US

**UNIVERSITY
OF SUSSEX**

HR CSE & OPERATIONAL METRICS Report

October - December 2020 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 October 2020 to December 2020.

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 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.

In line with the previous HR metrics report (July 2020 – October 2020) the Organisation Development service standards have been modified. This decision was taken as all metrics were reviewed in the previous quarter to ensure the standards were appropriate and achievable. Upon reflection the OD team were not in control of the service standards they were responsible for, as such new metrics which are more appropriate have been agreed and have been introduced.

KEY HIGHLIGHTS

Key highlights in this month's report are:

- No complaints have been received within HR for over a year (last one received was October 2019).
- Most KPI's have been met (3 were not, 2 of which are a direct result of the pandemic, 1 due to IT issues see below).

KEY LOWLIGHTS

- No responses to the Recruitment Satisfaction survey since July 2020, measuring managers experience of the recruitment process – **Recommendation – this survey should be linked to by those who deal with recruitment within HR within emails.**
- HIR Quick Count Data Continues to not be filled in making it difficult to understand where development/resources are required.
- There were 3 further data breaches in the quarter, although none were required to be reported to ICO. Nevertheless 2020 was the best performing year since records began.

- **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 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 – 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.	Achieved – average 2.0 days
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 2.3 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.	Achieved – average is 1.4 days
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 4.8 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 2.3 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 4.8 days
Payroll:	Requests for statement of earnings should be made by email to the	Breaches of the standard will be	Achieved

Statement of earnings	relevant Payroll Assistant. Statements will be sent within five working days.	reported to HRLT on a monthly basis.	
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 - 0.04% 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 (95.3%) Due to 4 new starters out of 147 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	Fully met (98.2%)

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HR International:	Requests for restricted Certificates for Sponsorship (CoS) made to the UKVI will be submitted by the 4th of each month – approved CoS will be issued to applicant within 3 working days.	Breaches of the standard will be reported monthly to HRLT.	n/a – no requests during this period
	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.	Not Achieved – 99%
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 three compliments received during this period, and finally there were no comments.

The average number of compliments per month for last 12 months was 0.83 per month, the average number of comments for the last 12 months was 0.08 per month. HR has received no complaints in the last 12 months.

The chart below shows the rolling 12 month trend lines for the 3 Cs, as can be seen during the early days of the lockdown period in March 2020 there was a period where no comments, compliments or complaints were received. At a time when the entirety of the UK was undergoing a huge amount of upheaval and change it is to HR credit that no complaints were received. As the lockdown period came to an end in late summer 2020 the compliments received started to return to pre-lockdown levels without a corresponding increase in complaints or comments.

HR Division - Comments, Compliments and Complaints 2020
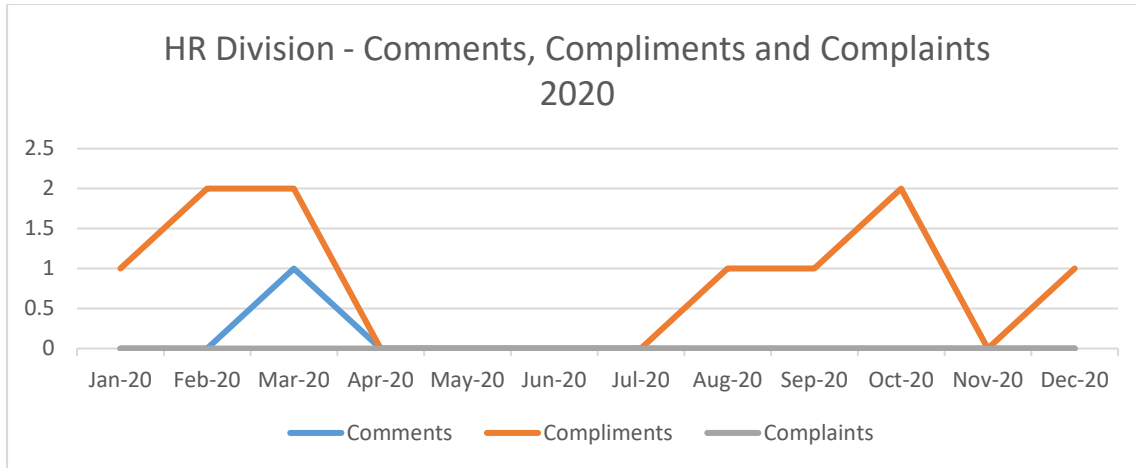
4. HR QuickCount – HR BUSINESS SERVICES ACTIVITY REPORT

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. In the previous quarters report (Jul 20– Sept 20) it was noted that the HR Quick Count data has been disused since February 2020, but that there had been usage of this recording tool in the latter half of September 2020. Unfortunately, it appears the usage has since ceased with the last record dated the 28/09/2020.

5.   DATA BREACHES AND DATA ERRORS

There were 3 reported data errors between October 20 – December 20, which required a report internally to the Head of Information Management and Compliance (Data Protection Manager). Prior to this, there were 4 reported data breach in the previous quarter. Although none of the data breaches needed to be reported to the ICO and have therefore met our target, this should be monitored closely.

