HR CSE & OPERATIONAL METRICS Report

July - September 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 July 2021 – September 2021.

The HR Division's approach to service delivery continues to be 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.

The period under review is anticipated to be the last period since March 2020, where the University has been working largely off Campus. Since the beginning of September as the University began to move to a hybrid pattern of working, more and more colleagues have been returning to the office. This has been complimented by a more flexible IT provision, such as Skype for Business being installed on colleagues computers. It is therefore anticipated that the next quarterly report will reflect this change. However, it should be noted that the period under review has seen higher than usual workloads across the teams, which has coincided with higher than normal absence due to illness.

As detailed in the 3Cs section, HR received it's first complaints for well over a year in this quarter, it is not known whether this increase in complaints is symptomatic of a trend, a reflection of the change to the signature line as per the recommendations in last quarters reports (i.e. to actively elicit complaints), or a reflection of the workload/absence issues referred to in the paragraph above. As this is an area that was specifically mentioned in the CSE re-accreditation report, specifically "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." This will be closely monitored.

KEY HIGHLIGHTS

Key highlights in this quarter's report are:

- 0 data breaches during the quarter reported.
- Some improved stats in the exit survey
- Call reports and web site metrics continued to show improvement.

KEY LOWLIGHTS – Please note these are unchanged since

- Numerous service standards were not met, it should be noted that this period was an unusually busy period, but these standards should be monitored for improvement.
- The division received its first complaint in nearly 2 years. However, this provides an opportunity to improve.
- 0 responses to the recruitment manager survey.
- The exit survey (despite some improvements) shows a declining satisfaction in staff development and training this should be a key issue for OD team to address.

Recommendations:

It is **recommended** that:

- the Recruitment Outcome survey is promoted in a specific email sent from the BS managers inbox.
- the EDI unit should be made aware of the continued fall in the view that the University's support for equalities issues is waning, so that they are able to attempt to understand the reasons for this.
- despite the number of responses to the staff survey falling below the level Qualtrics recommends as being statistically significant, there is a legitimate fear that this will take several more years to achieve (based on the current rate of completion), as such it is proposed that this feedback is reviewed to determine what actions can be taken to address the feedback within.
- in light of the complaint received team leaders should be asked to review all answer phone messages and ensure they are up to date (this could be co-ordinated by JF).

PERFORMANCE AGAINST SERVICE STANDARDS

Area of service	Standard(s)	Measures and reporting	Performance July - Sept 2021
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 reported immediately to HRLT and the Data Protection Manager and a record will be maintained of all breaches.	Achieved
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
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 2.3 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 4.4 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 3.9 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 3.4 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 2.0 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

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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.	Achieved
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 – 0.01% 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 met (92.96%) Due to 5 new starters out of 71 not being pulling through on Basic Staff Info Report 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	Fully met (100%). Please note, there was a break in delivery over the summer. This is based only on 4

			feedback surveys this term.
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
HR International:	Requests for Certificates for Sponsorship (CoS) will be issued to applicant within 3 working days provided UKVI criteria has been met and evidenced.	Breaches of the standard will be reported monthly to HRLT.	Achieved
HR International:	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 monthly to HRLT.	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 was one complaint during this period, HR's first complaint since October 2019, the complaint noted that the complainant had not received a timely response to a series of emails, and that the answer phone message was out of date, when they phoned, the message stated that the phone number belonged to someone no longer working at the University. The answer phone message has now been replaced, however the responsiveness or lack thereof is largely a symptom of how busy colleagues are, nevertheless the HR employee in question has been reminded of the need to respond to emails within the stated service level agreements.

The average number of compliments per month for last 12 months was 1.8 per month, the average number of comments for the last 12 months was 0.0 per month, and the average number of complaints over the last 12 months is 0.08 per month.

The chart below shows the rolling 12 month trend lines for the 3 Cs.

