UNIVERSITY OF SUSSEX

HR CSE & OPERATIONAL METRICS Report

April - June 2021 draft

Our vision for our service:

	Seamless
Right first time	Digital / quick
Flexible / agile	Partnership based
Solution focused	Human / personal
Proactive	Customer focused
Positive	Responsive

- **INTRODUCTION**

This document provides an overall summary and commentary on the HR Division's operational / customer services metrics for the period April 2021 – June 2021.

The HR Division's approach to service delivery is one of 'continuous improvement.' The purpose of collecting the data is to monitor, review and measure our service performance in key areas and make changes and improvements which are evidenced based, as appropriate.

During the period March 2020 to date, the University and HR services have been impacted by the covid-19 outbreak. Homeworking has been in operation for all but essential services since 23 March 2020, including the majority of HR. This has meant that all operational activity, face-to-face meetings and communications have moved on-line. Unfortunately, this has had an unavoidable impact on certain metrics as detailed below.

Nevertheless, as detailed in the 3Cs section HR has still not had any formal complaints despite the move to online only services, employees have continued to be paid, and the HR Service has continued to be delivered. However, this is an area that was specifically mentioned in the CSE re-accreditation report, specifically that "it may be timely to evaluate the reason, review the process and promotion, and actively encourage complaints to inform improvements to the support / services to customers." As such a key recommendation of the aforementioned report to the HRE will be that all HR generic inboxes include the following within the signature section; "HR is constantly looking to improve the services it offers its customers, as such all complaints are encouraged from all sections of the University. If you think your experience can lead to improvements in the service HR offer, we would love to hear from you".

KEY HIGHLIGHTS

Key highlights in this quarter's report are:

- Following the approved recommendations from the previous quarter's reports, there have been 19 (an increase of 23%) new responses to the Recruitment Feedback survey, please see section 6 for further details.
- Still no formal complaints received, although it is anticipated the recommendations below may lead to some complaints.

KEY LOWLIGHTS – Please note these are unchanged since

- The Staff Exit Survey has had a disappointing response (a fall) in the percentage of employees who think the University's support for equalities issue is either 'good' or 'excellent'.
- HR Quick Count Data Continues to not be filled in making it difficult to understand where development/resources are required, HR Exec are asked to consider the re-introduction of this tool, as and when a return to campus is approved.

Recommendations:

It is **recommended** that:

- all HR generic inboxes include the following within the signature section; "HR is constantly looking to improve the services it offers its customers, as such all complaints are encouraged from all sections of the University. If you think your experience can lead to improvements in the service HR offer, we would love to hear from you".
- the Recruitment Outcome survey is reviewed and the questions re-vamped to ensure managers are able to rate their perceptions of HRs service provision.
- a selection of managers who have recently undertaken recruitment to be approached and asked for more detailed feedback with the aim of improving the service.
- if the Staff Exit Survey results continue to decline that HR seek to understand this further.
- HRE consider the continued use of the QuickCount function (see section below).

PERFORMANCE AGAINST SERVICE STANDARDS

Area of service	Standard(s)	Measures and reporting	Performance July - Sept 2020
HR Division: Out of hours services / HR Systems	Basic web based out of hours services will be available 24/7 (excepting when access is restricted for Payroll processing). This will include: ➢ My View ➢ On-line access to Payslips ➢ Access to HRcomments@sussex.ac.uk	We will report and record publically any periods in which the service was not available (excepting when access is restricted for Payroll processing).	Achieved
HR Division: Data breaches	Our aim is to maintain an error rate of zero for reports to the ICO.	Any / all data breaches will be	Achieved

