

TRANSFORMING **OUR** PROFESSIONAL SERVICES

TOPS Information Pack
(Last updated: July 2019)



Transforming Our Professional Services Information Pack

The TOPS Information Pack is for all UCL colleagues.

The pack covers a brief introduction to the TOPS Programme and an overview of the current projects. More information on what TOPS is and why it is needed can be found on the TOPS website.

As and when new projects are started, this pack will be updated. This pack can be used by managers and senior leaders to provide team updates and communications regarding the TOPS Programme.

What is the TOPS Programme and why is it needed?

UCL 2034: Mission

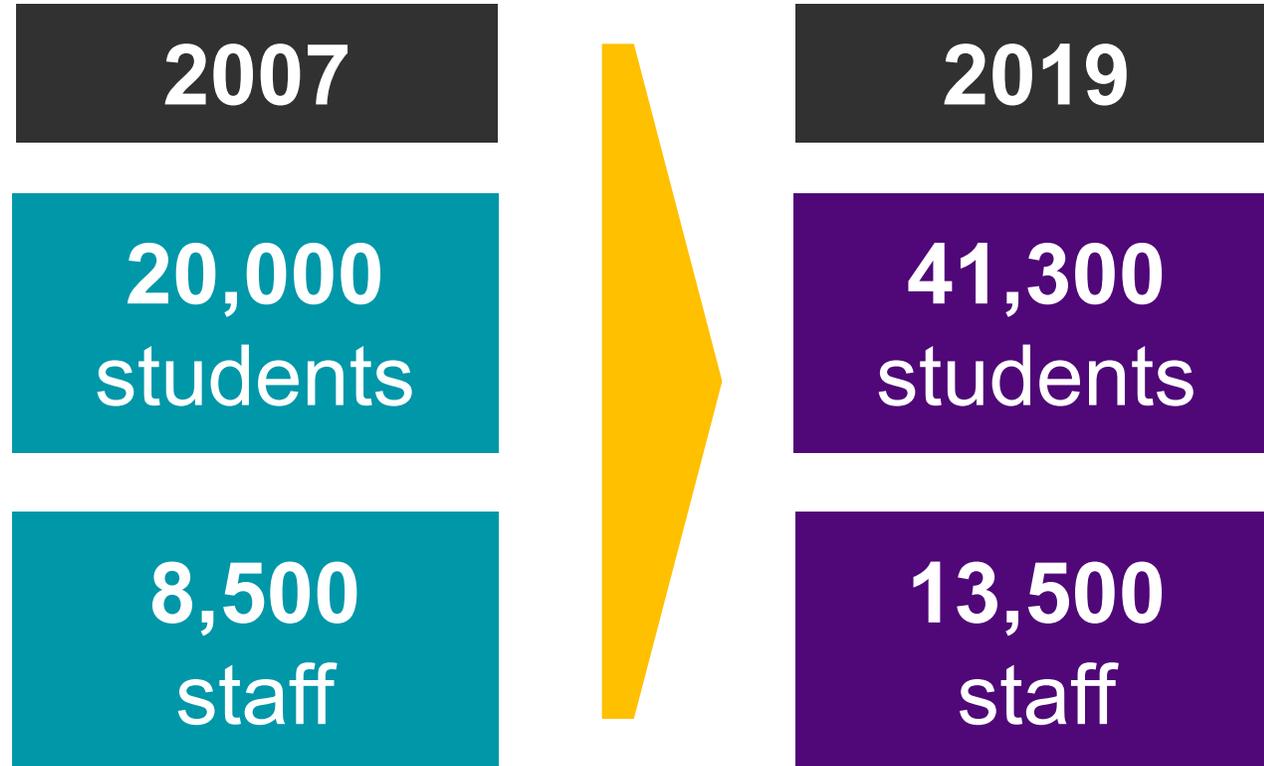
London's Global University: a diverse intellectual community, engaged with the wider world and committed to changing it for the better; recognised for our radical and critical thinking and widespread influence; with an outstanding ability to integrate our education, research, innovation and enterprise for the long-term benefit of humanity.