HR Division - 3Cs Report Summary - 2021
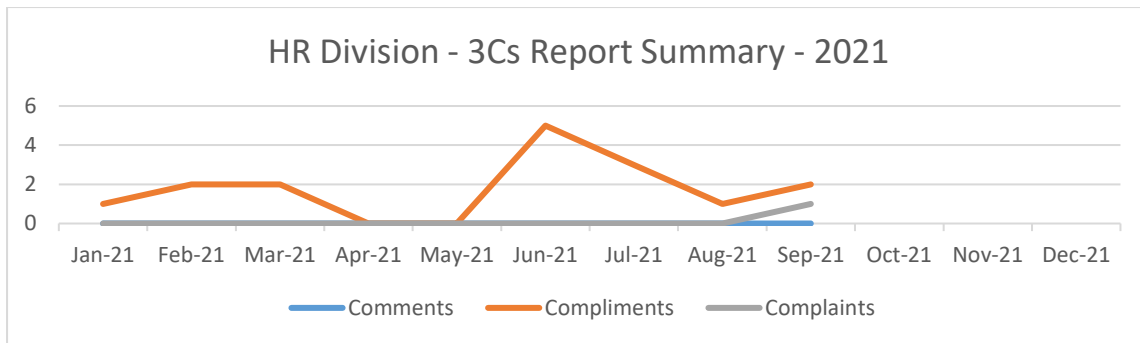
4. HR QuickCount – HR BUSINESS SERVICES ACTIVITY REPORT

As mentioned in the previous quarter's report 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. Given the additional administrative burden of continuing to require colleagues to use this functionality, the Exec team have determined that the quick count functionality will be suspended, pending identification of further need. HR continue to monitor the services most frequently accessed through the web monitoring statistics reported in section 9 of

5. DATA BREACHES AND DATA ERRORS

There was 1 reported data breach between July 2021 – September 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 isn't recorded in the figures/graph below.

Annual Comparison - HR Data Breaches
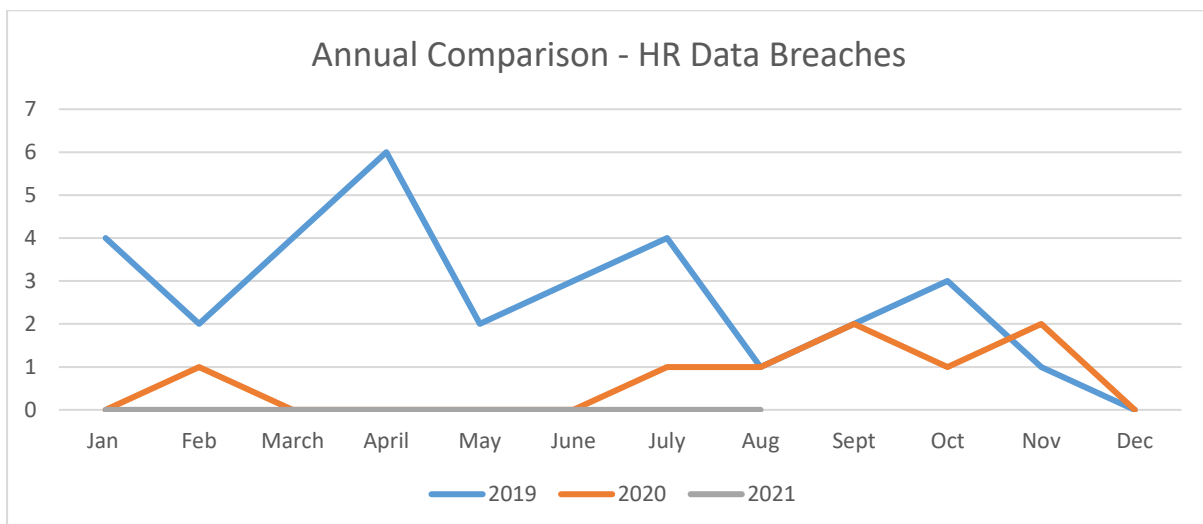
AVERAGE DATA BREACHES PER MONTH REPORTED INTERNALLY TO THE HEAD OF INFORMATION MANAGEMENT		
2019	2020	2021
2.67	0.67	0.00

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

After the previous quarter where a number of responses had been received following a mail out to recruiting managers, it is disappointing to report that the number of responses in the previous quarter has reverted to 0 responses, and as such the current and previous satisfaction levels are unchanged.

