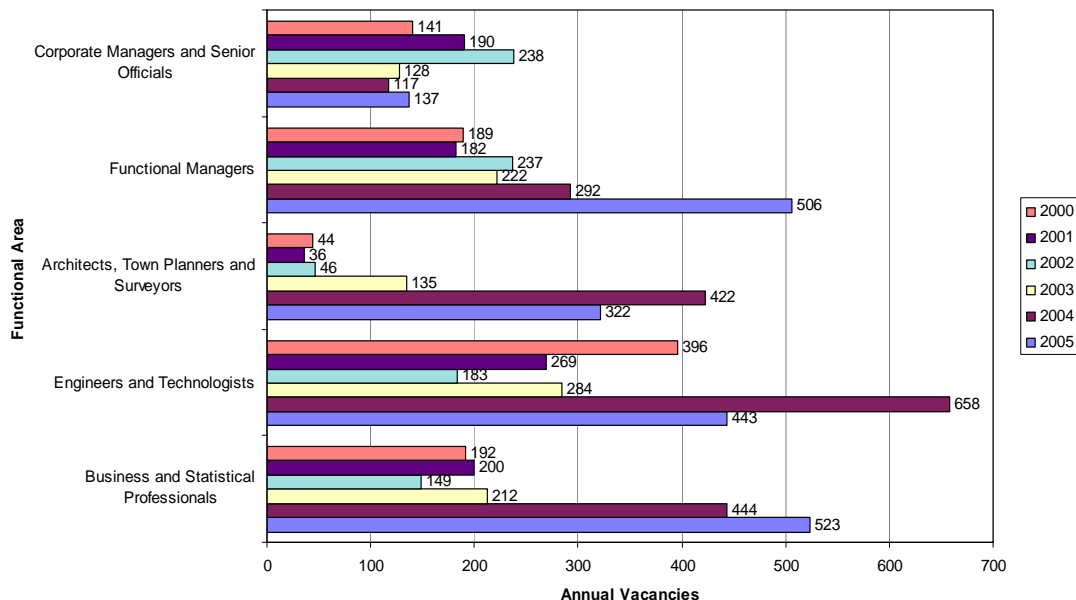
During the first four years of this survey the demand for executive staff in the Financial Services remained relatively stable both in absolute numbers and as a proportion of overall demand. This trend continued in 2005, with only 32 more executive jobs being advertised compared to the previous year, accounting (as in previous years), for 5% of all private sector executive demand.

4.3 Private Sector Vacancies by Occupation

The distribution of private sector executive vacancies is shown in **Figure 4.3** by key occupations. It is not surprising, given the dominance of Business Services as an employment sector that Business and Statistical Professionals account for the largest number of positions advertised, at 523. This is an increase of 18% on the number of these positions advertised in 2004, and aligns with the wider growth witnessed in NI's Business Services sector.

A notable feature of 2005 was the significant increase in the number of Functional Manager positions (covering finance, marketing, purchasing, personnel and ICT functions amongst others) advertised, which at 506 accounts for 16% of all private sector executive demand. This is an increase of 214 positions on 2004 figures and represents 73% growth.

Figure 4.3: Annual private sector executive vacancies by key occupations



The significant increases in the demand for Business and Statistical Professionals and Functional Managers, has meant that demand for Engineers and Technologists – which accounted for the majority of jobs advertised in 2004, has slipped down to third place in terms of staff demand. Having peaked in 2004 with 658 executive job advertisements, only 443 of

these positions were advertised in 2005 - representing a 33% decrease. Consequently, whilst Engineers and Technologists accounted for 22% of all executive private sector jobs advertised in 2004, they only accounted for 14% in 2005, reflective of the caution now being observed in this sector. It should be noted however that excluding 2004 – which again was marked by an unusually high demand for Engineers and Technical staff – the 2005 values are in line with the progressive increases that were being observed for these roles from 2002 onwards.

At the most senior level, the demand for Corporate Managers has remained relatively stable. In absolute numbers, the number of these jobs advertised increased from 117 in 2004 to 137 in 2005. As a proportion of all executive private sector jobs advertised however, these senior roles accounted for 4%, the same proportion as 2004, indicative of the slower turnover in these roles.

4.4 Summary

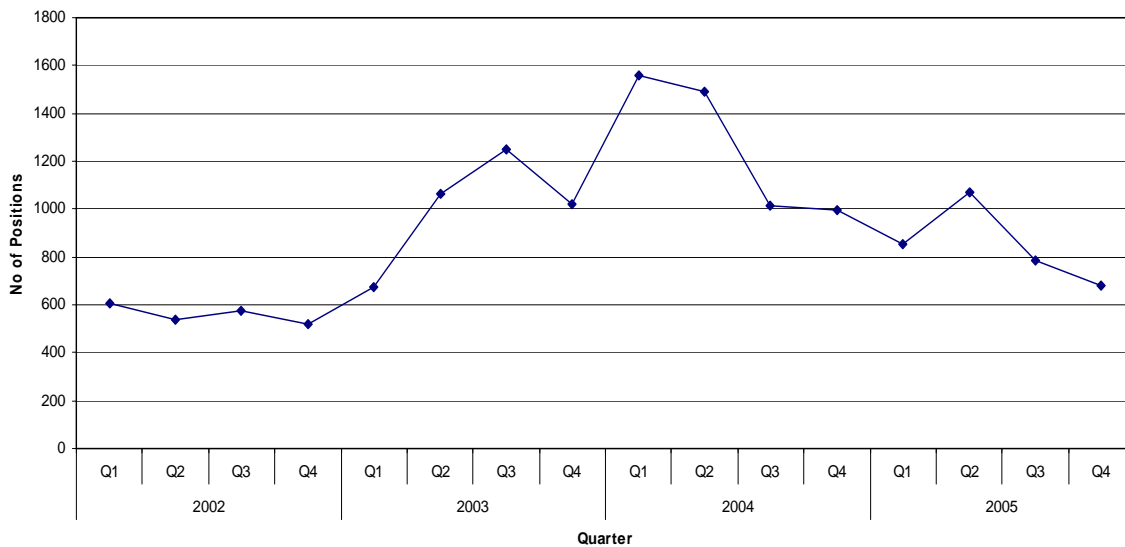
2005 showed continued growth in demand for private sector executive staff, especially in the Business Service sector, which increased by 44% against 2004 figures. Given the dominance of Business Services as an employment sector, it is not surprising that Business and Statistical Professionals account for the largest number of positions advertised, which with 523 vacancy postings showed an increase of 18% on the number of these positions advertised in 2004. This general growth in private sector demand for executive staff reflects continued strength in the local economy particularly in the Business Service sector, which aligns with wider NI trends and economic indicators.

5 ANALYSIS OF PUBLIC SECTOR RESULTS

5.1 Introduction

Relative to previous years, there was a net reduction in the number of advertisements for new executive public sector employees in 2005. This is evident from **Figure 5.1**, which demonstrates a fall in advertisements in 2005 relative to 2003 and the first half of 2004.

Figure 5.1: Total executive public sector vacancies by quarter



As observed above, a total of 3,389¹¹ executive public sector positions were advertised in the Belfast Telegraph in 2005, a 33% reduction on 2004 figures (see **Table 5.1**). It is apparent therefore that the much publicised budgetary constraints in the public sector combined with the investment in staff training and retention, are now having a visible affect on the number of 'executive' posts required.

Table 5.1: Annual totals of public sector vacancy postings

	2002	2003	2004	2005
Total Vacancies Advertised	2,240	4,009	5,057	3,389

The decrease in demand observed in 2005 relative to previous years is summarised in **Table 5.1**, which shows annual totals of public sector vacancy postings from 2002 to 2005. It is clear that the 2005 results do not align with the trend in increasing numbers that had started to become evident since public sector executive jobs were included in this study.

¹¹ As in past years, a small number of these advertisements, 208 (6%) were for positions outside of Northern Ireland.