UCL 2034: Key enablers

- Giving our students the best support
- Valuing our staff
- Financing our ambitions
- Excellent systems
- Sustainable estate
- Communicating and engaging

TOPS aims

- More effective professional services and a more satisfied UCL community
- More fulfilling careers for professional services staff
- Enabling greater investment in UCL's academic mission by improving value for money and efficiency in UCL's professional services



- UCL has expanded rapidly over the last 12 years
- Underlying processes, systems and ways of working can currently hinder rather than help, and frustrate rather than facilitate
- We need to get processes and systems working better both to support academic excellence and offer more rewarding and fulfilling careers in professional services
- Drawing on your expertise, as the people who manage and use our services on a daily basis, we will develop and embed improved services that work

What does TOPS cover?

TOPS Exec	Co-Sponsors Fiona Ryland Anthony Smith	Members Geraint Rees Phil Harding	Donna Dalrymple (interim HR) Mike Cope	Tom Rowson Katie Canada-Chwieroth
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TOPS Enablers

1
Professional Services Hub
Sponsor: Fiona Ryland
• Natalie Conway, Hub Director

2
Communities of Practice
Sponsors: varied
• Daniela Bultoc, Head of COPs

3
Career Pathways
Sponsor: Fiona Ryland
• Sian Christina, Head of Career Pathways

4
Faculty TOPS
Sponsor: TBC

5
Accountabilities
Sponsor: Varied

6
Digital Service enablement
Sponsor: Varied

Service Transformation

Finance Transformer (started November 2018)

Research Support Transformer (started June 2019)
[Work from previous TOPS initiatives is now covered by the Research Support Transformer]

TOPS Accelerators

1
Timetabling Phase 2
Sponsors: Ivan Parkin, Becky Francis

2 ✓
UCL Year Planner
Sponsor: Loren Moyse

3 ✓
Unitemps
Sponsor: Peter Warwick

4
Staff Recruitment
Sponsors: Peter Warwick

5
Buying goods & services
Sponsor: Phil Harding

2016

- October 2016 – January 2017: Establishing the TOPS Programme

2018

- January – June: Planning and preparing for implementation
- March: Faculty Blueprint started
- September: UCL Year Planner Launched
- October: Unitemps opened
- November: Finance Transformer started

2016

2017

2017

- January – July: Emerging Ideas
- March: Community of Practice Pilot
- September – December: Feedback on Emerging Ideas

2018

2019

2019

- February: PS Hub launched
- March: Digital Services Enablement Project launched
- April: Procurement Project launched
- May: Ways of Working launch

June 2019:

- Research Support Transformer started



Priority projects to deliver change: TOPS Accelerators

Accelerators

- We prioritised six accelerator projects based on feedback from the UCL community in 2017.
- Two of the initial six accelerators are now complete.
- We will identify and deliver more accelerators throughout the course of the TOPS Programme.

1

Timetabling
(Phase 2)

2

**UCL
Year
Planner**

3

**Clinical
Trials
Contracts**
(Included in
Research Support
Transformer)

4

Unitemps

5

**Staff
Recruitment**

6

**Buying
goods &
services**

1

Timetabling (Phase 2)

Improving timetabling

- Phase 1 focussed on documenting the current timetabling lifecycle including the processes, the roles involved and ways of working.
- Second phase is underway, to ensure new lifecycle (Phase 1) is understood and embedded across the institution.

2



UCL Year Planner

Improving the visibility of core professional services activities and timelines across the institution

- A cross institutional working group contributed to this work.
- A group of 50 professional services colleagues validated and tested the [online tool](#) which has now been launched.

3



Clinical Trials Contracts*

Understanding the complexities involved in Clinical Trials Contracting

- *(Included in Research Support Transformer)
- This work focused on understanding the issues relating to Clinical Trials Contracting and is now complete.
- The Research Support Transformer is now starting and will continue this work.

Improving recruitment of casual and temporary workers

- Unitemps is a UCL-owned and run recruitment agency that provides UCL with a framework for the recruitment of casual and temporary staff.
 - Phase 1 launched September 2018 - Temporary workers completing one off pieces of work
 - Unitemps staff have worked with over 70 departments, managing over 200 assignments and are available to deliver presentations and 1:1's for colleagues.

4



Unitemps

Improving the staff recruitment process

- We are transforming our recruitment processes and policies, ensuring they're integrated with MyHR.
- We are replacing ROME, our current recruitment system used by hiring managers and candidates with a new system Talent Link (by Lumesse).

5

Staff
Recruitment

Improving the way we buy goods and services

- The Procurement project is assessing UCL's extensive third party spend (£600m) - understanding which areas of spend are the most significant, who the key UCL stakeholders are for these major spend areas and who the key suppliers are.
- We are working with the key stakeholders across UCL to identify and deliver procurement related projects, that deliver significant financial benefits to the organisation.

