

SERVICE LEVEL AGREEMENT

HUMAN RESOURCES

Administration Services, Support Services and Business School

Officially launched 1st October 2005

The College's HR Strategy has been developed to facilitate the achievement of the College's Strategic Objectives; the achievement of these is dependant upon the performance of staff and the quality of their contribution. The Human Resources Division has developed specific Aims and Actions to facilitate this, one of these is; "HR service performance measures against targets".

The Human Resources Division provides a professional Human Resources management service to the College. The operational HR teams support managers to carry out their line management responsibilities effectively.

HR metrics have been in place at the College for some time, with the devolvement of operational HR processes to Faculties/ Departments in some areas; it is timely that these are reviewed to ensure HR teams have an agreed benchmark to judge their service delivery.

The Human Resources Service Level Agreement (Agreement) has been produced to measure the delivery of specific requirements by the operational HR teams. The Agreement has also been developed to aid users of the HR service understand their role within the individual HR processes and timescale within which the process should be delivered.

The timescales within the Agreement should be used as a benchmark to indicate the average time to deliver a requirement/process. They are based on HR teams receiving all the relevant information to enable the completion of the process. It also allows HR teams to review their performance in an objective way, both in regards to turn-around time and quality.

Statistics will be collected jointly; by information recorded by the HR teams and via the completion of a questionnaire from users of the HR service. HR teams will be responsible for collating the information and passing these to the Head of HR Operations on a monthly basis. These statistics will be published quarterly.

With regard to the questionnaire, it is proposed that the Senior HR manager will meet with Heads of Departments/Divisions/Director of Operations (Business School) or their nominated representatives (possibly Departmental Administrators), on a quarterly basis, to obtain feedback on the quality of service provision.

Additionally, the collated information will be used to audit if the agreed standards are being achieved and, to review if there are any resources or

procedural implications that are creating a barrier to the effective delivery of high quality service.

The Agreement will be reviewed on an annual basis to ensure its relevance and to incorporate any agreed changes. To assist the review, Human Resources Division (Head of HR Operations) welcomes comments on this Agreement.

General principles – not for measurement

HR staff will aim to provide a professional, proactive and timely service to all users.

General enquires will be subject to the turnaround times below:

- All urgent e-mails will be responded to **on the day received**.
- All non-urgent e-mails will be responded to within **2 working days**.
- All urgent voicemail messages will be responded to on the **same day**.
- All non-urgent voicemail messages will be responded to by no later than the **following day**.
- All urgent correspondence will be responded to **on the day received**.
- All general correspondence will be responded to within **2/5 working days** depending on the nature of the correspondence.

1. Recruitment

The aim of the HR process

To attract and retain academic staff who are the best in the world in their field, research, professional and specialist staff of high calibre capable of operating and adding value in a complex knowledge-based organisation.

HR will:

- Advise on policy, procedures and best practice to be followed
- Advise on the need for the post including assessing alternative strategies
- Advise on the content of the job description, person specification, advertisement, media and timescale
- Undertake job evaluation as necessary
- Liaise with Advertising Agency to place advertisement
- Ensure 'proof' is seen and approved by recruiter

What we need from you:

- Notification of recruitment so that appropriate advice can be given;
- Completed "Request to Recruit Form" with relevant signatures and financial approval; attach job descriptions, person specifications, organisation chart and advertisements
- Identify recruiter to be responsible and available for contact throughout the process
- Invite candidates for interview, make arrangements for selection process
- Retain all ORIGINAL application forms and/ or CVs plus interview notes for 6 months
- Shortlist candidates for interview in accordance with criteria

Turnaround

HR will approve recruitment request forms for academic and research staff within 5 working days.

HR will approve recruitment request forms for support staff within 2 working days.

Identify time taken to recruit to each individual vacancy.

2. Production of contract of employment

The aim of the HR process

To ensure that all staff whether permanent or fixed term, full or part time are issued with an appropriate and accurate contract of employment, together with other relevant documentation in a timely manner.

HR will:

- Advise on terms and conditions relevant to the category of staff to be appointed
- Prepare and issue the contract of employment which will include all relevant terms and conditions plus appropriate forms
- Notify Payroll Department of salary details
- Process follow-up documentation; record new starter on ICIS
- Advise on any variations to staff terms and conditions i.e. reduction in hours, special allowance
- Prepare and issue contract variation

What we need from you:

- Return the completed "Request for Contract form" with relevant signatures of approval and supporting documentation
- Plan departmental induction and introduction to Imperial College
- Consult with your HR Adviser prior to agreeing any contractual change i.e. reduction in hours
- Complete "Contract Change form"

Turnaround

HR will issue all conditional contracts of employment within 2 working days of receipt of completed authorised form.

