

## Appendix L – HR

### 1. Personnel HR service

The HR Service offers three levels of service, Advice, Advice Plus and Business Partnership. The Advice Services offers a telephone advice service on all aspects of casework, HR policies and procedures and conditions of service. The service is supported with a comprehensive website containing online personnel information including policies and procedures. Advice Plus includes all the benefits of the Advice Service plus access to a range of planned HR training and development activities and support with one complex case. The Business Partnership option is a bespoke support package which can be used to develop a close strategic working relationship with the HR team, to provide dedicated HR support for complex and/or long term case work or as a combination of strategic development work and case work support.

### 2. Response rate

The total number of schools responding to this question is shown below in Table 1 from 2004/05 to 2009/10. It also shows how this figure equates to the total survey population. This is the fourth year that the HR service has been analysed by the Traded Services Survey. The total number of responses is listed below in Table 1.

Year	Number of responses	% of Leeds Schools
2004/05	-	-
2005/06	-	-
2006/07	99	36.39%
2007/08	93	34.44%
2008/09	117	43.33%
2009/10	115	42.59%

Table 1 : Total number of responses by year.

### 3. Service providers

Those service providers recording five or more responses are shown below in Table 2. The table divides the responses into primary, secondary and other phases.

Service Provider	2006/07	2007/08	2008/09	2009/10			
	Total	Total	Total	Primary	Secondary	Other	Total
Education Leeds HR	99	93	117	102	12	1	115

Table 2 : Total number of responses by service provider.

All the schools that responded to this question procured their HR service from the Education Leeds HR team.

### 4. Performance level

The key performance level review is measurable on a scale of 1 = very good, 2 = good, 3 = highly satisfactory, 4 = satisfactory, 5 = unsatisfactory, 6 = poor and 7 = very poor. The mean performance level is shown in Table 3 below.

Service Provider	2007/08		2008/09		2009/10		
	Avg.	Performance Level	Avg.	Performance Level	Avg.	Performance Level	Change
Education Leeds HR	2.55	Highly satisfactory	2.36	Good	2.23	Good	Better

Table 3 : Performance level by the service provider

Education Leeds HR recorded a better score this year continuing to improve within the good category.

The full list of unedited comments is available in [Annex L](#)

**5. Service providers – value for money**

Schools were asked to record whether or not the service provider was delivering value for money. The responses are listed below in Table 4. The table sub-divides the responses into primary and secondary phases.

Service Provider	Primary			Secondary			Total		
	Yes	No	No Comment	Yes	No	No Comment	Yes	No	No Comment
Education Leeds HR	74	10	18	10	2	0	84	12	19

Table 4 : Value for money by the service provider

Both the primary and the secondary phase schools recorded that they were receiving value for money.

**6. Service providers – improvement**

Schools were asked to record how the service provider could improve their service delivery and what steps they were taking to ensure that this was taking place. Table 5 lists the response to this question.

Service Provider	Primary			Secondary			Total		
	Yes	No	No Comment	Yes	No	No Comment	Yes	No	No Comment
Education Leeds HR	50	14	38	8	3	1	58	17	40

Table 5 : Expected improvement by service providers

The majority of schools expected to see the Personnel HR team improve whilst a high number of schools offered no comment in this area. Schools commented that they would like to see improvements in areas such as the continuity of advisory staff and more consistency in advice.

The full list of unedited comments is available in [Annex L](#)

