UNIVERSITY OF SUSSEX

HR CSE & OPERATIONAL METRICS Report

January – March 2021

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 January 2021 to March 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 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.

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 and promoted to all managers who undertake recruitment – it may even be worth specifically emailing all managers who have undertaken recruitment in the last the last year to ask them to complete.**
- 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.

- **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	Breaches of the standard will be	Not Achieved – average 2.8 days – a

	recruiters 2 working days after the closing date of the advertisement.	reported to HRLT on a monthly basis.	couple of campaigns showing large number of days between closing of advert needs investigating.
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 2.0 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 2.2 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 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 1.9 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 3.7 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 – 0.14% 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 (94.74%) Due to 5 new starters out of 95 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 (90.2%).

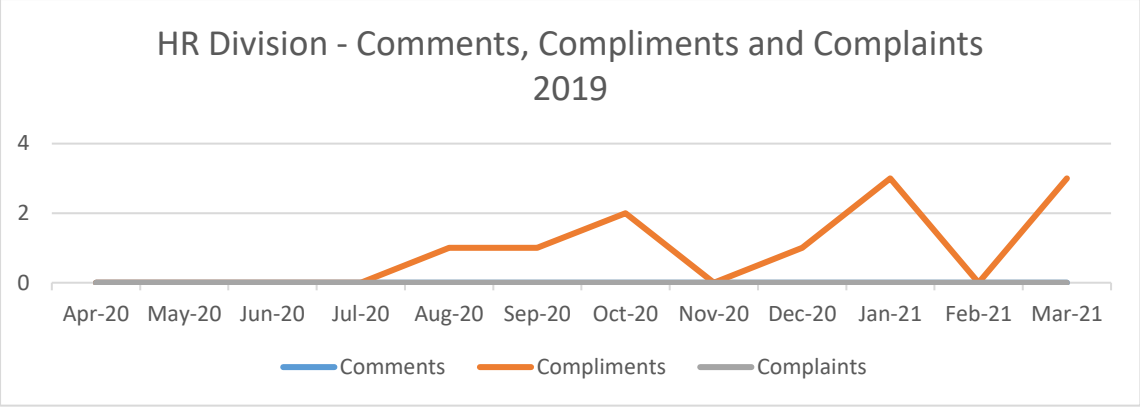
HR International:	Applications for Defined CoS will be made to UKVI within 2 working days. Approved CoS will be issued to applicant within 3 working days Requests for Certificates for Sponsorship (CoS) will be issued to applicant within 3 working days provided UKVI criteria has been met and evidenced. 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 Achieved 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 – 97%
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 0.92 per month, the average number of comments for the last 12 months was 0 per month. HR has received no complaints in the 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.