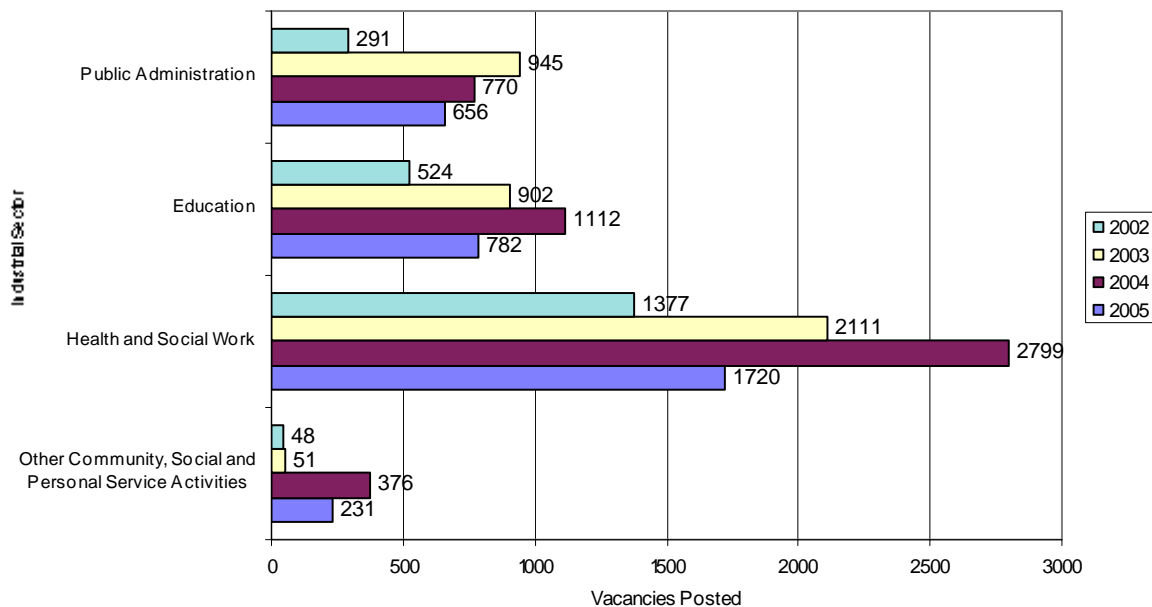
5.2 Public Sector Vacancies by Industrial Sector

Analysis of the distribution of the public sector job vacancies by industry shows that the highest demand for public sector executive staff was in Health and Social Work. As shown in **Figure 5.2**, 1,720 executive positions were advertised for this industrial sector in 2005. This is more than twice the amount of executive vacancies advertised for Education – the sector with the second highest number of advertised jobs at 782. Indeed, Health and Social Work vacancies account for 51% of all vacancies in 2005, which is only slightly less than the 55% for which it accounted in 2004.

Comparatively, the proportion of advertisements placed for executive jobs in Education – which incorporates primary, secondary and adult education, at 23% of all executive public sector advertisements in 2005, is similar to the 22% that this sector accrued in the previous year.

Vacancies advertised for jobs in Public Administration – which includes local government, defence and compulsory social security – whilst having reduced in absolute numbers from 770 to 656, have increased proportionately as a percentage of overall demand, from 15% in 2004 to 19% in 2005.

Figure 5.2: Annual public sector executive vacancies by key industrial sector

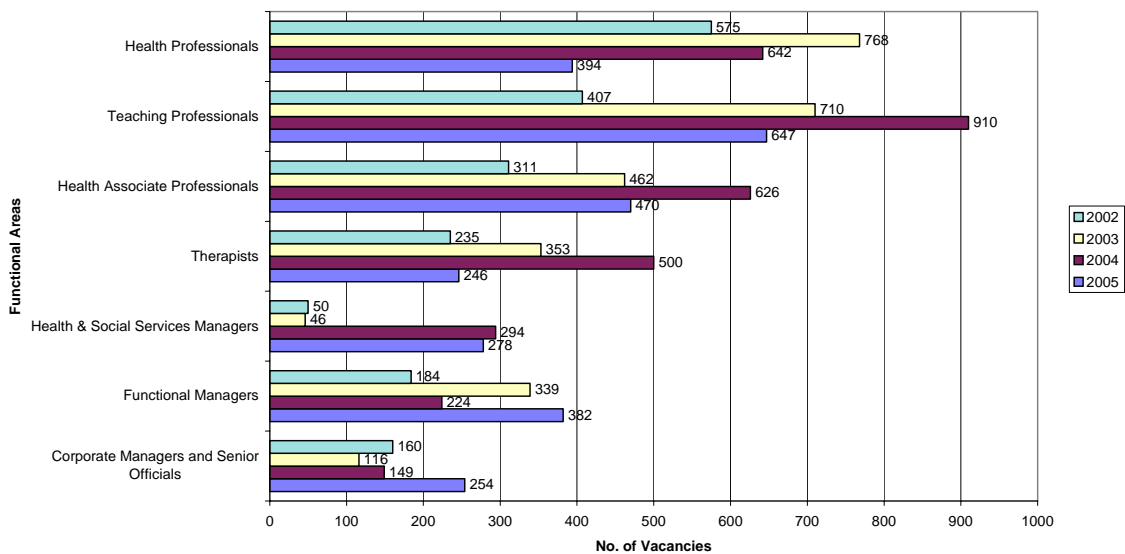


Demand for employees to fill executive vacancies in Other Community, Social and Personal Service Activities – primarily positions in the social service, community and voluntary sectors – also showed a decrease from 376 to 231. However as a proportion of all executive public sector advertisements demand for staff in this industrial sector has remained stable over the past two years at 7% of all vacancies.

5.3 Public Sector Vacancies by Occupation

For the second consecutive year, the largest number of public sector executive vacancy postings was for Teaching Professionals, accounting for 647 of all vacancies advertised. As with previous years a noticeable number of advertisements for senior teachers were for schools outside NI. At 116, these vacancies accounted for more than half of all external advertisements, and 15% of all teaching vacancies. This suggests therefore, that other markets are tapping into the education skill resource available in NI, where at present supply is outstripping demand in the local market.

Figure 5.3: Annual public sector executive vacancies by key occupations¹



¹ Figure 5.3 presents largest occupation groups for each year. Other small categories are not shown.

From **Figure 5.3** it can be seen that prior to 2004, Health Professionals consistently accounted for the majority of public sector vacancies. It fell behind Teaching Professionals in 2004 and in 2005 with only 394 vacancy postings. This category (including doctors and dentists) fell behind health associates as well. Indeed, the 2005 figure was the lowest number of advertisements observed for Health Professionals since this annual survey commenced. Discussions with stakeholders from the health sector suggest that the reduced demand for Health Professionals is due to a move towards greater efficiency in the use of human resources. Amongst other things, there has been greater emphasis on investment and training and on improved workforce planning, which in turn have positively impacted staff retention and reduced demand for new staff relative to previous years.

It is worth noting that when combined with Health Associate Professionals, i.e. Nurses, Therapists, Medical Technicians, etc., the cumulative demand for executive staff to fill health-related vacancies does in fact account for the majority of public sector executive advertisements in 2005. This is driven largely by the number of vacancies advertised for Health Associate Professionals, which at 470, has outnumbered the advertisements for Health

Professionals for the first time. Combined therefore, health-related vacancies accounted for 25% of all public sector job advertisements.

Whilst the number of public sector executive vacancies across most categories have shown a general decrease against 2004 levels, the number of positions advertised for Corporate Managers and Senior Officials has risen by 70%, from 149 in 2004 to 254 in 2005. Similarly the number of positions for Functional Managers increased from 224 in 2004 to 382 in 2005, representing a 71% increase. Together these management grades accounted for 19% of all public sector executive advertisements in 2005.

In 2005, Health and Social Services Managers were included in the key occupation analysis for the first time. This is due to noticeable increases in the demand for these staff, with over 200 posts advertised in 2004 and 2005, a significant increase over the 46 vacancy postings in 2003.

5.4 Summary

After years of sustained growth, there was a downturn in public sector demand for senior and executive staff in 2005. There are a number of reasons for this including financial constraints in public sector spending, as well as improved workforce planning and greater investment in staff training which have improved staff retention and minimised the need to recruit some categories of staff. Despite the general decrease in public sector advertisements, there has been an increase in demand for Health Services Managers – reflecting the aim of health sector workforce planning to achieve an improved skills mix by recruiting qualified staff capable of undertaking a wider range of support tasks, thus freeing up the Health Professionals and in so doing contributing to reduced waiting times. There was a similar increase in the number of advertisements for public sector Corporate Managers and Senior Officials, reflecting an increased emphasis on tapping into a wider talent pool for the most senior positions, by recruiting from outside the public sector.

6 COMPARISON OF PUBLIC AND PRIVATE SECTOR RESULTS

6.1 Introduction

Public sector vacancies have only been included in the Executive Skills Recruitment Watch Survey since 2002. Therefore, for the purposes of comparing public and private sectors, only vacancy data from 2002 to 2005 have been used. In that regard, data for the private sector in years prior to 2002 have been omitted.