6

Buying
goods and
services

How we are Transforming our Professional Services: Service Transformers

The TOPS Executive selected Finance as the first service to be transformed.

The Project aims to transform the way in which finance services are delivered across UCL to help us achieve the TOPS aims.

- The design phase started mid November 2018 and is focused on the current state and future opportunities.
- Within finance, three key services have been identified for the project to focus on:
 - Order to cash – income generation
 - Purchase to pay – purchasing activity
 - Report to report – financial reporting
- In addition, finance function design and “ways of working” are being developed in conjunction with the finance teams.
- Over 100 colleagues from across the community have been involved in the design phase through user groups, interviews and co-design workshops
- We have identified over 100 opportunities across 15 different work streams that could improve the current systems and processes to provide the best service for UCL.
- We are now in the process of prioritising these opportunities and developing a roadmap for implementation.
- Implementation will follow the design phase and is expected to last 12 months.

The Research Support Transformer started in June 2019.

In order to sustain and advance our position as a world-leading, research-intensive university it is fundamentally important that Research support is delivered effectively.

- As part of the TOPS engagement activities we have been gathering your ideas on what is working well and not so well. We have heard about:
 - the frustrations experienced with applying for, setting up and administering research and innovation funding and the time it takes to get things done
 - how we often get things done through the exceptional commitment of individuals who achieve results in spite of, rather than because of, the underlying processes, systems and ways of working. And this is especially so given the increase in workload following our outstanding research funding success.
- The aim of the Research Support Transformer is to change the way in which research support and administration is delivered to improve the experience of all users throughout UCL. We will take a comprehensive, end-to-end view of services, investigating how people, processes and systems interact in supporting the UCL community. We'll also incorporate our learnings from the [Finance Transformer](#) and adapt our approach accordingly.
- If you have any questions please contact tops@ucl.ac.uk or Chad Ferguson (Research Support Transformer Project Manager).

- The Finance Transformer and Research Support Transformers are the first at UCL, but will be followed by others across professional services
- Future transformers need to be agreed at the TOPS Executive.
- Estates have been prioritised for the next phase
- Lessons learnt from will be invaluable for future transformers.



[Watch the Finance Transformer Showcase: Income Generation on the TOPS website](#)

Supporting and enabling transformation: TOPS Enablers

- The PS Hub was successfully launched on Monday 11 March 2019.
- Over 120 colleagues from across professional services are now working together to deliver our services more effectively, in an exciting and innovative way and have access to more opportunities to develop their careers.
- The professional services teams in the PS Hub are:
 - Accounts Payable
 - Credit Control
 - NHS Billing
 - HR Services
 - Payroll
 - HR Systems
 - HR Workforce Reporting & Analytics
 - ISD Helpdesk
 - Switchboard
- The PS Hub provides many opportunities for UCL and we have exciting plans to expand the range of services offered. A scoping project is now underway to identify teams moving to the PS Hub as part of Tranche 2.



Photo of St Martin's Le Grand

Communities of practice (CoP) at UCL aim to unite professional staff working in similar domains and functions, in order to develop and professionalise individuals and practices. As a result, staff are more aligned, engaged and empowered.

UCL's Communities of Practice have won a national award for the best organisational development and culture change initiative at the 2019 UHR (Universities Human Resources) Awards for Excellence in HR.

To date UCL CoPs have over 1,450 members and...

- **72%** gained an increased sense of belonging and alignment to UCL
- **70%** developed skills and gained knowledge
- **70%** gained a sense of professional identity
- **55%** improved service delivery through CoP project work

If you want to get involved or join a CoP, visit www.ucl.ac.uk/transforming-our-professional-services/current-projects/communities-practice



(Pictured left to right) Daniela Bultoc, Head of Communities of Practice (CoP) and three CoP leaders Jodie Trumper (HR), Rebecca Allen (Data and Insight) and Wes Durdle (Internal Communications) collecting the UHR award for best organisational development and cultural change initiative.

The Career Pathways project aims to support professional services staff from across UCL to build fulfilling careers.

Career Pathways

- The Communications and Marketing (CAM) career pathways were launched in February 2019. A framework was designed to provide clarity about the skills, knowledge and experience required in different professional job families, at different levels of seniority, and to signpost development routes to support career progression.
- We are now working with other professional service areas to create core career frameworks.