		reported immediately to HRLT and the Data Protection Manager and a record will be maintained of all breaches.	
HR Division – responses to phone calls	Phone calls to the Department will be answered in under 10 seconds	Telecoms monthly Tiger report	Achieved
HR Division – unanswered phone calls	Unanswered phone calls will be less than 5% of all calls to the Division	Telecoms monthly Tiger report	Not Achieved – due to the pandemic
HR Division - Complaints	Complaints will be resolved within 10 working days (unless more complex)	Complaints log	Achieved – no complaints received
HR Business Services: Shortlisting	Shortlisting packs containing applications, job description and shortlisting form will be available to recruiters 2 working days after the closing date of the advertisement.	Breaches of the standard will be reported to HRLT on a monthly basis.	Not Achieved – average 2.5 days – reflective of volume of applications and recruitment
HR Business Services: New starter offers (in line with statutory obligation for a written statement of main terms to have been received by the first day of appointment.	Written employment offers will be sent to new **starters 3 working days** from receipt of a completed appointment form with full contact information for the preferred candidate – subject to appropriate documentation / procedures being provided / completed by Recruiting Managers – and no later than the first day of employment. Minimum turnaround for new starters is 5 working days due to RTW checks.	Breaches of the standard will be reported to HRLT on a monthly basis.	Achieved - average 2.8 days
HR Business Services: Contract changes (in line with the statutory obligation for any changes to be notified in writing within 4 weeks)	Written changes to contract will be sent to employees **3 working days** after receipt of fully completed documentation.	Breaches of the standard will be reported to HRLT on a monthly basis.	Not Achieved – average is 4.0 days – reflective of levels of business at this time

HR Business Services: Family friendly letters	Written changes will be sent to employees **5 working days** from receipt of fully completed documents.	Breaches of the standard will be reported to HRLT on a monthly basis.	Achieved – average is 2.6 days
HR Business Services: Termination of Employment	Employee resignations will be acknowledged in writing **5 working days** after receipt of documents.	Breaches of the standard will be reported to HRLT on a monthly basis.	Achieved – average is 2.4 days
HR Business Services: Employee confirmation requests	Employee confirmation requests (e.g. mortgage references, special leave requests, visa confirmation letters etc) will be sent **10 working days** after receipt of the request. This timeframe will be extended if HR Business Services need to contact other agencies or retrieve information from archives.	Breaches of the standard will be reported to HRLT on a monthly basis.	Achieved – average 2.5 days
Payroll: Statement of earnings	Requests for statement of earnings should be made by email to the relevant Payroll Assistant. Statements will be sent within five working days.	Breaches of the standard will be reported to HRLT on a monthly basis.	Achieved
Payroll: Requests for travel etc payments	Requests for funds to be paid directly into a bank account alongside salary will be acknowledged within five working days.	Breaches of the standard will be reported to HRLT on a quarterly basis.	Achieved
Payroll: e-mail enquiries	All enquiries will be acknowledged within three working days and dealt with within five working days. Responses requiring a longer time period will be acknowledged and a time frame for response provided within three working days.	Breaches of the standard will be reported quarterly to HRLT.	Not Achieved – 3 messages weren't acknowledged within the 3 day window, but were dealt with within the 5 working days.
Payroll: Overall error rate	The overall error rate for Payroll (over / under-payments) shall be < 0.5% of Payroll	Breaches of the standard will be reported quarterly to HRLT and the Director of Finance	Achieved – 0.2% error rate
Payroll: Payment of Salary	Salaries will be paid on the last working day of the month except December when payment is made by the last working day before the closure period.	100% (reported by exception)	Achieved

|			
Payroll: Provision of Payslips	Payslips will be available for substantive staff via My View one day before pay day. For workers on casual payroll payslips will be posted the working day before pay day.	100% (reported monthly to HRLT)	Achieved
Payroll: Provision of P60s (HMRC tax document)	For substantive staff employed at the University on 5 April each year, a P60 will be provided via My View by 31 May each year.	100% (reported monthly to HRLT)	Achieved
Organisational Development: Induction	100% of all new staff will have access to Learnupon within 2 weeks of commencing employment at the University.	Breaches of the standard will be reported quarterly to HRLT.	Not Achieved (94%) Due to 3 new starters out of 50 not being assigned IT usernames within 2 weeks of commencing employment
Organisational Development: Compliance E-learning	At least 60% of all staff attending OD workshops are very satisfied that all learning objectives have been met	Quarterly reports to UEG	Achieved (92.8%).
HR International:	Applications for Defined CoS will be made to UKVI within 2 working days. Approved CoS will be issued to applicant within 3 working days	Breaches of the standard will be reported monthly to HRLT.	Achieved
	Requests for Certificates for Sponsorship (CoS) will be issued to applicant within 3 working days provided UKVI criteria has been met and evidenced.		Achieved
	All enquiries will be acknowledged within three working days and dealt with within five working days. Responses requiring a longer time period will be acknowledged and a time frame for response provided within three working days.		Achieved
Pensions: Contributions processing	USPSS, USPASS and NHS contributions will be remitted no later than 19th of the month.	Breaches of the standard will be reported directly to HRLT.	Achieved
Pensions: e-mail enquiries	All enquiries will be dealt with within five working days. Responses requiring a longer time period will be acknowledged and a time frame for response provided.	Breaches of the standard will be reported quarterly to HRLT.	Achieved