6.2 Overall Comparison of Public and Private Sector Demand

As evident in **Table 6.1**, the total number of executive vacancies in the public sector has consistently outnumbered those for the private sector.

Table 6.1: Annual totals of executive vacancies for public and private sectors

	2002	2003	2004	2005
Public Sector	2,240	4,009	5,057	3,389
Private Sector	1,038	1,474	2,966	3,182

The dominance of the public sector in terms of executive staff demand, was noticeably substantial in the first three years of the survey, i.e. 2002 – 2004, averaging at about 1,942 more jobs per year compared with the private sector. In 2005 however, the difference between the two sectors fell significantly to only 207 postings. A fundamental driver for this is the fact that after a 79% and 26% increase respectively in 2003 and 2004, the number of advertisements for public sector executive staff actually decreased by 33% in 2005. Indeed, private sector demand also witnessed a decline in its rate of growth in 2005, but on the whole it still showed an increase of 7% on 2004 levels, albeit significantly lower than the 42% and 101% growth rates observed in 2003 and 2004 respectively. The patterns of change in demand for both sectors are shown in **Figure 6.1**.

Figure 6.1: Annual totals of executive vacancies for public and private sectors



The general direction of the increases for both sectors was similar up until 2004 – although the dominance of the public sector is evident. Correlation analysis was undertaken to compare the similarity between the trends. Expectedly, the strength of the relationship between the growth trends for the two sectors up until 2004 is reflected by a high Pearson correlation coefficient¹² of 0.89. When 2005 data are considered however, the correlation coefficient falls to 0.58, reflecting the fact that in that year, whilst the number of private sector advertisements continued to grow, public sector advertisements decreased, thus moving the directions for the two sectors in opposite directions.

6.3 Comparative Analysis of Demand by Quarter

To obtain a clearer picture of the demand for executive staff for each sector and to further compare the trends the quarterly counts of vacancy postings for the years 2002 to 2005 were assessed. As shown in **Figure 6.2**, the trends in terms of the number of executive jobs advertised for the two sectors are similar for most quarters. This is even evident for most of 2005, where, for every quarter except quarter 4, the numbers of advertisements for both sectors were almost identical.

¹² The Pearson correlation coefficient measures the degree to which the variables are related. It ranges from +1 to -1. A correlation of +1 means that there is a perfect positive linear relationship between variables.

Figure 6.2: Comparison of public and private sector demand by quarter



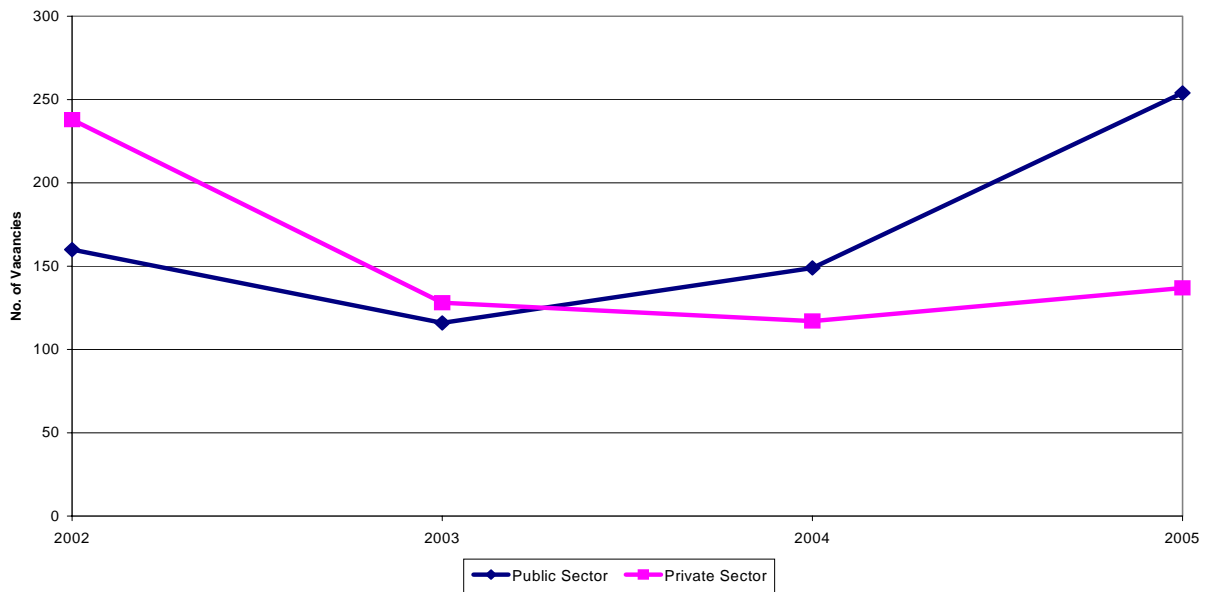
From **Figure 6.2** it is clear that public sector demand for the first and second quarters of 2004 largely accounted for the high total demand that was witnessed that year. It is also evident that the decline in public sector demand commenced in the third quarter of 2004, and despite a slight increase in the second quarter of 2005, continued to the end of 2005. If not for the higher public sector demand in that last quarter, it is possible that private sector postings would have outnumbered those for the public sector for the first time since this survey commenced.

Also evident from **Figure 6.2**, is the fact that the last quarter of the year tends to account for a relatively lower number of job postings when compared to other quarters. This reflects the lower recruitment activity that is normally manifested leading up to the Christmas period.

6.4 Demand for Corporate Managers and Senior Officials

The number of advertisements for Corporate Managers and Senior Officials in the public sector is increasing over and beyond the number of advertisements for similar categories of staff in the private sector. However, this was not always the case. As shown in **Figure 6.3**, in the first two years during which surveys were simultaneously undertaken for both sectors, i.e. 2002 and 2003, there were more private sector advertisements for these categories of staff. It will be observed however, that even in 2003, whilst the private sector was still ahead, the difference between the two sectors was noticeably less, i.e. only 12 advertisements.

Figure 6.3: Advertisements for Corporate Mangers and Senior Officials



In 2004, the public sector overtook the private sector in terms of advertisements for Corporate Managers, outnumbering the private sector by 32 advertisements. The gap between the two widened considerably in 2005, with the public sector registering 254 advertisements compared to the private sector's 137.

6.5 Comparative Analysis of Demand for Functional Managers

In contrast to the trends observed for Corporate Mangers and Senior Officials over the last two years the private sector has accounted for a greater number of advertisements for Functional Managers. As shown in **Figure 6.4** there was no clear trend in the first two years of the survey, i.e. 2002 and 2003, which fluctuated in favour of the private sector and public sector respectively. In 2004 however, private sector advertisements for this category of staff outnumbered public sector advertisements by 68 postings. In 2005 this increased to 124 vacancies, 32% higher than the demand by the public sector.

Figure 6.4: Comparison of advertisements for Functional Managers

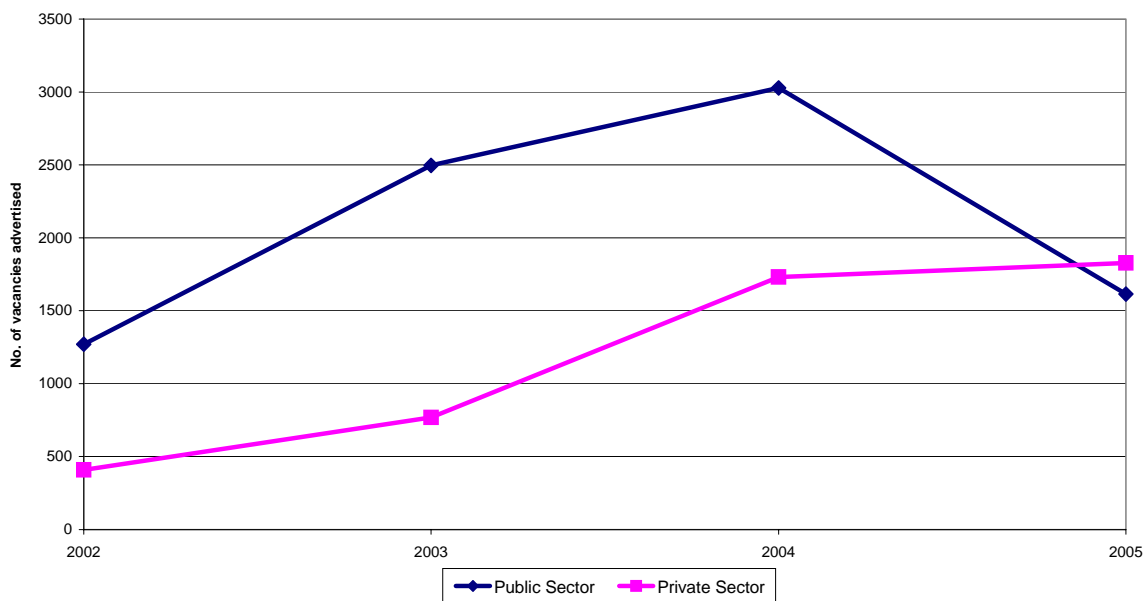


6.6 Comparative Analysis of Demand for Professionals

Up until 2005 the public sector had consistently outperformed the private sector in terms of executive advertisements for Professionals. This changed in 2005 when for the first time, the private sector registered more advertisements for this category of staff than the public sector.