Annual Comparison - HR Data Breaches
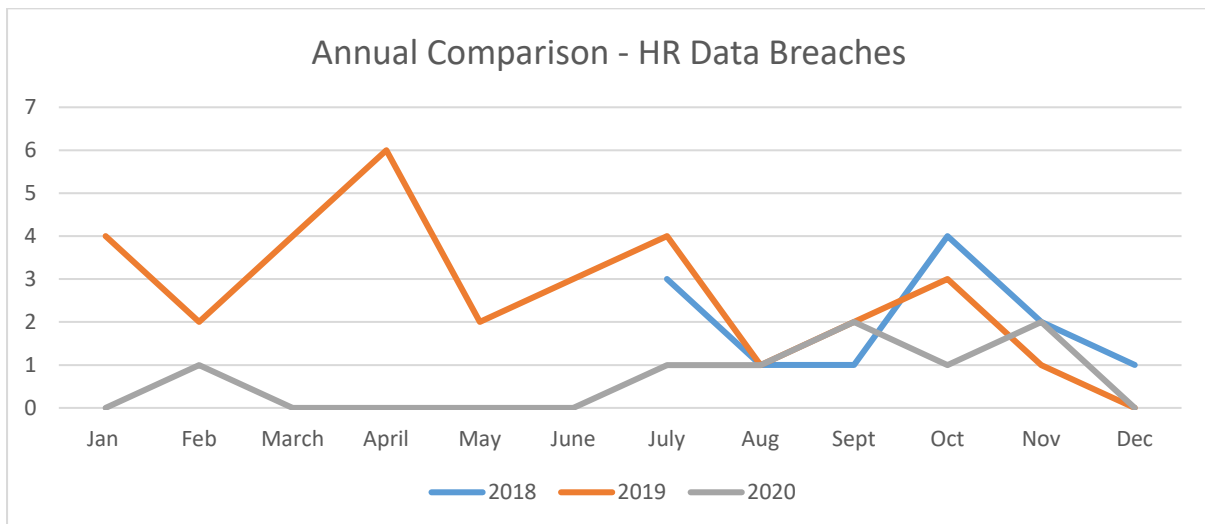
AVERAGE DATA BREACHES PER MONTH REPORTED INTERNALLY TO THE HEAD OF INFORMATION MANAGEMENT		
2018	2019	2020
2.00	2.67	0.67

As can be seen from the table above, 2020 marked the best year since monitoring began for data breaches with a total of 8 data breaches in 2020, compared to a total of 32 in 2019.

6.   MANAGER FEEDBACK ON RECRUITMENT PROCESSES

It should be noted that the survey sample is still very small – to date only 48 responses (The Qualtrix survey software recommends that we should have 300+ responses for the survey to be valid), which is unchanged from the quarter 2 of 2020/21 (i.e. July – September). As such there are no changes to the previously reported responses.

It is strongly recommended that the HR Business Services Team, ensure that a link to the survey is included in emails to managers throughout the recruitment process to encourage further responses. As stated 300 are ideally needed in order to give the survey responses validity.   In total during the year 2020 circa 377 recruitment processes were completed, but in the same period only 8 responses to the survey were received, this means only 2.1% of recruitment processes were rated by managers.

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	84.21%	84.21%

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

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

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

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

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

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

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

Overall Average	Current Satisfaction	Previous Satisfaction
Excellent / good	84.82%	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 14 new respondents submitted a completed survey, bringing the total responses up to 166, however 71 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 48.23%

Previous 48.72%

Support / information available via the Employee Assistance Programme:

Current 53.57%

Previous 54.16%

University support for equalities issues:

Current 64.61%

Previous 65.00%

University approach to flexible working:

Current 64.86%

Previous 64.18%

Recommend the University of Sussex as a good employer:

Current 64.55%

Previous 63.88%

8. HR DIVISION TELECOMMS REPORTS

The figures for October to December are as follows:

October 20 - December 20	Calls answered		Average pick up time per call (seconds)		Unanswered calls	% unanswered calls	Total calls
		%					
EDI	0	0.00%	0.00		6	100.00%	6
HR	47	40.17%	10.15		70	59.83%	117
OD	8	47.06%	7.50		9	52.94%	17
Payroll	16	53.33%	9.00		14	46.67%	30
Pensions	0	0.00%	0.00		26	100.00%	26
Total - Division	71	36.22%	9.59		125	63.78%	196

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

The number of unanswered calls across the Division between October & December was 63.78% - which is above (worse) than our target of 5%. However, 21.6% of these unanswered calls, were received outside of our normal 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, it is expected that a significant number of customers were either able to contact their intended recipient using business mobiles or by email at the current time.

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, a third more than the entire quarter that this report refers to.

9. **WEB METRICS FOR July 20 – September 20**

There were 23,441 page views between October - December, with 7,424 users accessing the web pages during this time. The highest contact pages for our web site in December were:

- Salary scales / rates of pay
- Human Resources Home Page
- Payroll and pensions / My View
- Payroll & Pensions Documents & Forms
- Business Services Home Page

The decrease of circa 6,500 views compared to last quarter is likely to due to the closedown over the Christmas period, trend data shows significant drops in traffic over the weekends, and as such the non-working period over Christmas is the likely reason. If this near 2 week period was a 'normal' period of working it is anticipated that the volume of web traffic over the quarter would be similar to

that shown in the previous quarter. As such the reasons given in the previous report for an increase in traffic are still likely to be true (i.e. the effects of the pandemic on 'normal' HR service provision).

10. DIGITISATION OF PROCESSES

HR Continues on its journey to modernise and digitise, and is engaged on a project to digitise all personnel files.

After having successfully completed the quality check of an initial box and confirmed the contractual arrangements, all personnel files between A -N have now been digitised, however delays caused by Covid at the scanning company (Iron Mountain) have delayed the completion of this project, completion of the remaining files is expected by the end of February 2021.

Matt Naish
Reward Manager (Feb 2021)