Pensions: Quotation requests	Quotation requests will be completed within five working days.	Breaches of the standard will be reported quarterly to HRLT.	Achieved

3 Cs – COMMENTS, COMPLIMENTS AND COMPLAINTS

The Division records comments, compliments and complaints. There were no complaints recorded in the current period. However, there were eight compliments received during this period, and finally there was one comment.

The average number of compliments per month for last 12 months was 1.6 per month, the average number of comments for the last 12 months was 0.08 per month. HR has received no complaints since October 2019.

The chart below shows the rolling 12 month trend lines for the 3 Cs, as can be seen the only activity within this period is complimentary, given the 12 months reported covered the height of the pandemic, it is to HR's credit that no complaints were received.


HR Division - Comments, Compliments and Complaints 2019
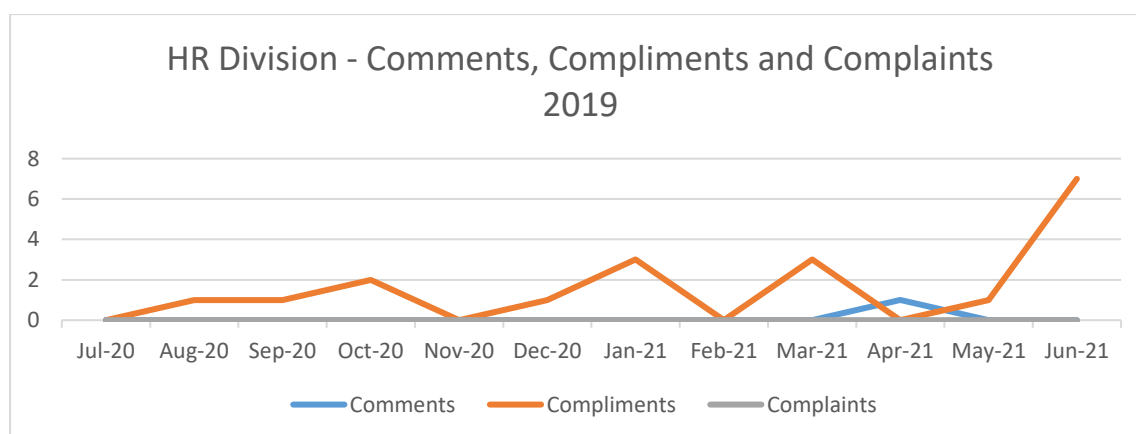
4. HR QuickCount – HR BUSINESS SERVICES ACTIVITY REPORT

HR Quick Count enables HR Business Services staff to record electronically with a single click the topic of an enquiry and its source – manager, employee, external. Contrary to previous reports, as new information has come to light, the original purpose of the QuickCount function was to ensure that those functions which received the most enquiries could be targeted for process improvements ahead of HR's first CSE assessment, HRE are asked to consider whether this metric should continue within this report?

5.   DATA BREACHES AND DATA ERRORS

There was 1 reported data breach between April 2021 – June 2021, which required a report internally to the Head of Information Management and Compliance (Data Protection Manager), the breach was assessed as a medium risk by the Head of Information & Compliance, but was not reportable to the ICO, as such this breach is recorded in the figures/graph below.