As shown in **Figure 6.5**, the public sector registered a significant decrease in executive advertisements for this category of staff, reducing by 47% from 2,994 advertisements in 2004 to 1,597 in 2005. On the other hand the private sector showed a relatively small increase of 5%, from 1,711 in 2004 to 1,801 in 2005. However, due to the public sector decrease over the same period, the private sector ended up with a net surplus.

Figure 6.5: Comparison of private and public sector Professionals



6.7 Examination of the Decline in Demand for Public Sector Professionals in 2005

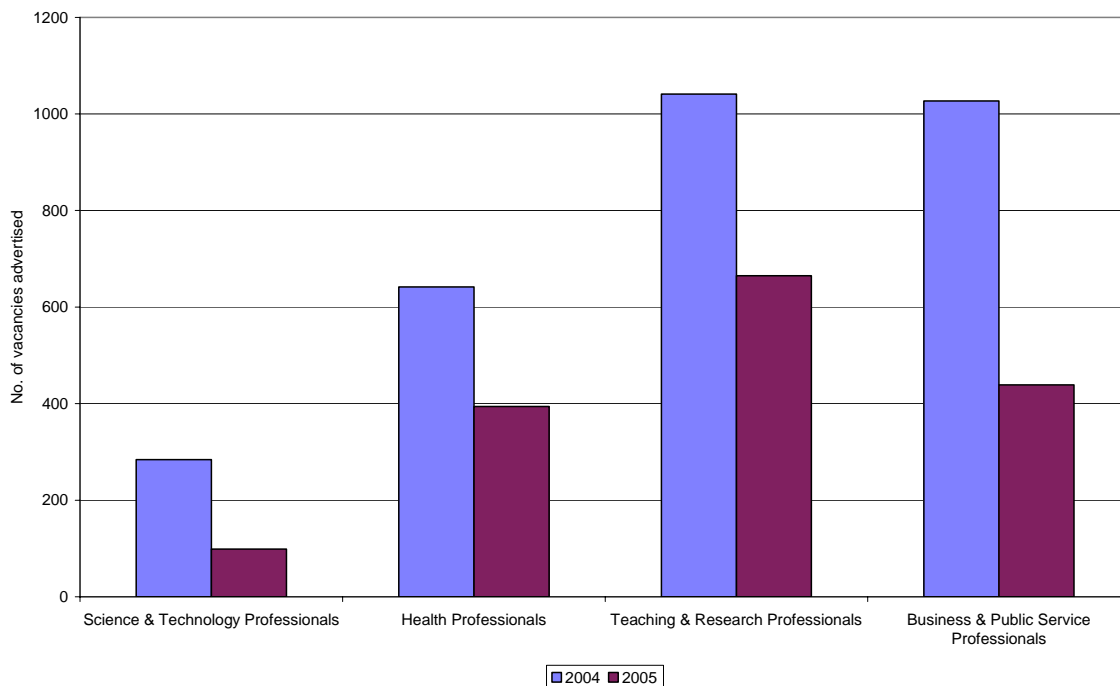
To gain a better understanding of the decline in demand for public sector executive staff the changes in the number of postings for key groups of Professionals were examined further. **Table 6.2** summarises the key difference in the number of advertisements for some groups of public sector Professionals from 2004 to 2005.

Table 6.2: Advertisements for key groups of public sector Professionals in 2004 to 2005

	2004	2005	Absolute Change	% Change
Science & Technology Professionals	284	99	-185	-65%
Health Professionals	642	394	-248	-39%
Teaching & Research Professionals	1,041	665	-376	-36%
Business & Public Service Professionals	1,027	439	-588	-57%

All key categories of public sector Professionals registered significant reductions in the number of vacancy postings in 2005 relative to 2004, i.e. reductions in excess of 36%. The greatest absolute reduction was in the number of advertisements for public sector Business and Public Service Professionals, decreasing by 588, from 1,027 advertisements in 2004 to 439 advertisements in 2005. The greatest proportional decrease was in advertisements for Science & Technology Professionals, which decreased by 65% relative to 2004. For clearer illustration, the absolute number of advertisements placed for each category of public sector Professionals for the two years are shown in **Figure 6.6**.

Figure 6.6: Public sector advertisements for Professionals in 2004 and 2005



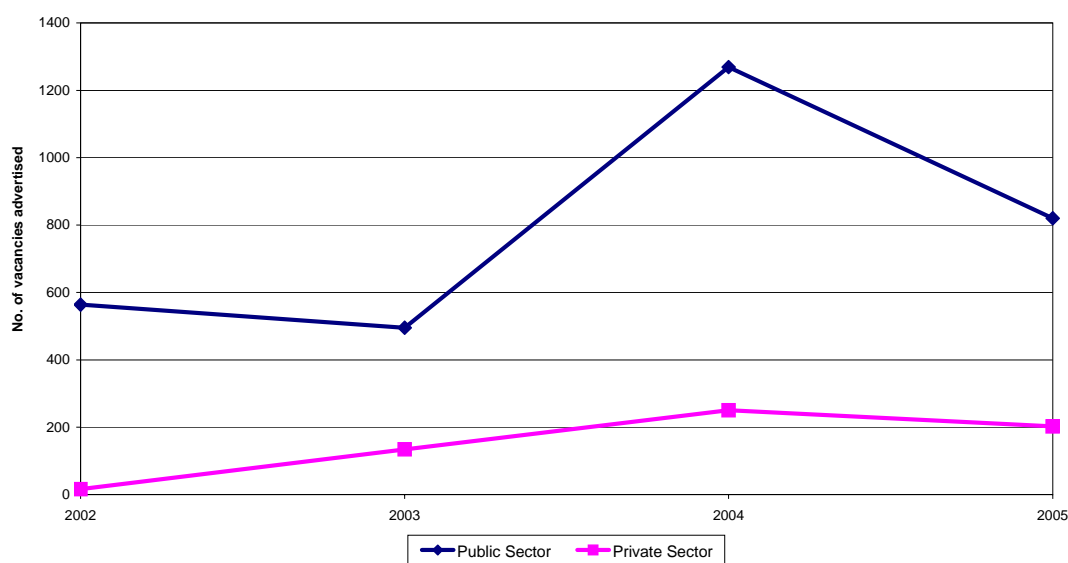
As highlighted in the previous chapter, consultations with stakeholders suggest that a combination of financial constraints and a move towards greater efficiency in the use of human resources may have contributed to these changes. In the health sector for example, there has been greater emphasis on investment and training and on improved workforce planning, which have made a positive impact on staff retention and may have reduced demand for new staff in comparison to previous years.

6.8 Comparative Analysis of Demand for Associate Professionals

Whilst the demand for Associate Professionals in 2005 decreased in both the public and private sectors relative to 2004, the public sector continued to outnumber the private sector in terms of the number of advertisements for these staff.

Public sector advertisements decreased from 1,268 to 833 advertisements in 2005, representing a 34% reduction. At the same time, the number of private sector advertisements for these vacancies decreased from 250 in 2004 to 202 in 2005, i.e. a 19% decrease. The changes in the number of advertisements for Associate Professionals for both sectors during the course of this survey are shown in **Figure 6.7**.

Figure 6.7: Comparison of advertisements for Associate Professionals



6.9 Examination of the Decline in Demand for Public Sector Associate Professionals

As with public sector Professionals, the significant decrease in vacancy postings for public sector Associate Professionals was investigated further. **Table 6.3** shows the absolute and proportional changes in demand for some key categories of Associate Professionals over the last two years¹³.