All unconditional contracts of employment will be issued within 5 working days of receipt of completed authorised form.

HR will issue all contract variations within 5 working days of receiving completed authorised form.

3. Obtaining Work Permits

The aim of the HR process

To successfully obtain a work permit for non-European Economic Area (EEA) nationals who meet the criteria of the post in question.

HR will:

- Provide up to date advice on work permit regulations and relevant immigration legislation
- Maintain contact with the Home Office
- Gather relevant advertising details and liaise with recruiter regarding suitability of non-EEA nationals for the post in order to complete work permit application form
- Notify recruiter and applicant on receipt of Permit
- Request cheque from Finance Department

What we need from you:

- Clear understanding of the situation regarding permission to work in the UK if non-EEA national applies for post
- Contact with your Faculty/ Department HR team should a non-EEA national meet the criteria and be shortlisted for interview in order to ascertain the requirements relating to Work Permits
- Notification of intention to offer post to non-EEA national
- Complete Work Permit application form

Turnaround

Following receipt of cheque from Finance. Work Permit applications will be completed and dispatched within 2 working days of receipt of all relevant information.

Home Office may take up to 8 weeks to consider application. HR will keep recruiting department advised of progress.

Forward Work Permit on day received.

4. Leave to Remain

The aim of the HR process

To successfully obtain leave to remain.

HR will:

- Issue notification to Department of future expiry dates of work permit
- Advise on completion of paperwork
- Provide relevant correspondence if appropriate

What we need from you:

- Copy of approved leave to remain document

Turnaround

HR will provide staff with support on completing their applications.

HR will issue reminder of forthcoming Work Permit expiry dates, bi-monthly.

5. Probationary Reviews

The aim of the HR process

Administer efficiently probation periods for all staff and advise on follow-up action as appropriate.

HR will:

- Confirm in all letters of appointment the probationary review and its length
- E-mail the manager and copy to the departmental administrator to ensure that the probation review is carried out at the relevant stage
- Advise on the action to be taken should any shortfalls or difficulties in performance emerge
- Write to the employee to confirm the outcome of the probationary period

What we need from you:

- Identify a suitable senior member of staff to act as the probationer's supervisor
- If appropriate identify a suitable member of staff to act as either a personal mentor or buddy
- Reply to reminders about the progress of the probationer
- Highlight to the Faculty/ Department HR team at the earliest possible stage any problems with performance in order that HR can advise where necessary on how to address the issues
- Return of completed mid-term probation form at relevant stage
- Provide final probationary review confirmation prior to the end of the probation date

Turnaround

Reminders will be issued for mid-reviews 2 weeks after the usual central report.

Reminders will be issued for final-reviews 2 weeks after the usual central report.

HR will issue confirmation letters within 5 working days of completion of probationary period.

6. Absence Management

The aim of the service

To ensure the Faculty/ Department are aware of their obligations to monitor absences and to advise on how to deal with absence related issues.

HR will:

- Analyse on a monthly basis reported sickness absence
- Advise on investigation for long term and irregular sickness absence
- Advise managers on the necessary steps to deal with absences
- Advise manager to refer employees with substantial or irregular sick patterns to Occupational Health
- HR liaise with manager regarding occupational health report.

What we need from you:

- Ensure all staff are aware of the procedure for requesting annual leave
- Ensure HR10 (self-certification) form completed and forwarded to HR
- Ensure medical certificate forwarded to HR
- Advise as soon as possible of staff with apparent long term health problems i.e. (sickness procedure), so that if necessary advice can be provided on how to deal with matter
- Highlight individuals with irregular attendance records and seek advice on how to deal with this type of matter
- Ensure all staff are aware of the College's reporting procedure for sickness absence
- Meet with the member of staff on their return to work

Turnaround

Provided all relevant information regarding absence is supplied and up to date. Progress check will be conducted by HR within 2 weeks of recommended action points.

HR will monitor reported sickness absence on a monthly basis.

7. Employee Relations

Aim of the service

To ensure that all employee relations matters are dealt with promptly and fairly across the College, with due regard to current legislation and good practice, and minimising risk to the College from Employment Tribunals.

HR will:

- Discuss staff issues/concerns with the manager
- Advise on informal approaches to address issues/concerns
- Discuss discipline/grievance/restructuring issues with the department to establish the action and investigation level required
- Advise on the College's procedure and current legislation if appropriate
- Ensure an HR Adviser will participate in all formal disciplinary/grievance and restructuring meetings
- Advise on all documentation to be sent to the employee concerned
- Arrange for panels or appeals to be set up if required
- Ensure training will be provided through the Staff Development Unit
- Adhere to the principles of natural justice

What we need from you:

- Ensure all members of staff are clearly aware of conduct and performance criteria and objectives
- That any employee related incidents are reported to HR on the day they happen or the following working day at the latest
- Guidance is sought from your HR Adviser before attempting to deal with a particular issue
- If a full investigation is required that it is undertaken in consultation with HR and reports copied to HR
- Details of pertinent information and witnesses, where applicable, are properly gathered and notified
- The HR Adviser is consulted prior to any correspondence being issued
- Business case provided to HR for restructuring

Turnaround

Initial advice will be provided on the day or within 2 working days, depending on the urgency and complexity.