Annual Comparison - HR Data Breaches
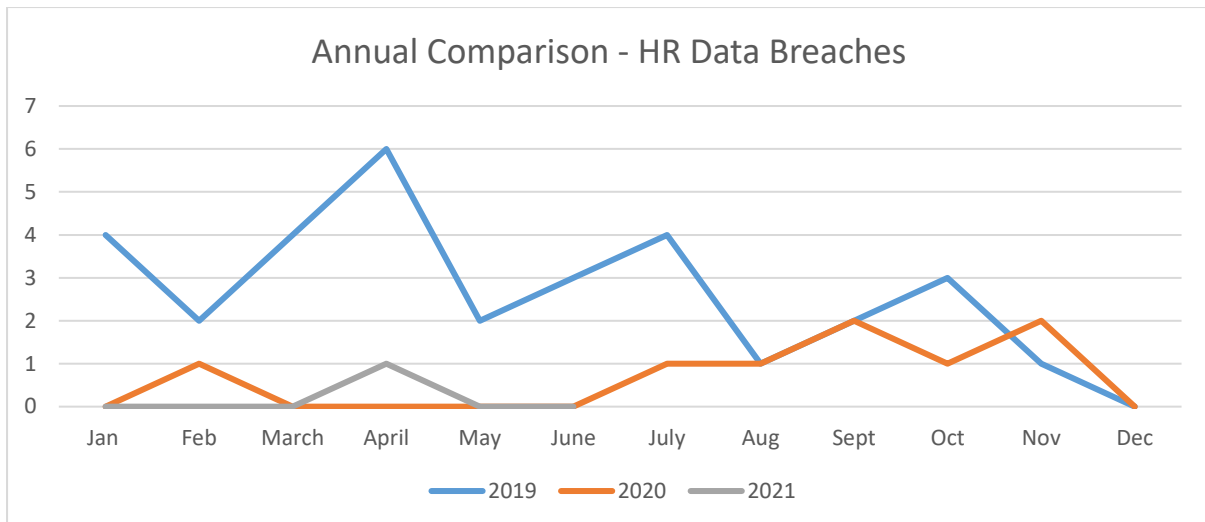
AVERAGE DATA BREACHES PER MONTH REPORTED INTERNALLY TO THE HEAD OF INFORMATION MANAGEMENT		
2019	2020	2021
2.67	0.67	0.08

As can be seen from the table above, the trend has continued year on year since monitoring began back in 2019. Given the sensitivity of the data that HR handles this should provide assurance to HRs customers that their personal information is treated with the respect that it deserves.

6.   **MANAGER FEEDBACK ON RECRUITMENT PROCESSES**

As reported in the previous quarter no responses to this survey had been received since July 2020, as such HR Executive endorsed the recommendation in the previous paper to email managers who had undertaken a recruitment exercise in the previous 6 months, asking them to undertake the survey. This intervention generated a further 19 responses which represented 32% of those targeted to complete the survey

However, this action has led to a decline in the satisfaction scores (see tables below), this is (needless to say) disappointing as such it is **recommended** that a selection of managers who have recently undertaken recruitment to be approached and asked for more detailed feedback with the aim of improving the service.

Furthermore, it was commented that a number of the questions are no longer valid (such as Advert Content, a manager commented that the text is produced by the service as such they could not provide a response to this as HR had little to no input, as such the manager was rating their own performance, not HRs).

It should also be noted that HR does not operate an e-recruitment solution (which is common among most organisations), as such the results reflect the manual and labour intensive processes in place here.

It is therefore **recommended** that this survey is reviewed and the questions re-vamped to ensure managers are able to rate their perceptions of HRs service provision.

To ensure consistency between these HR metrics reports the percentage responding their experience of the service is 'very good, excellent or good' has been produced below.

Overall Manager Satisfaction	Current Satisfaction	Previous Satisfaction
Very good / good	78.34%	84.21%

Overall responsiveness of HR	Current Satisfaction	Previous Satisfaction
Very good / good	88.33%	92.11%

Time taken	Current Satisfaction	Previous Satisfaction
Very good / good	63.33%	71.06%

Advert content	Current Satisfaction	Previous Satisfaction
Very good / good	80.00%	87.50%

Shortlisting Timescale	Current Satisfaction	Previous Satisfaction
Very good / good	86.54%	87.50%

HR Administration	Current Satisfaction	Previous Satisfaction
Very good / good	82.35%	87.50%

Interview arrangements	Current Satisfaction	Previous Satisfaction
Excellent / good	82.35%	87.50%

Offer arrangements	Current Satisfaction	Previous Satisfaction
Excellent / good	78.84%	81.25%

Overall Average	Current Satisfaction	Previous Satisfaction
Excellent / good	80.01%	84.82%

7. STAFF EXIT SURVEY

Data for this survey continues to be collected but remains some way below the recommended 'meaningful level' of 300+ responses. Although, since the last survey results were analysed 25 new respondents submitted a completed survey, bringing the total responses up to 209, however 73 responses are completely blank (i.e. there are no answers submitted for any question). The results to date which relate to HR (excellent or good) show:

Access to relevant training / development opportunities:	Current Satisfaction	Previous Satisfaction
Excellent / good	51.75%	51.02%

Support / information available via the Employee Assistance Programme:	Current Satisfaction	Previous Satisfaction
Excellent / good	53.66%	54.28%

University support for equalities issues:	Current Satisfaction	Previous Satisfaction
Excellent / good	61.11%	64.47%

University approach to flexible working:	Current Satisfaction	Previous Satisfaction
Excellent / good	65.05%	65.51%

Recommend the University of Sussex as a good employer:	Current Satisfaction	Previous Satisfaction
Excellent / good	64.76%	64.44%

As can be seen the responses to these questions is largely unchanged, with the only significant movement being in the first question related to the University's support for equalities issues, which has seen a decline of nearly 3.5%, this despite the appointment of a PVC for Culture, Equalities & Inclusion. It is recommended that should this metric continue to decline that HR seek to understand this further.

8. HR DIVISION TELECOMMS REPORTS

The figures for April to June are as follows:

Apr 2021 - June 2021	Calls answered			Average pick up time per call (seconds)		Unanswered calls	Total calls	% unanswered calls
		%						
EDI	0	0.00%		0.00		2	2	100.00%
HR	26	42.62%		12.42		35	61	57.38%
OD	2	22.22%		5.00		7	9	77.78%
Payroll	32	84.21%		5.81		6	38	15.79%
Pensions	0	0.00%		0.00		19	19	100.00%
Total - Division	**60**	**46.51%**		**8.65**		69	**129**	**53.49%**

We achieved our target standard of telephone pick-ups being made in under 10 seconds.

The number of unanswered calls across the Division between April & June was 53.49%, this is much worse than our stated target of 5%, and represents a decline in performance from the previous quarter where the unanswered calls accounted for 48.39% of all calls. However, 7% of these unanswered calls, were received outside of our advertised office opening hours.

Clearly, in addition to the calls received outside published opening hours, the Covid-19 pandemic has dictated that the main HR office is closed, with no facility to divert calls to alternative numbers due to the dearth of business mobile phones for the majority of staff. It should be noted that it is not possible at the current time to report on calls to business mobiles. Anecdotally HR colleagues have reported a decline in calls to business mobiles, reporting instead that with the transition to home working most contact with customers is now either through Zoom or Microsoft Teams.

Payroll, have a higher % of answered calls as these colleagues spent a significant portion of time within the office in order to run the payroll (which can't be done remotely), hence the higher % of answered calls in comparison to other teams.

It should also be noted that the volume of calls was significantly down in this period, in March 2020 (which still had one week of lockdown within it) the division received 322 calls alone, compared to a total of 129 for the entire April – June quarter of 2021.

This metric needs to be kept under review, as with the stated move away from landlines, and the replacement with skype etc, the ability to monitor calls will need to be maintained. The University's telephony team has issued assurance that this will be possible, but this may lead to a change in ability to report in precisely the same way.

9. WEB METRICS

There were 33,973 (previous quarter 36,406) page views between January 2021 – March 2021, a decrease of circa 2.5k views on the previous quarter. In comparison to the same period last year there is still an increase in traffic of circa 10,000 page views compared to this time last year, it is likely this increase is due to the pandemic, and the movement to online working. This quarter saw 11,170 (previous quarter 10,554) users accessing the web pages during the quarter, so although the number of page views is down, the number of users is up, this may suggest that users are finding the information they require more easily and therefore are having to view less pages to get there.

The highest contact pages for our web site in this period were:

1. Salary scales / rates of pay
2. Payroll and pensions / My View
3. Human Resources Home Page
4. Business Services Home Page
5. HR Contacts by Areas of the University

10. DIGITISATION OF PROCESSES

With the digitisation of the personnel files complete, HR's journey to improve customer service through harnessing technology continues with the work to implement a modern HR Information System. Resourcelink (the HRIS) has undergone a review of its current functionality and HR now understands the limitations and opportunities that exist through augmenting the functionality available. This will include enhanced features that will improve the outcomes for customers; e.g. inputting absence details into RLA which will then benefit customers as HR will be able to provide the University and individual services with data regarding absences, allowing the University to exercise its duty of care, and understanding where interventions may have the most beneficial impact.

Matt Naish
Reward Manager (August 2021)