¹³ **Table 6.3** shows comparisons for a selection of key categories of Public Sector Associate Professionals. Other categories not shown are Protective Services, Culture & Media and Business and Public Services Associates.

Table 6.3: Change in advertisements for key Associate Professionals from 2004 to 2005

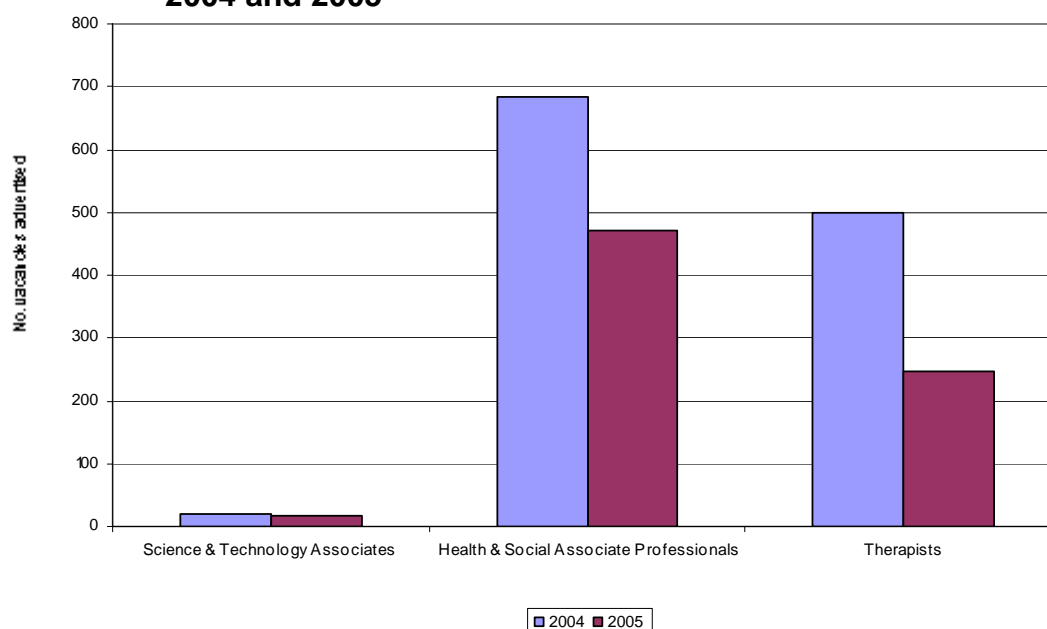
	2004	2005	Absolute Change	% Change
Science & Technology Associates	20	17	-3	-15%
Health & Social ¹⁴ Associate Professionals	685	470	-215	-31%
Therapists	500	246	-254	-51%

As shown, the largest reduction was in the number of advertisements for Therapists, demand for whom decreased by 254 from 500 advertisements in 2004 to 246 in 2005, representing a 51% decrease.

Reflective of the general decrease in executive advertisements in the public Health sector, there was also a significant reduction in the number of Health and Social Associate Professionals, from 685 in 2004 to 470 in 2005, a 31% decrease. Vacancy postings for a key group of staff in this category, namely 'Nurses', reduced from 475 in 2004 to 353 in 2005, a decrease of 26%.

The absolute number of advertisements for key public sector Associate Professionals categories over the two years is shown graphically in **Figure 6.8**.

Figure 6.8: Public sector advertisements for Associate Professionals in 2004 and 2005



6.10 Summary

After years of dominance by the public sector, the gap in executive demand was noticeably narrowed between the private and public sectors in 2005.

¹⁴ Excludes Therapists.

Indeed, for every quarter except quarter 4, the numbers of advertisements for both sectors were almost exactly the same. However, in the fourth quarter, the traditional decline in recruitment activity for the private sector was greater than the public sector, thus resulting in a small overall surplus for public sector recruitment in 2005. The public sector continue to show greater demand for Corporate Managers & Senior Officials and Associate Professionals, while the private sector continue to show greater demand for Functional Managers, and for the first time, also showed greater demand for Professionals.

Correlation analysis undertaken also demonstrated an association between the trends for the two sectors over the years during which this survey has been undertaken. The strength of the relationship between the trends for the two sectors up until 2004 is reflected by a high Pearson correlation coefficient of 0.89. When 2005 data is considered however, the correlation coefficient falls to 0.58, reflecting the fact that in that year, whilst the number of private sector advertisements continued to grow, public sector advertisements decreased, thus moving the growth for the two sectors in opposite directions.

7 COMPARISON OF THE SURVEY RESULTS TO OTHER NI DATA SOURCES

7.1 Introduction

This chapter compares the results of the Executive Skills Recruitment Watch Survey with other data sources on demand for staff and general recruitment trends in NI. Two key data sources have been identified for comparisons, namely, *JobCentreOnline* and the Labour Force Survey.

7.2 Comparison of Executive Skills Recruitment Watch Survey to JobCentre Data

JobCentre Plus is a government agency which seeks to support people of working age from welfare into work, and help employers fill their vacancies. In NI, JobCentres are funded by the Department for Employment and Learning, and play a major role in supporting the Department's aim to 'help people into employment and promote good employment practices'. To ensure that a comprehensive and searchable set of vacancies is kept, *JobCentreOnline* contains all JobCentre and Jobs & Benefits Office current vacancies, and also links to job vacancies in 29 European countries via the European Job Mobility Portal.

The key aims of *JobCentreOnline* are to:

- Help people who are not job ready to develop the skills and competence to become employable;
- Match unemployed people to suitable job opportunities; and
- In partnership with the Social Security Agency, jointly administer Jobseekers Allowance, Income Support and Incapacity Benefit in Jobs & Benefits Offices.

JobCentres record vacancies for a number of job categories, in both the public and private sectors, many of which would fall below the minimum salary threshold¹⁵ for the Executive Skills Recruitment Watch Survey.

Recognising that, this comparison of JobCentre data with the Executive Skills Recruitment Watch Survey, is therefore undertaken in two stages. Firstly, the annual total counts of all JobCentre vacancies are compared with the total annual counts for executive vacancies identified in the Executive Skills Recruitment Watch Survey. Subsequently, a comparison is undertaken of the number of advertised vacancies for key job functions in the Executive Skills Recruitment Watch Survey and *JobCentreOnline*. To ensure comparison of like with like, comparisons are only made to those categories of vacancies on *JobCentreOnline*, with the potential of attracting 'executive' salaries, namely:

- Managers and Senior Officials
- Professional Occupations
- Associate Professionals

¹⁵ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005, this was raised to £25,000.

7.2.1 Comparisons of Annual Executive Skills and JobCentre Annual Totals

The annual total number of vacancies advertised by the network of JobCentres in NI and the Executive Skills Watch Survey from 2002 to 2005 are shown in **Table 7.1** below.

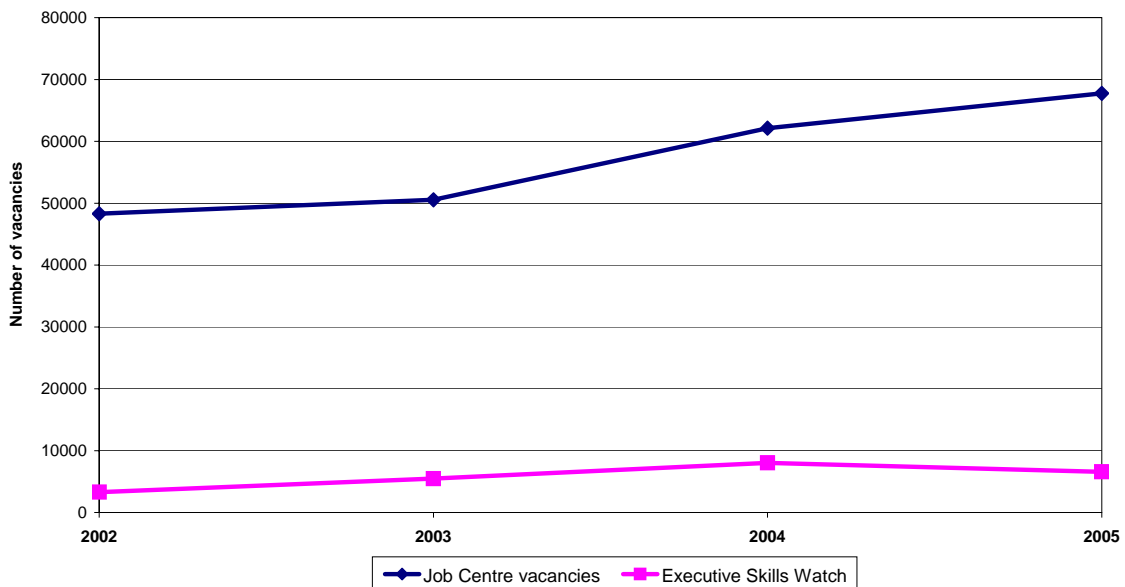
Table 7.1: Total JobCentre and Executive Skills Recruitment Watch vacancies per year

	2002	2003	2004	2005
JobCentre Vacancies ¹⁶	48,303	50,540	62,144	67,757
Executive Skills Recruitment Watch	3,278	5,483	8,023	6,572

Not surprisingly, there were approximately ten times more jobs advertised on the JobCentre database than appearing on the Executive Skills Recruitment Watch Survey. This is due to the fundamental fact that the Executive Skills Recruitment Watch Survey only looks at jobs where annual salaries exceed the specified threshold¹⁷, while JobCentres record a wide and varied range of jobs. Furthermore, advertising on the network of JobCentres is free for employers, and may therefore attract more advertisements.

