TRANSFORMING OUR PROFESSIONAL SERVICES

TRANSFORMING OUR PEOPLE SERVICES BY EMBEDDING AN INTEGRATED, HIGH-PERFORMANCE CULTURE ACROSS UCL WHICH DELIVERS OUR MISSION AND VISION

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People Services incorporates a broad range of HR services that are provided to staff in UCL academic departments, other professional services and VP's offices. Both central HR and local departmental staff deliver People Services. Central HR has both corporate and operational responsibilities covering the development and maintenance of employment policies, procedures and systems and the provision for a range of services to managers and individual members of staff. These services include recruitment, contract formation, remuneration, pensions, staff wellbeing and staff development. Services that are delivered locally in faculties and departments as well as VPs offices vary in scale and scope. They primarily focus on activities concerning appraisals, induction, advertising, recruitment and specialist departmental services.

The Cubane data shows that, when compared to other universities, UCL's HR service net user satisfaction (count of 'Satisfied' and 'Very Satisfied' responses, less 'Dissatisfied' and 'Very Dissatisfied' responses) ranked below the median, and only just above the lower quartile of results. As part of TOPS we want to address this.

1. We have heard from a large number of colleagues regarding the issues they are facing. These include:

- Some of our processes and policies are unwieldy and add unnecessary time in to activities - e.g. recruitment. We do not measure whether our processes and policies deliver all the intended outcomes
- There is a lack of clear accountability in some of our processes
- Lack of knowledge of how data flows across processes and systems, multiple approval steps and many hand-offs between users and systems leading to a poor experience
- Highly customised interfaces and systems that are not intuitive, limited reporting capability. There is a requirement for better quality people data and insight so that we can make better quality people decisions.
- There is variation in the quality, scale and scope of services delivered to staff across the institution
- There is a lack of trust and local empowerment for users to make the right decisions in line with policy. The HR function can be risk adverse.
- Service provision can be varied and more focus could be given to promoting a culture of 'enabling' the University and creating an environment where people can do their best work
- Engagement between local HR teams and the Central HR Division can be confused leading to duplication, poor communication and little sharing of best practice
- No clear career pathways and related development programmes for staff; development is seen as only being made up of training and there is often poor feedback about that training
- No rigorous approach to delivering training with a need to increase training provision for targeted areas (e.g. EDI, mental health awareness)

2. Overview of the principles and emerging ideas

The key principles and emerging ideas are:

- The service delivery model for People Services could be delivered as a mixture of centrally managed core professional services, and locally managed services. Support could be provided via HR Business Partners, the Central Specialist Teams, a new service model bringing together transactional, repeatable and high volume services and the Local HR community
- Devolvement of activities to local teams (where there is value in doing so), with support, framework and guidance provided by central HR in key areas (e.g. performance management, talent management)
- Faculties and central professional services could work closely together to deliver a streamlined service offering that supports all HR activities. A more collaborative way of working would be key
- HR processes would be radically transformed, with potential for increased self-service options, streamlined approvals, and detailed work flows to ensure they are fit for purpose.

3. What could potentially change?

In practice, the emerging ideas could mean:

- **Make processes simpler:** we could undertake radical process reform to ensure we have processes that work for the University and are fit for purpose
- **Make basic tasks easy**: transactional, simple HR processes that are repeated time and again across UCL could be brought together. There is an opportunity to support one another, better manage peaks and troughs and deliver these processes through a new service model. This would accelerate and facilitate consistency and harmonisation and offer significant improvement opportunities for transactional services to make them work more efficiently and effectively.
- **Money for systems**: We could transform our recruitment processes and policies, improve or replace ROME, update our UCL jobs website and create an internal talent bank
- **How can I help you?** We could change the culture so that any service that is delivered by a HR resource, whether in faculty or centrally, is orientated to supporting our colleagues and the academic mission
- We could use HR data to generate insight and to support us in making better people decisions

Delivering the TOPS agenda presents us with new opportunities to think through how we work together to best provide a service to our academic, research and teaching colleagues. Meanwhile, your contribution at work remains vital to delivering our HR agenda and, should you have any questions about the above, please discuss these with your line manager.

4. What would not change?

There are a number of areas which are not covered by the emerging ideas and would not change. Although not exhaustive, these include:

- There will still be local HR resource, managed locally where it is required and adds value
- The Occupational Health & Wellbeing team (apart from the process review)
- There will still be specialist central HR teams although there will be more collaboration with local teams and business partners.

5. The potential benefits and investment we could make

The following table details the benefits we are aiming to achieve within the people service, as well as the investments we need to make in order to realise these benefits.

Benefits	Costs
Effective services:	• System to support case management

- End-to-end service culture, breaking down the barriers of local vs central to provide truly streamlined service offerings
- HR that "just works". Improved satisfaction through devolvement of activities to local teams with extra support given in key areas including recruitment and talent management
- Self-service workflows with streamlined approvals ensuring processes are actioned swiftly.

More fulfilling careers:

- Increased emphasis on multi-channel development approaches allowing staff to access training when and where they want
- Increased focus on career development, inclusive of defined frameworks to give staff the ability to develop their career both vertically and laterally
- Easier access to secondment opportunities allowing staff to develop new skills and expertise to enhance their career
- Less time spent on administrative activities, allowing staff to engage in more fulfilling, mission critical activities.

Investment in Academic Mission:

- Transfer of transactional high volume activities from local teams to be delivered via a new service model, allowing UCL to benefit from the economies of scale and efficiencies it brings
- Service orientated teams providing efficient services reduce wasted time on reviewing the status of requests. Freeing up more for academics to invest in the mission.

- IT costs (shared across HR, Finance, Student management)
- Process reviews and system development
- Training costs associated with new processes and systems

6. What are the outstanding questions we would welcome feedback on?

1. How can duplication between local and central HR be avoided and more collaboration achieved?

Disclaimer:

These documents contain emerging ideas for how UCL professional services could be delivered in a more effective way in the future. At present, no formal change proposals are being put forward by UCL and so engagement remains at an informal stage. Where a preferred option is mentioned, this pertains to PA Consulting recommendations and does not constitute a formal proposal for change by UCL.