Ways of Working

- Ways of Working behavioural framework for professional services staff launched 2 May 2019.
- This framework responds to a widespread need for clear, consistent articulation of ways of working at UCL that support staff development and progression.



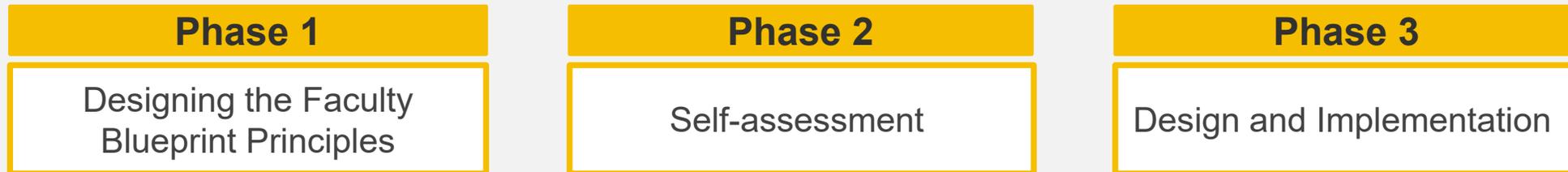
UCL Ways of Working for professional services

The aim of the Faculty TOPS project is to understand how the TOPS Programme applies to Faculty professional services.

In order to achieve this, the Faculty TOPS project will be looking at how Faculties can deliver professional services in a way that:

- clearly benefits the delivery of UCL's academic mission and faculty strategic plans,
- improves collaboration and partnership working across UCL,
- is as consistent as possible across faculties,
- ensures decisions are made at the appropriate level - with the required skills and knowledge,
- identifies opportunities to improve services and support,
- provides fulfilling careers for staff.

The project is split into three phases:



- We're currently in Phase 2: Self-assessment
- [The Faculty Blueprint and a series of FAQs can be found on the TOPS website.](#)

Work on the TOPS Accountabilities project has now begun.

This project will focus on creating effective mechanisms for improved professional services governance and management.

The objective of the Accountabilities project is to design and implement an Accountabilities Framework which will establish:

- A clear relationship between service user and service provider
- Consistent and reliable ways of measuring, monitoring and reporting service quality
- A shared culture of collaborative service delivery and improvement

Initial work involves revisiting preliminary proposals and re-engaging with internal stakeholders, PSLT and the TOPS Executive Committee, to confirm the direction of travel and implications of setting up an Accountabilities Framework.

Parallel work has also commenced on the design of an appropriate Service Management Framework (a balanced set of metrics and measures) for Professional Services service delivery, with a view to piloting this in at least two Professional Services areas.

The aim of the Digital service enablement project is to provide UCL with the platform and capability to develop and deliver applications for colleagues and customers in a way that directly mirrors the way people work.

Our aim is to make things simpler and for services at UCL to better reflect the way we use services at home. Buying things, entering claims and reviewing or tracking work should be as simple as it is when you are interacting with your bank, council or high street retailer through your smart phone.

The project will:

- Increase the quality of services and remove unnecessary steps.
- Accelerate the speed of delivery of digital enhancement to services.
- Provide a common easy-to-use self-service interface for all UCL backend systems and UCL services.
- Provide you with an account that remembers your preferences and useful information like account numbers so they don't have to be typed in every time