Correlation analysis was undertaken to assess the association between the two sets of data. The resulting Pearson correlation coefficient of 0.783 suggests a relatively high correlation between the two databases. This strong relationship is evident from **Figure 7.1** which shows that although there are significantly more JobCentre vacancies, the two data sets have generally moved in similar directions since 2002.

Figure 7.1: Annual comparison of total vacancies advertised



¹⁶ JobCentre vacancies are input to the DEL Client Management System.

¹⁷ In 2000, the threshold salary for executive staff was £20,000. In 2002, this was increased to £22,000 and in 2005 this was raised to £25,000.

7.2.2 Comparison of Demand for Managers and Senior Officials

Table 7.2 compares the number of advertisements for Managers and Senior Officials¹⁸ that appeared in JobCentre records and those that were identified in the Executive Skills Recruitment Watch Survey.

Table 7.2: Corporate Managers and Senior Officials vacancy advertisements

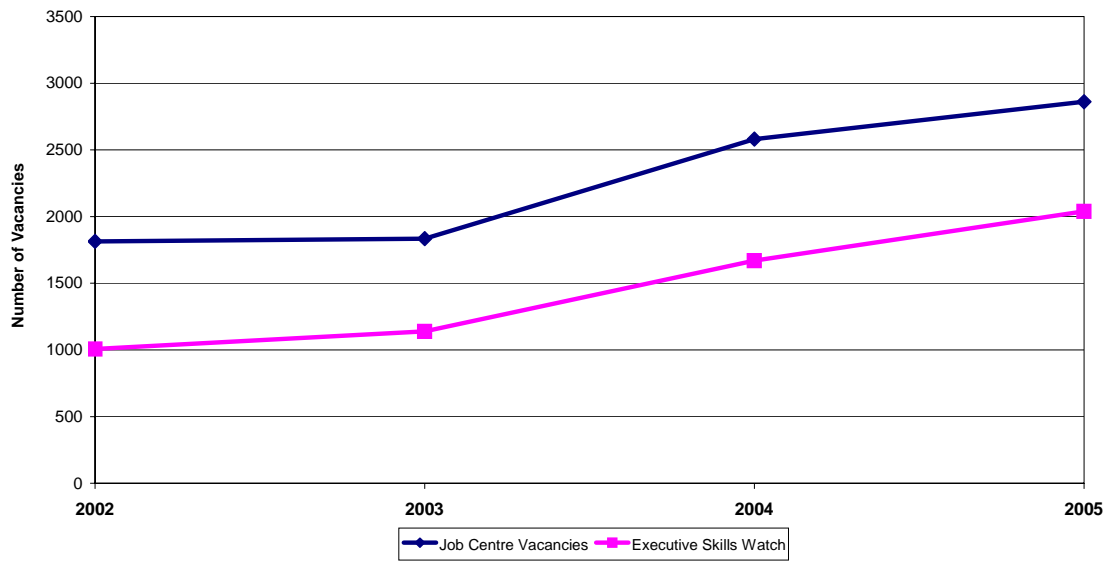
	2002	2003	2004	2005
JobCentre Vacancies	1,814	1,834	2,581	2,861
Executive Skills Recruitment Watch	1,007	1,139	1,670	2,039

On average, there were around 800 more vacancies for this category of staff advertised on *JobCentreOnline* than were identified in the Executive Skills Watch Survey. This average was relatively stable over the years with the JobCentre total consistently being about 1.5 times greater than the number of these vacancies in the Executive Skills Recruitment Watch Survey.

The consistency in the direction of movement between the two sources is reflected in **Figure 7.2** with the lines going generally in the same direction. Not surprisingly, this strong relationship was also supported by a high Pearson correlation coefficient of 0.99, confirming the existence of a strong relationship between the two data sources.

¹⁸ It will be noted here that on *JobCentreOnline*, senior staff are referred to as 'Managers and Senior Officials' and that no distinction is made between Corporate Officials, Functional Managers and other Senior grades. To ensure that a comparison was possible, a number of Senior grades in the Executive Skills Watch Survey were combined. For the public sector, this category is made up of Corporate Managers, Project Managers, Functional Managers, Quality and Customer Care Managers, Senior Protective Officers, Health and Social Services Managers, etc. For the private sector, all the managerial grades were similarly combined. As a result of this, it will be noted that the figures in **Table 7.2** are larger than the simple sum of the 'Corporate Officials' and 'Functional Managers' numbers that have featured previously in this report.

Figure 7.2: Comparisons of counts for Corporate Managers and Senior Officials



7.2.3 Comparison of Demand for Professionals

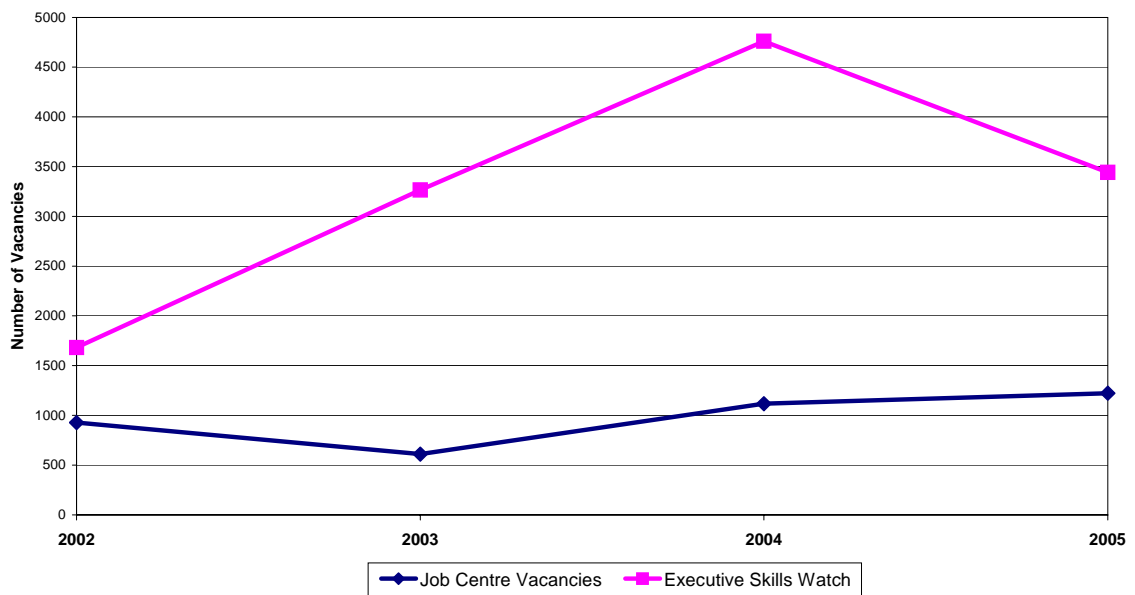
As shown in **Table 7.3**, the comparison of the number of advertisements for Professionals from the two data sources did not yield as strong a relationship as that for Corporate Managers and Senior Officials. However, it can be seen that this is one of the few job categories for which there were more advertisements identified in the Executive Skills Survey than appeared on the JobCentre database.

Table 7.3: Comparisons of vacancies advertised for Professionals

	2002	2003	2004	2005
JobCentre Vacancies	927	610	1,118	1,223
Executive Skills Recruitment Watch	1,681	3,265	4,760	3,425

Figure 7.3 shows graphically how the counts compared to each other. The absence of any clear relationship between the two data sets is also reflected by a low correlation coefficient of 0.328 for this comparison.