8. Termination of Employment

The aim of the service

To ensure all contracts are brought to an end in an appropriate manner according to the terms and conditions of employment.

HR will:

- Issue reminders concerning the end date of fixed term contracts and subsequently extend or terminate contracts as instructed
- Distribute leaver form
- Non receipt of contract extension form by payroll deadline, individual(s) put on "suspend assignment"
- Send out confirmation letters when employees resign, offer the opportunity of an exit interview
- Update ICIS as soon as the resignation is processed
- Liaise with Pay Office on any termination payment
- Negotiate and calculate severance / early retirement packages in appropriate circumstances
- Manage redundancies including consultation with unions and with the individuals concerned in consultation with the Department
- Issue reminders of pending retirement dates
- Termination on the grounds of sickness or through disciplinary procedure will be dealt with as outlined under those procedures

What we need from you:

- Completion of "Leavers form"
- Comply with probation procedure and guidelines and complete relevant documentation on time
- Return of "Contract Change Form, extension" prior payroll deadline
- Discuss with HR any potential severance / early retirement before taking any action
- Comply with obligations set out in the "Fixed Term Contracts procedure"
- Business case provided to HR for restructuring
- Under no circumstances to terminate employment

Turnaround

Upon receipt of relevant information, all leavers processed within monthly payroll deadline.

Fixed term contract reminders will be issued 3 / 4 months prior to the end of the contract.

Copy of Leaver Form forwarded to relevant all relevant departments/ areas identified on the Leaver Form within 2 working days of receipt.

SUMMARY

General Principles

- All non-urgent e-mails will be responded to within **2 working days**.
- All non-urgent voicemail messages will be responded to by no later than the **following day**.
- All general correspondence will be responded to within **2/5 working days**.

Listed below are the proposed areas for measurement:

Pre-employment

- number of recruitment request forms for academic and research staff approved within 5 working days.
- number of recruitment request forms for support staff approved within 2 working days.
- number of conditional offers issued correctly within **2 working days**
- number of conditional offers returned for correction due to HR administrative error
- number of unconditional offers of employment issued correctly within **5 working days**
- number of unconditional offers employment returned for correction due to HR administrative error
- number of work permits submitted to the Home Office within **5 working days**.

Employment

- number of probationary reminders issued within **2 weeks of** mid review.
- number of probationary reminders issued within **2 weeks** of final review.
- number of appointment confirmation letters completed within **5 working days** of completion of probationary period.
- number of contract variations issued correctly within **5 working days**.
- number of contract variations returned for correction due to HR administrative error
- number of leave to remain applications being completed with HR support **this month**.
- number of sickness absence cases being managed with HR support **this month**.
- number of Employment Relations cases being managed with HR support **this month**.

End employment

- number of end of fixed term contract reminders issued with **3 / 4 months** of contract ending.

- number of end of fixed term contracts being managed with HR support **this month.**
- number of leaver forms forwarded to all relevant departments/ areas identified on the Leavers Form within **2 working days.**
- number of Leaver letters processed correctly by **payroll deadline.**
- number of Leavers letters returned for correction **this month.**

QUESTIONNAIRE

To measure quality of service provision from operational HR team

- Ratings:**
- 1 = Did not meet expectations (please specify)**
 - 2 = Partly met expectations (please specify)**
 - 3 = Fully met expectations**
 - 4 = Exceeded expectations.**

Ratings should be considered and set in relation to requirements stated in the College's HR procedures, policies and employment legislation.

Employee relations

- Quality of advice and support received on; disciplinary, performance management, sickness absence, grievance, harassment & bullying and restructuring cases
- Knowledge and advice on employment legislation

Pre-employment

- Quality of advice and support on drafting recruitment material - job description, person specification and advert
- Quality of advice and support on work permit and leave to remain regulations
- Quality of advice on terms and conditions

Employment

- Quality of advice and support received on managing probationary issues
- Quality of advice and support received on the implications of making contract changes/ extensions
- Knowledge and advice on College and HR Procedures and Policy
- Quality of advice and support received on managing restructurings

End employment

- Quality of advice and support received regarding the ending of fixed term contracts
- Quality of advice and support received to end an employees contract for some other reason