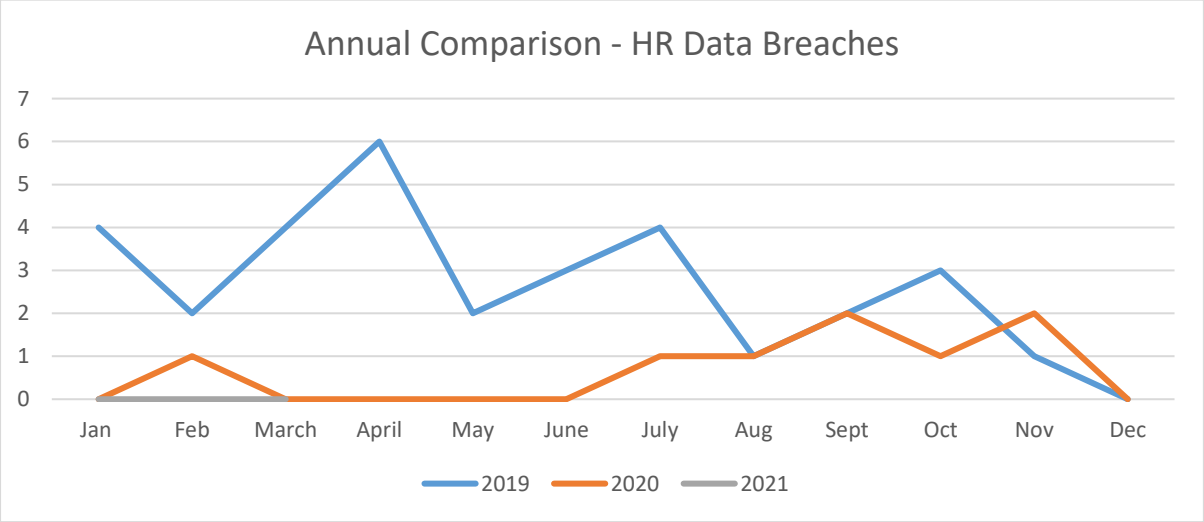


4. HR QuickCount – HR BUSINESS SERVICES ACTIVITY REPORT

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. As per the previous report this has not been used as intended since February 2020. It was disused following the strike action and then subsequently the pandemic.

5. DATA BREACHES AND DATA ERRORS

There were 0 reported data breaches between January 2021 – March 2021, which required a report internally to the Head of Information Management and Compliance (Data Protection Manager). Prior to this, there were 3 reported data breaches 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.



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, 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, so far this year the downward trend has continued, and this is worth celebrating!

6. MANAGER FEEDBACK ON RECRUITMENT PROCESSES

The number of responses is unchanged from the quarter 2 of 2020/21 (i.e. July – September), i.e. the last response received to this survey was July 2020, 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, and that emails are sent to all managers who have recruited in the past year (April 20 – March 21) to ask them to complete the survey.

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 15 new respondents submitted a completed survey, bringing the total responses up to 184, 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 51.02%

Previous 48.23%

Support / information available via the Employee Assistance Programme:

Current 54.28%

Previous 53.57%

University support for equalities issues:

Current 64.47%

Previous 64.61%

University approach to flexible working:

Current 65.51%

Previous 64.86%

Recommend the University of Sussex as a good employer:

Current 64.44%

Previous 64.55%

As can be seen the responses to these questions is largely unchanged, with the only significant movement being in the first question where the responses to that question rated as either 'good' or 'excellent' has increased by nearly 3%.

8. HR DIVISION TELECOMMS REPORTS

The figures for October to December are as follows:

Jan 2021 - March 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	59	47.20%		10.83		66	125	52.80%
OD	0	0.00%		0.00		3	3	100.00%
Payroll	34	79.07%		7.06		9	43	20.93%
Pensions	3	23.08%		10.67		10	13	76.92%
Total - Division	**96**	**51.61%**		**9.49**		90	**186**	**48.39%**

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

The number of unanswered calls across the Division between January & March was 48.39%, while this is much worse than our stated target of 5%, this does mark a better performance than in the previous quarter where the unanswered calls accounted for 63.78% of all calls. However, 26.67% 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 186 for the entire Jan – Mar 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 36,406 page views between January 2021 – March 2021, an increase of 12,965 on the previous quarter, although the previous quarters figures included the Christmas period. In comparison to the same period last year there is still an increase in traffic of circa 3,000 page views compared to this time last year, it is likely this increase is due to the pandemic. This quarter saw 10,554 users accessing the web pages during the quarter. 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. Promotion Procedures
5. Business Services Home Page

The 4th most visited page has not appeared in these reports since this time last year and is a reflection of the priorities of HR's customers at the current time.

10. DIGITISATION OF PROCESSES

HR Continues on its journey to modernise and digitise, and has completed a project to digitise all personnel files. These digital files have now all been matched to any existing electronic files, therefore HR's filing system is now completely electronic.

Work on updated software/systems is currently being being undertaken by colleagues in HR and this will be reported on in the next report.

Matt Naish
Reward Manager (May 2021)