Figure 7.3: Comparison of advertised vacancies for Professionals



7.2.4 Comparison of Demand for Associate Professionals

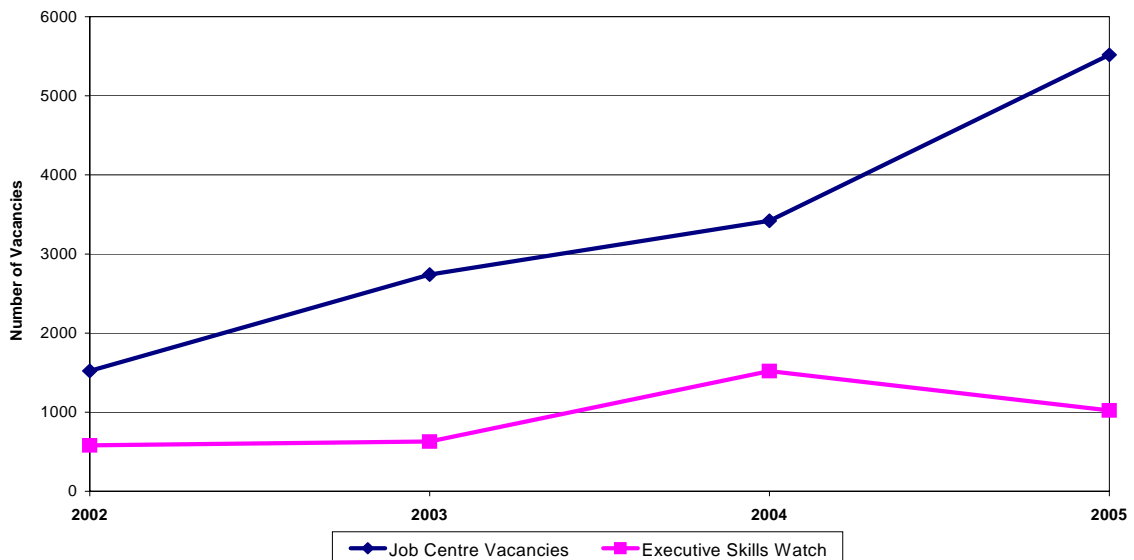
A comparison was also undertaken of the number of advertisements for Associate Professionals appearing in the two datasets (see **Table 7.4**).

Table 7.4: Advertisements for Associate Professionals

	2002	2003	2004	2005
JobCentre Vacancies	1,523	2,741	3,419	5,517
Executive Skills Recruitment Watch	580	629	1,519	1,035

The relationship between the two is shown graphically in **Figure 7.4** and it is evident that there is no clear relationship. Again, the lack of any strong relationship is reflected in the relatively low Pearson correlation coefficient of 0.487.

Figure 7.4: Comparison of advertised vacancies for Associate Professionals



7.3 Comparisons with the Labour Force Survey

The Labour Force Survey Statistical Bulletin regularly publishes the results of NI's Labour Force Survey, which is a sample survey carried out by interviewing individuals in private households about their personal circumstances and work. It is the largest regular household survey in NI and provides a rich source of information about the local labour force.

The Labour Force Survey: Winter (Dec-Feb) 2005/2006 provided a detailed analysis of the information from the NI Labour Force Survey for the winter quarter, i.e. December 2005 to February 2006. Whilst this does not represent a perfect fit with the calendar years for which data was collected for the Executive Skills Recruitment Watch Survey, it can still be used for some indicative comparisons.

7.3.1 Comparison of Employment Totals and Vacancies

People in employment are defined in the Labour Force Survey as those aged 16 and over who did at least one hour's paid work in the reference period; those who had a job which they were temporarily away from; those participating in Government employment or training programmes; and those doing unpaid family work.

The Labour Force Survey provides historical data on the total number of people employed in NI during winter quarters. These totals are shown in **Table 7.5**.

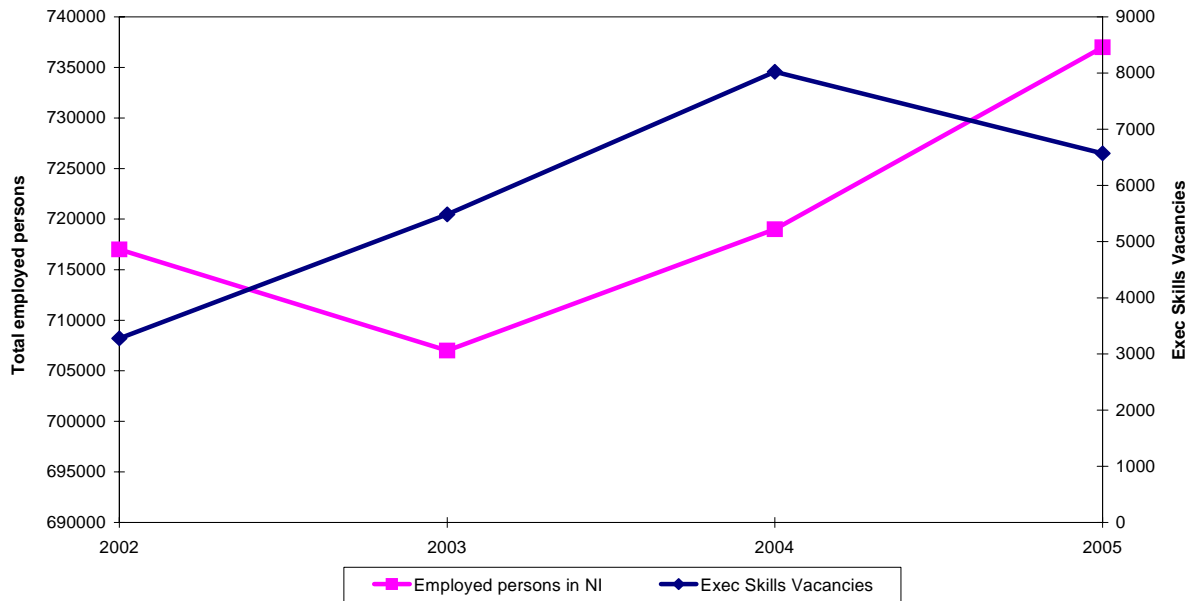
Table 7.5: Total number of people employed in NI

	2002	2003	2004	2005
Total no. of persons employed in NI	717,000	707,000	719,000	737,000

Source: NI Labour Force Survey

Generally, these figures reflect an upward trend in overall NI employment levels, with a slight dip in the winter of 2003. These were mapped against the number of vacancies identified in the Executive Skills Recruitment Watch survey, as shown in **Figure 7.5**.

Figure 7.5: Executive Skills vacancies mapped against total NI employment trends



From **Figure 7.5** it can be seen there is no clear relationship between the two data sets. However, it should be noted that the Labour Force survey is based on total employment, of which executive positions represent only a small proportion. It is not surprising therefore, that there are no clear relationships between the two data sets.

7.4 Summary

For a number of reasons, including wider coverage and the absence of advertisement fees, there were significantly more jobs advertised on the JobCentre database than were identified in the Executive Skills Recruitment Watch Survey. Despite the disparity in absolute numbers, correlation analysis demonstrated that there was a strong relationship in the general trends and directions for the two data sets. This is reflected in the high Pearson correlation coefficient of 0.783. The strong relationship was also clear from the trend lines observed when the data were plotted graphically, which showed that since 2002, the Executive Skills Recruitment Watch Survey counts and the number of vacancies recorded on the JobCentre databases have been generally moving in similar directions. The relationship between the two data sets was even stronger when the demand for Corporate Managers and Senior Officials was assessed, with a high Pearson correlation coefficient of 0.99 confirming the existence of a strong relationship between the two data sources.

However the correlations and general relationships were not as strong when the results for vacancy postings for Professionals and Associate Professionals were compared.

Furthermore, no definitive relationship could be established between the results of the Executive Skills Recruitment Watch Survey and the NI Labour Force bulletin. Potential reasons for this have not been investigated as part of this study.

8 CONCLUSIONS AND KEY FINDINGS

This section summarises the key conclusions and findings from this study, as follows:

There was a downturn in public sector demand for executives in 2005

There are a number of potential reasons for this including financial constraints in public sector spending, as well as improved workforce planning and greater investment in staff training which have improved staff retention, and minimised the need to recruit some categories of staff. Despite the general decrease in public sector advertisements, there has been an increase in demand for Health Services Managers – reflecting the emphasis on workforce planning and on achieving an improved skills mix in the health sector, manifested by a drive to recruit qualified staff capable of undertaking a wider range of support tasks, thus freeing up the Health Professionals and reducing hospital waiting times.