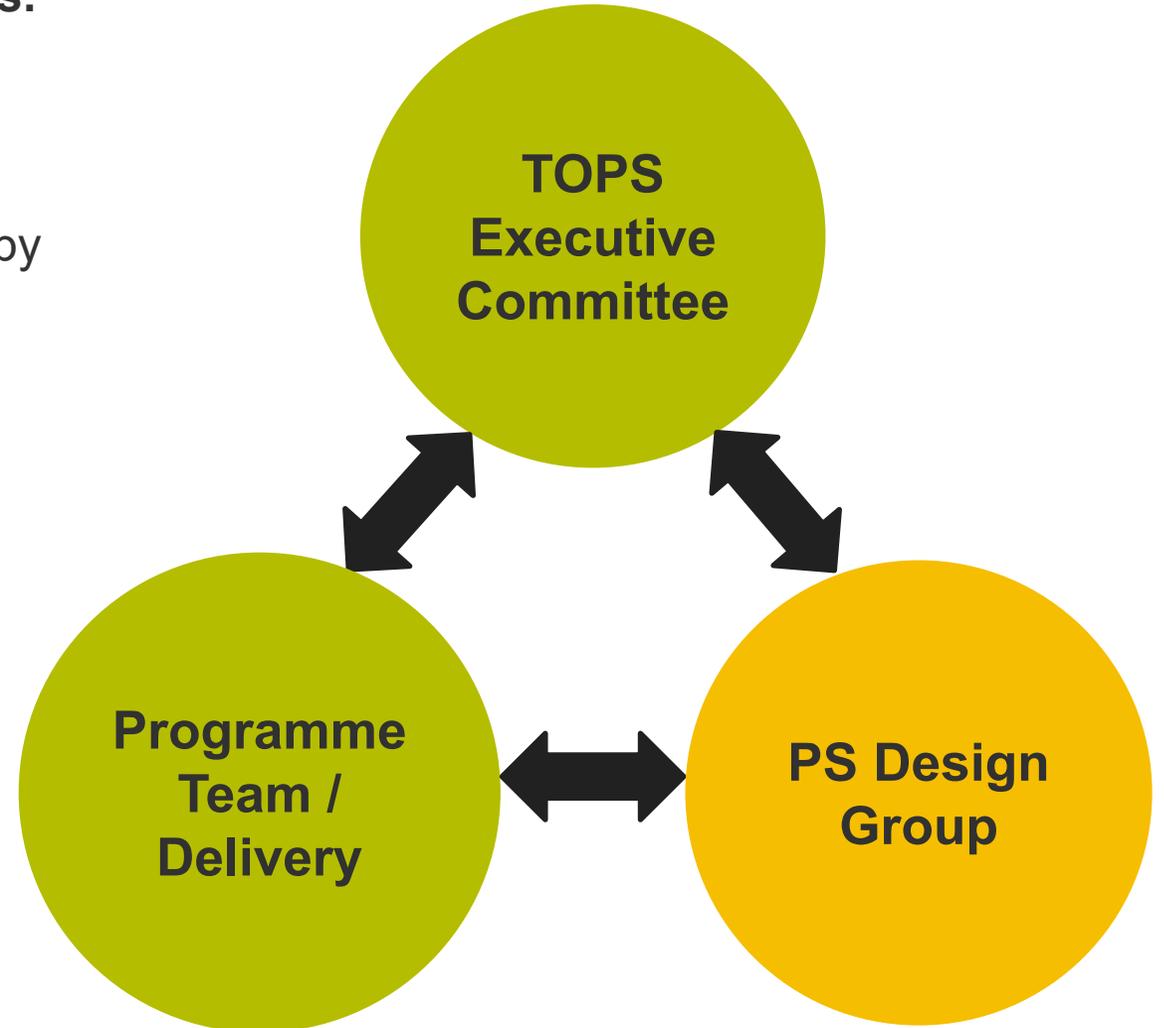


Governing and assuring the design: The Professional Services Design Group

The Professional Services Design Group is a key component of the TOPS Programme. The group first met in September 2018 and now meet on a monthly basis.

The role of the PS Design Group is to:

1. Act as custodians of the design outputs generated by the TOPS programme.
2. Govern and assure design decisions and make recommendations to the TOPS Executive when required.
3. Hold the vision for the end state delivery and an understanding of the organisational capability development required to achieve the desired transformation.



Co-Chairs

- Sasha Roseneil (Dean of UCL Social & Historical Sciences)
- Collette Lux (Executive Director of Communications & Marketing)

Members

- Claire Glen (Director of Operations, Faculty of Medical Sciences, SLMS)
- Simon Buller (Director of Operations, Institute of Education, IOE)
- Sara Collins (Director of Operations, Engineering Sciences, BEAMS)
- Helene Crutzen (Institute Manager, Institute of Neurology, SLMS)
- Julie Smith (Director of Operations, Faculty of Arts & Humanities, SLASH)
- Natalie Conway (Professional Services Hub Director)
- Ric Passey (Head of Architecture, Information Services Division)
- David Shanks (Deputy to the Dean, Faculty of Brain Sciences)

The group will be supported by members of the TOPS team.

Stay in touch and get involved:

- Email TOPS@ucl.ac.uk and ask the team a question
- [Sign up](#) for the TOPS Monthly Newsletter – Link at the bottom of the TOPS homepage
- Visit the [TOPS website](#) to find out more
- Take a look at the [TOPS News and Events](#) page