TRANSFORMING OUR PROFESSIONAL SERVICES

A SUMMARY OF FEEDBACK RECEIVED ABOUT THE PEOPLE SERVICE DESIGN DURING THE TOPS ENGAGEMENT PERIOD (SEPTEMBER-DECEMBER 2017)

THE ENGAGEMENT PERIOD- WHO, WHEN AND WHY?

During the autumn term (2017), we published the TOPS Emerging Ideas and ran a series of engagement activities to discuss and receive honest and open feedback on these. During this time, the TOPS Programme team carried out **95 engagement sessions** and acquired feedback from other channels, such as online surveys and feedback to the TOPS mailbox. We have now collated **1712 pieces of specific feedback** from across these channels. This feedback relates to the emerging ideas and service designs for the various Professional Service areas, the wider TOPS programme and specific department or faculty implications. All of the feedback received has been systematically recorded.

The engagement of UCL staff and their contributions throughout this feedback process have been invaluable and provided the TOPS Programme Team, Professional Services Leadership Team and Senior Management Team with important insights from the people who engage with our professional services on a daily basis. This has helped us to:

- understand views and perceptions on the TOPS design emerging ideas
- understand the impact these ideas may have on roles, departments or faculties
- improve these designs and develop the wider TOPS implementation plan.

WHAT HAVE WE HEARD ABOUT PEOPLE SERVICES PROPOSED SERVICE DESIGN?

In addition to the original direct input to the workshop and world café sessions, feedback relating specifically to People Services across the various engagement channels represents **9%** of all feedback received in the autumn term. We have collated and analysed these responses to identify themes that we have heard repeatedly. In the case of People Services these can be categorised into four key themes.

1)   There was a range of feedback on the HR Business Partner model

While some Faculties (such as MAPS) were extremely positive about the relationship they have with their existing HR Business Partner, there were some inconsistencies in views on this subject. Some smaller Faculties felt that a Business Partner may be more appropriate at school level, some felt that the balance of alignment has made it difficult for Business Partners to deliver the services they believe the Faculty requires and others are concerned they do not handle the range of activity required, particularly with reference to managing case workload if Business Partners are focusing on more strategic issues.

2)   Improving the process around staff contracts is a key priority

The existing process for staff contracts was identified as an area where improvements should be prioritised. UCL stakeholders felt that the existing process is unnecessarily elongated by a lack of central support. In some

instances feedback highlighted a query regarding HR Business Partners and whether their responsibilities could be expanded beyond an advisory capacity to also encompass recruitment and contracts.

3) Staff development, including the new joiner process and training, are undervalued and improvements would improve staff retention

Feedback from across the UCL community in relation to many of the Service Designs has identified staff development as a pivotal area of improvement. The feedback we have received about People Services has identified improved processes for new joiner inductions and ongoing training must be developed in order to improve career pathways and consequently, staff retention.

4) Self-service and changes to MyHR will be positive if the systems are functional

An improved MyHR system and increased self-service that integrate to offer a wider range of capabilities that enable staff to help themselves was received positively by the UCL community. However, it was noted that some existing self-service processes, such as the appraisal system, are not empowering staff as their functionality is either time consuming or not fit for purpose. Therefore, the consensus amongst stakeholders is that self-service and system improvements will be positive on the condition that they are functional and enable staff to use them quickly and effectively.

WHAT HAPPENS NEXT?

The process of collecting the feedback has been invaluable and contributed significantly to the work of the TOPS Programme team. The feedback has been shared with the Service Leadership Teams for each professional services area. Any decisions for if, how or when the service designs may change will be made by a representative group of colleagues from across the university.

While the formal feedback collection process has now been completed we still welcome any comments you may have about the TOPS Programme and these can be emailed to the TOPS inbox at tops@ucl.ac.uk