It is therefore worth noting that an email to managers seems to generate a response, it is therefore strongly recommended that the HR Business Services Manager oversees the introduction of a practice to pro-actively email managers to request the completion of this survey as a separate email, rather than rely on a passive line in the 'signature' section in emails from the recruitment team.

Overall Manager Satisfaction	Current Satisfaction	Previous Satisfaction
Very good / good	78.33%	78.34%

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

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

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

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

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

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

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

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

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 29 new respondents submitted a completed survey, bringing the total responses up to 238. The results to date which relate to HR (excellent or good) show:

Access to relevant training / development opportunities:	Current Satisfaction	Previous Satisfaction
Excellent / good	48.14%	51.75%

Support / information available via the Employee Assistance Programme:	Current Satisfaction	Previous Satisfaction
Excellent / good	54.34%	53.66%

University support for equalities issues:	Current Satisfaction	Previous Satisfaction
Excellent / good	56.43%	61.11%

University approach to flexible working:	Current Satisfaction	Previous Satisfaction
Excellent / good	66.39%	65.51%

Recommend the University of Sussex as a good employer:	Current Satisfaction	Previous Satisfaction
Excellent / good	64.51%	64.44%

As can be seen the responses to these questions is largely unchanged, with the only significant movement being in the question related to the University's support for equalities issues, which has seen a decline of nearly 5%, this follows a decline recorded in the previous quarter of 3.5%, bringing the total decline to circa 8.5% over the previous 6 months. This despite the appointment of a PVC for Culture, Equalities & Inclusion. In the previous quarters report it was recommended that should this metric continue to decline that HR seek to understand this further. It is now recommended that the EDI unit should be made aware of this so that they are able to attempt to understand the reasons for this.

8. HR DIVISION TELECOMMS REPORTS

The figures for July to September are as follows:

July 2021 - Sept 2021	Calls answered		Average pick up time per call (seconds)		Unanswered calls	Total calls	% unanswered calls
		%					
EDI	0	0.00%	0.00		4	4	100.00%
HR	92	75.41%	8.36		30	122	24.59%
OD	0	0.00%	0.00		7	7	100.00%
Payroll	39	79.59%	6.82		10	49	20.41%
Pensions	0	0.00%	0.00		25	25	100.00%
Total - Division	**131**	**63.29%**	**7.90**		76	**207**	**36.71%**

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

The number of unanswered calls across the Division between July to September was 36.71%, this is much worse than our stated target of 5%, but this represents improved performance when set against previous quarters. It is perhaps not surprising to report that the majority of answered calls were received during September, it is in September that the return to campus and therefore the office really increased, it is expected that the uptick in answered calls will continue into the next quarter.

Clearly, in addition to the calls received outside published opening hours (5 in the previous quarter), as mentioned, as working restrictions imposed by the pandemic have loosened there has been a return to the officer, for most teams and services. However, this new way of working has necessitated the introduction of technology to accommodate the new 'hybrid' approach to working. This manifests itself in the move to a telephony system based on Skype for Business, it is yet to be determined whether the university can continue to supply telephony metrics in the same way as for the previous desk based telephony system but discussions are ongoing to ensure the continued supply of this information. Further information will be presented in next quarters report.

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 207 for the entire July – Sept quarter of 2021.

9. **WEB METRICS**

There were 39,658 (previous quarter 33,973) page views between July 2021 – September 2021, a increase of circa 6k 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 12,031 (previous quarter 11,170) users accessing the web pages during the quarter, as such more people are accessing the web site, and finding more information on the website than ever before. It is therefore vital that work continues on the development of the HR webpages as envisioned.

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

1. Salary scales / rates of pay
2. Human Resources Home Page
3. Payroll and pensions / My View
4. Payroll Documents and Forms
5. Business Services Home Page

10. DIGITISATION OF PROCESSES

Work is progressing to introduce the ability to record absence on the HR system, all types of absence from Sickness to Volunteering Leave will be recorded on the system, and this will allow the production of absence reports to be considered by UEG and at school/service level. The pilot scheme has been rolled out to HR and all being well will be rolled out to the rest of the University in late 2022. Further developments will be reported as and when available.

Matt Naish
Reward Manager (December 2021)