

Service Level Standards – Human Resources

Human Resources is constantly expanding and developing as a result of changing requirements (both internally or externally) such as legislation, changing financial constraints and University priorities such as the ASP, staffing costs and the need to be more efficient and effective. Other HR activities are recurring e.g. recruitment, payment of staff, work permits, redundancy, staff development activities, HESA, promotion/grading review etc.

It is essential to the service that these core activities continue to be undertaken but also that action is taken to review and improve these services as necessary to meet changing customer needs and enhance the service provided. Part of this review is the continual development of the lean process within HR.

It should be noted that some of these activities cannot be planned in advance e.g. the number of complaints/grievances received, changes in the recruitment pattern of staff, increase in absence, increase in work permits required and changing case law.

Through consultation with the people who deliver the service to the customers, the HR staff team, Service Level Standards have been created that are SMART (Specific; Measureable; Achievable; Realistic; and Timely).

Standard 1: Times of Business

Operating within The Old Burgh School, our office hours are 8.45am to 5pm Monday to Friday. University staff are notified of changes to office hours over the holiday period via the 'Friday Memo'.

Standard 2: Customer Relationship

Staff contacting HR during our hours of business can expect:

- ✓ Enquiries via phone, email, post and in person being dealt with courteous professionalism.
- ✓ A prompt response on the 'turn-around time' of the enquiry.
- ✓ A coordinated team approach so that HR team members understand their role with enquiries.
- ✓ Enquiries handled with dignity and respect by being inclusive of the University's commitment to Equality & Diversity Inclusion.
- ✓ Enquiries dealt with confidentiality and utmost discretion.
- ✓ A strong customer focus in resolving issues efficiently by utilising resources available.
- ✓ Complaints about staff and experience of the service are dealt with by the lead for the service function, and then ultimately by the Director of Human Resources.

Standard 3: Recruitment Service

Activity	Target
Response to all email enquiries	Within 3 working days.
Response to all telephone enquiries	Normally on the same day or, if not possible, the next working day.
In person attending the office	The office has an 'Open Door Policy'.
Response to all postal enquiries	In trays are checked daily and responded to the same/next day whenever possible.
Legislation compliance enquiries	By the end of the next working day or passed to the appropriate person. If it is a topic that needs

	researched a response may take up to 3-5 working days.
Guidance on tasks	Normally immediate response or within 3-5 working days depending on the level and nature of guidance required.

Standard 4: Salaries & Pensions Service

Activity	Target
Response to all email enquiries	Within 3 working days.
Response to all telephone enquiries	Same day unless investigation required.
In person attending the office	Same day unless investigation required.
Response to all postal enquiries	3-5 working days.
Legislation compliance enquiries	3-5 working days.
Guidance on tasks	Normally on the same day.

Standard 5: Immigration Service (inc. Work Permits)

Activity	Target
Response to all email enquiries	Within 3 working days.
Response to all telephone enquiries	Immediately or by the end of the next working day (depends on nature of the query).
In person attending the office	An 'open door policy' for face-to-face queries and assistance with visa application form – meetings can be arranged in-house for confidentiality within The Old Burgh School.
Response to all postal enquiries	Online system is most common method and recommended - except Work Permits for Bulgarians and Romanians - if these are received then action within 2 working days.
Legislation compliance enquiries & Guidance on tasks	Guidance and publication within 2 weeks - legislation changes only occur in April and October.

Standard 6: Workforce Planning Service

Workforce Planning applications and outcomes are currently recorded, collated and distributed to members of the Workforce Planning Group by the Senior Role Analyst who is part of the Support & Advice Team within Human Resources. This member of staff also answers any staff enquiries on Workforce Planning and related grading issues.

Activity	Target
Response to all email enquiries	Within 3 working days
Response to all telephone enquiries	Normally by end of working day.
In person attending the office	n/a.
Response to all postal enquiries	In trays are checked daily and responded to the same/next day whenever possible.
Legislation compliance enquiries & Guidance on tasks	Processes reviewed on ongoing basis by Senior Role Analyst incorporating feedback from Workforce Planning Group; Tasks dictated by timetable of meetings (currently fortnightly).

Standard 7: Data Support Service (including Self Service & QlikView)

Activity	Target
Response to all email enquiries	Normally same day, but if further investigation or analysis required, within 3 working days.
Response to all telephone enquiries	Normally same day, but if further investigation or analysis required, within 3 working days.
In person attending the office	Normally same day, but if further investigation or analysis required, within 3 working days.
Response to all postal enquiries	3-5 working days.
Legislation compliance enquiries	By the end of the next working day or passed to the appropriate person. If further investigation or analysis is required, response may take up to 5 working days.
User Guidance	Normally same day, but if further investigation required, next working day.

Standard 8: Support & Advice Service

Activity	Target
Response to all email enquiries	Normally same day, but if further investigation or analysis required, within 3 working days.
Response to all telephone enquiries	Normally same day, but if further investigation or analysis required, within 3 working days.
In person attending the office	An 'open door policy' is in operation for all staff, which helps staff experience helpful face-to-face contact – meetings can be arranged in-house for confidentiality within The Old Burgh School.
Response to all postal enquiries	By the end of the next working day
Legislation compliance enquiries	By the end of the next working day.
Guidance on tasks	By the end of the next working day.

Standard 9: Equality & Diversity Inclusion Service

The Equality & Diversity Officer is responsible for dealing with enquiries and workload as part of the service within Human Resources. Enquiries are logged for evidence and tracking purposes.

Activity	Target
Response to all email enquiries	Within 3 working days.
Response to all telephone enquiries	Normally same day, but if further investigation or analysis required, within 3 working days.
In person attending the office	An 'open door policy' is in operation for all staff, which helps staff experience helpful face-to-face contact – meetings can be arranged in-house for confidentiality within The Old Burgh School.
Response to all postal enquiries	In trays are checked daily and responded to the same/next day whenever possible.
Legislation compliance enquiries	By the end of the next working day.
Guidance on reporting, training, practice	Targets agreed with the Head of School/Unit Manager.