The private sector demand for executive staff continue to grow

2005 showed continued growth in demand for private sector executive staff, especially in the Business Service sector, which increased by 44% against 2004 figures. Given the dominance of Business Services as an employment sector, it is not surprising that Business and Statistical Professionals account for the largest number of positions advertised, which with 523 vacancy postings showed an increase of 18% on the number of these positions advertised in 2004. This general growth in private sector demand for executive staff reflects continued strength in the local economy particularly in the Business Service sector, which aligns with wider NI trends and economic indicators.

The gap between public and private sector executive demand has been reduced

After years of significant disparity in favour of the public sector, the difference between the two sectors was reduced to only 207 in 2005. The public sector continue to show greater demand for Corporate Managers & Senior Officials and Associate Professionals, while the private sector continue to show greater demand for Functional Managers, and for the first time, also showed greater demand for Professionals.

Correlation analysis undertaken also demonstrated some association between the trends for the two sectors over the years during which this survey has been undertaken. Up until 2004, the relationship was reflected by a high Pearson correlation coefficient of 0.89. When 2005 data is considered however, the correlation coefficient falls to 0.58, reflecting the fact that in that year, whilst the number of private sector advertisements continued to grow, public sector advertisements decreased, thus moving the growth for the two sectors in opposite directions.

There is strong correlation between the Executive Skills Watch results and the JobCentre records

The JobCentre database records significantly more jobs than were identified in this study. Despite the disparity in absolute numbers, a high Pearson correlation coefficient of 0.783 suggests some relationship in overall trends for the two datasets. The relationship between the two data sets is even stronger when the demand for Corporate Managers & Senior Officials was assessed, with a high Pearson correlation coefficient of 0.99. However the relationship was not as strong when results for Professionals and Associate Professionals are compared.

APPENDIX

Detailed Occupation Groups

Occupation	Sub-groups
Managers & Senior Officials	<ul style="list-style-type: none"> ▪ Corporate Managers and Senior Officials ▪ Production Managers; Functional Managers ▪ Quality and Customer Care Managers ▪ Financial Institution and Office Managers ▪ Managers in Distribution, Storage and Retailing ▪ Protective Service Officers e.g. Police officers, Security managers ▪ Health and Social Services Managers ▪ Managers in farming, horticulture, Forestry and Fishing ▪ Managers and Proprietors in Hospitality and Leisure Services e.g. Hotel & accommodation managers, Publicans & managers of licensed premises, Travel agency managers ▪ Managers and Proprietors in other service industries e.g. Garage managers & proprietors, Shopkeepers & wholesale / retail dealers, Recycling & refuse disposal managers
Professional Occupations	<ul style="list-style-type: none"> ▪ Science Professionals e.g. Chemists ▪ Information Communication Technology Professionals ▪ Engineering Professionals e.g. Civil engineers, Chemical engineers, Electrical engineers ▪ Health Professionals e.g. Medical Practitioners, Opticians, Veterinarians, Dental Practitioners, Pharmacists ▪ Teaching Professionals e.g. Higher Education, Primary & Nursery Education, Special Needs Teaching Professionals ▪ Research Professionals; Legal Professionals ▪ Business and Statistical Professionals e.g. Chartered & certified accountants, Management accountants ▪ Architects, Town Planners and Surveyors ▪ Public Service Professionals e.g. Probation officers, Clergy ▪ Librarians and Related Professionals
Associate Professional & Technical Occupations	<ul style="list-style-type: none"> ▪ Science and Engineering Technicians ▪ Draughtspersons and Building Inspectors ▪ IT Service Delivery Occupations ▪ Health Associate Professionals e.g. Nurses, Midwives, Chiropodists, Pharmaceutical dispensers ▪ Therapists; Social Welfare Associate Professionals ▪ Protective Service Occupations e.g. Fire service officers, Prison service officers ▪ Artistic and Literary Occupations e.g. Authors, Actors, Musicians ▪ Design Associate Professionals ▪ Media Associate Professionals ▪ Sports and Fitness Occupations ▪ Transport Associate Professionals e.g. Air traffic controllers, Train drivers ▪ Legal Associate Professionals ▪ Business and Finance Associate Professionals e.g. Brokers, Taxation experts ▪ Sales and Related Associate Professionals ▪ Conservation Associate Professionals ▪ Public Service and Other Associate Professionals
Administrative & Secretarial	<ul style="list-style-type: none"> ▪ Government and Related Organisations ▪ Finance e.g. Credit controllers, Counter clerks

Occupations	<ul style="list-style-type: none"> ▪ Records e.g. Stock control clerks, Library assistants ▪ Communications e.g. Telephonists ▪ General ▪ Secretarial and Related occupations
Skilled Trades Occupations	<ul style="list-style-type: none"> ▪ Agricultural Trades e.g. Farmers, Gardeners & groundsmen ▪ Metal Forming, Welding and Related Trades e.g. Smiths & forge workers, Welding trades, Pipe fitters ▪ Metal Machining, Fitting and Instrument Making ▪ Vehicle Trades e.g. Motor mechanics, Auto electricians ▪ Electrical Trades e.g. Electricians, TV, video & audio engineers ▪ Construction Trades e.g. Bricklayers, Carpenters, Glaziers ▪ Building Trades e.g. Plasterers, Floorers, Painters & decorators ▪ Textiles and Garments Trades e.g. Weavers, Upholsterers, Tailors ▪ Printing Trades e.g. Printers, Bookbinders & print finishers ▪ Food Preparation Trades e.g. Butchers, Chefs, Fishmongers ▪ Other e.g. Glass & ceramic makers, Goldsmiths, Florists
Personal Service Occupations	<ul style="list-style-type: none"> ▪ Healthcare and Related Personal Services e.g. Ambulance staff, Dental nurses, Care assistants ▪ Childcare and Related Personal Services e.g. Nursery nurses, Childminders, Educational assistants ▪ Animal Care Services e.g. Veterinary nurses & assistants ▪ Leisure and Travel Service Occupations e.g. Travel agents, Air travel assistants, Rail travel assistants ▪ Hairdressers and Related Occupations e.g. Hairdressers, Beauticians ▪ Housekeeping Occupations e.g. Housekeepers, Caretakers ▪ Other e.g. Undertakers & mortuary assistants, Pest control officers
Sales & Customer Service Occupations	<ul style="list-style-type: none"> ▪ Sales Assistants and Retail Cashiers e.g. Telephone salespersons ▪ Sales Related Occupations e.g. Debt, rent & other cash collectors, Merchandisers & window dressers ▪ Customer Service Occupations e.g. Call centre agents
Process, Plant & Machine Operatives	<ul style="list-style-type: none"> ▪ Process Operatives e.g. Food, drink & tobacco process operatives, Textile process operatives, Electroplaters ▪ Plant and Machine Operatives e.g. Coal mine operatives, Energy plant operatives ▪ Assemblers and Routine Operatives e.g. Assemblers, Clothing cutters, Routine laboratory testers ▪ Construction Operatives e.g. Scaffolders, Rail construction & maintenance operatives ▪ Transport Drivers and Operatives, e.g. Van drivers, Driving instructors, Taxi, cab drivers & chauffeurs ▪ Mobile Machine Drivers and Operatives e.g. Crane drivers, Agricultural machinery drivers
Elementary Occupations	<ul style="list-style-type: none"> ▪ Elementary Agricultural Occupations e.g. Farm & forestry workers ▪ Elementary Construction Occupations e.g. Labourers in building & woodworking trades ▪ Elementary Process Plant Occupations e.g. Labourers in foundries, Packers, bottlers, canners & fillers, Printing machine minders ▪ Elementary Goods Storage Occupations e.g. Stevedores, Dockers ▪ Elementary Administration Occupations e.g. Postal workers, couriers ▪ Elementary Personal Services Occupations e.g. Hospital porters, Waiters, Bar staff, Leisure & theme park attendants ▪ Elementary Cleaning Occupations e.g. Window cleaners, Launderers ▪ Elementary Security Occupations e.g. Traffic wardens, School mid-day assistants, Car park attendants ▪ Elementary Sales Occupations e.g. Shelf fillers

people:skills:jobs:



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to prepare people for work and to support
the economy.

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