

## **SUSTAINABLE FUTURES BRIEFING: RAPID IMPROVEMENT EVENT (RIE 2) – Human Resources**

### **Event Focus & Method:**

- HR focussed on the following processes: Recruitment & Selection; Employment changes; Claims (specifically Zero hours); Absence (sickness)
- A multi-level and multi-area team of 14 people operated as representatives of colleagues across the University with some responsibility for human resources processes. Feedback was sought from colleagues across the University before and during the event.
- The event utilised Lean principles to examine the current situation, identify improvements, get feedback & acceptance, and develop an action plan. Implementation effort follows on directly.

### **Key Issues with current situation:**

- **Recruitment & Selection**
  - Lack of planning resulting in delays in the process - 95 to 135 days
  - Lack of guidance for processes users
  - Too much paperwork
  - Duplication of effort - 22 handovers
  - Failure demand - 1 in 5 appointment forms missing key information
  - Inconsistent user and candidate experience
- **Employment Changes**
  - 1 in 3 require rework
  - Payment calculations not transparent or accurate
  - Negative knock-on impact on other processes
  - Inconsistent and late capture of information
- **Claims**
  - Hard to find appropriate forms, confusion on which one to use
  - Confusion regarding which contract to use, poor customer experience
  - Complications result in additional effort within departments
  - Deadlines missed, late submissions require chasing
  - Failure demand
  - Rework
- **Absence**
  - Inconsistent processes
  - Data 'out of sync', no access to 'real time' data
  - Waste of time e.g. Reports not meeting customer needs or not fit for purpose
  - Duplication of paperwork
  - Duplication of activity e.g. data input
  - No proactive notification of persistent absence
  - Line managers uncomfortable tackling long term absences and OH referrals

**Outcomes – new situation:**

Main Improvements	Key Benefits	£ ▼	Time ▼	Quality ▲
Recruitment & Selection: develop recruitment planning tool; Re-design checklist; Revise role description library; develop recruiters list; re-design induction communications & pack	Reduced delays; Fewer handovers; Less paper; Reduces need to employ agency/temp staff for gaps; Reduced errors & delays; Greater consistency & transparency; Less failure demand; Better planning; Better use of resources; Improved customer experience.	✓	✓	✓
Employment changes: Form re-design (longer term online); Redesigned notification process	Right information first time; Reduced duplication of effort; Resources freed up; Reduced errors & delays; Consistency & transparency of process & data; Removal of confusion, more user friendly; single point of contact/information; Improved process flow.	✓	✓	✓
Claims (Zero Hours)	Reduced errors & delays; Reduced failure demand; Right information first time; Improved budget control; Consistency & transparency improved.	✓	✓	✓
Absence: Absence Process defined and communicated (including: Self certification < 8 days; Medical Certification > 8 days); Proactive & improved periodic reporting to managers; Automated return to SAP	Removal of duplication & delays; Clear process; Improved notification process – Student Experience; Improved staff morale; Removal of confusion, more user friendly; Consistency & transparency; Reduced waste; Accurate data; Better information; Reduced failure demand; Better use of resources.		✓	✓
General HR Communications :Intranet re-design; Improved stakeholder engagement	Better customer service; Improved customer experience; Save time searching for information; Clarity and consistency of procedures; Reduced failure demand	✓	✓	✓

Considerable work is now ongoing to embed these changes, and your co-operation with this work where required will be much appreciated.

Regular progress checkpoints are planned, and updates on the improvements will be communicated in due course.

Dr. Keith Horton  
Sustainable Futures,  
June 2009