Business Services Organisation

To:	BSO Board
From:	Director of Human Resources & Corporate Services
Subject:	Service Improvement Plan
Status:	For Noting and Approval
Date of Meeting:	29 August 2103

The Board is asked to note and approve the Service Improvement Plan in respect of the Human Resources Directorate that was requested following consideration of the Customer Survey results at its previous meeting. The paper also sets out progress made to date and can be further updated orally at the meeting.

Human Resources and Corporate Services

Response to Customer Survey Results

Background

The 2013 Customer Survey indicates a reducing level of satisfaction as expressed by those who responded to the questionnaire in regard to HR services.

In developing an action plan a more detailed analysis of the results[1] has been undertaken to identify which customers are expressing their responses in the most negative assessment as articulated in the results as Poor/Very Poor/Dissatisfied.

An analysis of the results shows a distribution of the most negative responses by customers as follows.

Table 1 Distribution of Negative Responses

	N	%
BSO	22	36
HSCB	17	28
NISCC	7	12
NIPEC	1	1.6
RQIA	2	3.3
RCN	11	18

A further consideration of the distribution of the responses by service area suggests the following;

Table 2 Distribution by main issue

Service Area	N	% of overall
Recruitment	8	13.3
Support	13	21.7
Timeliness	7	12
Quality	4	1
Information	6	1

A further analysis of the 24 negative responses relating to support[2] suggests 20% relate to consistency of advice, 17% relate to speed of response.

[1] Excluding those relating to the website
[2] Includes support, timeliness and quality

A consideration of the responses relating to recruitment suggests that 44%[3] relate to advice given in relation to the preparation of job descriptions and personnel specifications.

Service Improvement Action Plan

A Service Areas

Support/Operations
An immediate stocktake of any issue outstanding more than 3 days (completion date 26 July 2013)

- A weekly review of the stocktake by HR SMT to identify

  a. How to close out the queries
  b. Ensure consistency
  c. To moderate on an on-going basis advice provided by use of a formal advice provided recording system

Recruitment
A further workshop to be organised for line managers on the preparation of job descriptions/personnel specifications.

Completion date September 2013

B Customer Relationships

- An urgent detailed debriefing of all external customer organisations on the detail of the survey [4] to include information on the action plan and more detailed conversations as to the reasons for the negative assessments.
- To meet with the Management teams of BSO Directorates to identify the experience which contributed to the assessments?
- To develop a refined system of assessing customer satisfaction on a more regular basis.

Completion date August 2013

C Management arrangements

The management arrangements and structure within the directorate will be revised to enable;

a. A more senior presence to external and internal customers who may have expressed dissatisfaction with the level of service.
b. A direct influence of the DHRCS into management of the daily operations of the support team.
c. The development of a fresh range of immediate productivity measures above that reported in the scorecard which might include

[3] Entirely BSO
[4] An initial debriefing has been conducted with a number of customers expressing surprise at the results

a. Response times to queries from staff and managers
b. Productivity of HR directorate
c. Explanation of delays to be provided on a daily/weekly basis as required

Completion date August 2013

D Information and Communciation

- The development of a HR specific newssheet to be issued to all customers setting out a range of information including to include;
  - Comparative absence workforce information to be produced and circulated more widely than just the customer leads ,
  - Details of key interpretations of terms and conditions of service which may have a common application across the customer base.
  - Information on the productivity of the HR directorate
  - Provide more guidance to managers as to how to access and use the HRPTS dashboards for management information purposes.

Initiation date September 2013

E. Resources Assessment and Benchmarking

Undertake a further benchmarking assessment through CIPFA to identify the impact of resource availability on customer satisfaction.

Completion date October 2013

Service Improvement Plan Progress to date 29 August 2013		
Stocktake of outstanding issues	This stocktake has been completed and action has been taken to reduce the number of issues included therein. These tended to be related to HRPTS issues and in particular atypical annual leave issues. Other long standing issues include advice and resolution of "working well together issues" all of which are being progressed as quickly as possible given the intricacies of the particular problems. A number of grievances have also been held up as a result of non-availability of trade union representatives, staff themselves and managers to hear the grievance. These are now been actively pursued. DHRCS chairs weekly meetings on addressing progress on these issues.	
Customer Relationships	Meetings are being organised with customers and directorate senior management teams. An event based questionnaire has been issued. A briefing of external customers took place on 22/08/13. Internal BSO management team meetings have been planned.	
Management arrangements	Discussions are underway about a long term revised realignment of function which will also reflect Business as Usual requirement of HRPTS and Shared Services implementation. An embryonic recording system has been put in place to monitor response times to telephone queries for advice. Early results after two weeks show Responses on day 1 **92%** Responses within 3 days **3%** Responses within day 4 plus **4%**	
Information and Communciation	A newssheet has been distributed during week commencing 12 August. A new set of HRPTS "how to" guides have been placed on each of the customers intranets or shared drives.	
Recruitment	Workshops have been organised for early September 2013 on preparation of Job Descriptions	
Resources and Benchmarking	HSCB has orally indicated agreement in principle to funding additional dedicated resources for that organisation. Awaiting formal confirmation. CIPFA Benchmarking documentation received 16 August 2013.	