## Annex L – Personnel HR

### Education Leeds Personnel HR

#### 1. Please explain why you rate the service provider this way?

##### Positive responses

- Excellent service.
- We have always received a very good service from our Business Partner on both routine matters and more difficult individual cases.
- Excellent service provided and clear 'idiot proof' explanations given.
- Good service. Thorough. Communications are good. Financial Services could pick up some good practice ideas on communication from HR.
- Support under the Advice Plus Level has been good, although because of the turnover of staff it is not always clear who we should be dealing with.
- We changed from Business Partnership to Advice Support this year and so we have noticed an obvious difference in support. Our new advisor has been extremely helpful but was new in her role and initially had to consult colleagues over most issues. However, she ensured that sound advice was given. I wonder if relatively new heads could be matched with experienced staff?
- Provide support and advise when required. Very efficient service.
- HR team always helpful and available.
- ..... is a star! We rely on her advice and her professionalism is of a high standard. Thank You.
- Very helpful and service continues to improve year after year.
- Having only been in post since September I have had little opportunity/need for HR support but when I did ring ..... returned my call quickly and offered helpful advice and support.
- Excellent advice on a wide variety of subjects, providing support and saving valuable time. Very good value for money.
- Could improve by giving more consistent information. Different people tell us different things for the same question.
- Excellent advice, excellent service and trouble shooting.
- Very efficient.
- Offer good support - always able to answer questions.
- Very good support during a difficult year - thank you.
- HR have been very supportive to me during my time here. How could it improve? - leave me with the same business partner.
- Good advice when needed.
- Very good support and advice with regards to head teacher appointment process.
- Good advice and staff are willing to visit the school for an in depth discussions.
- Good advice and guidance.
- Reliable service.
- Helpful phone advice.
- HR provide the school with excellent support when needed.
- Quality of advice received, especially from ..... is excellent.
- Supported some difficult issues very effectively.
- Support is there when needed. Could improve communication with schools about who to contact.
- I have had help with two sickness dismissals and for Ht recruitment. All of this has been efficient. It would be a great help not to have personnel officers changing so often.
- Have needed to use this service for two cases in school this year (one which could have been avoided) but have been charged for the higher rate service when I hadn't budgeted for it. Would like to discuss this further.
- Always excellent - deal with things quickly and offer great support and advice.

- I haven't had much course to seek advice but when I have the response has been prompt and helpful.
- Very efficient staff always available for queries when you telephone.
- HR advice always available by telephone. The school partner ..... provides excellent support at all times.
- Excellent professional support and advice. School Partnership Trust negotiate days for bespoke service for Trust schools.
- Very sound advice.
- For phone call support, a main criticism was that you could speak to different advisors each time you rang. This was really inconvenient if you had to recall your 'story' for a third or fourth time. The HR advice received recently has been supportive.
- What would I do without them, particularly ..... who is very supportive and gives clear and accurate advice.
- Good service and very helpful people. Would dearly like to speak to the same person more than once! Cannot comment on value for money as nothing to compare or contrast with.
- Very pleased with our present officer - trust the advice and get positive support in all situations. Whole team helpful and responsive when our officer not there.
- Helpful and efficient.
- When phoning for advice very pleasant and knowledgeable.
- Support provided when required.
- HR Business partner provides a very efficient and knowledgeable service. Always at the end of the phone.
- Always at the end of the phone to help.
- Nearly all staff very helpful, will re-direct queries to correct person. Would like to have one person who knows our school and staff to direct queries to.
- Telephone advice variable - can be passed on to a number of advisers (my record is 4) When correct adviser obtained advice and support is very good. Very expensive for HT recruitment for what was provided.
- Service is good but I'm appalled to have 3 HR advisors in one year - how can they properly deal with a long term case. A few times I've had to wait many days for answer to questions; other times more prompt. Hit and Miss.
- Massive improvement over the last 2 years - due to very good personnel officer (need to ensure continuity and avoid moving staff around!) NB this has happened this year although it was suggested.
- Good help when consulted. Not really need them.
- Again find individuals to be very effective. Pleased that we seem to be dealing with the same individuals for 2 years running, good consistent advice. 11/11/09 - I have just been advised that ..... is not our HR Officer unfortunately this was by ..... herself and did not come officially NOT IMPRESSED!!
- My dealings so far have generally been productive.
- Need to link more with section 12 so that contracts are on the system and casual staff paid quicker.
- The service has improved no end over the past year.
- Need to have consistent information / advice. Certain members of staff are very knowledgeable. Supportive with difficult personnel issues.
- Helpful and informative. Advice given when needed.
- This year the support we have received has been excellent with prompt and informative responses and good support in meetings etc. We had not always received this quality of support in previous years.
- Usually very good when needed.
- Very helpful in talking through problems.
- Have helped us through some difficult situations in a very professional manner. Have particularly appreciated the patience and support given by .....
- Always good advice. Polite and helpful staff.
- Sound advice received when requested.
- Not used this service this year. The SLA is good in that we have the advice should we need it and the opportunity to use the support for strategic development.

- Phone support excellent. Discipline and contract support has been poor.

### Negative responses

- Governing Body feel badly advised in disciplinary case. Changes in personnel assigned to school can affect continuity.
- Essential but slow.
- Some issues with consistency of support and being told who our officer is. At the moment we don't know ours. If they change schools should receive notice and a visit.
- Difficult to get meetings with HR no planning meetings. £9000?????????
- I feel the pay / re-grading exercise was very drawn out and that key information was not available when it should have been eg job descriptions for specific posts.
- HR Team need to have more experience in schools at the front end. They appear to have a high turnover which has an impact on service. Allocated teams to school change continually and communication about changes in personnel is poor. This leads to lack of continuity. The HR website on infobase is a very unsatisfactory tool. CRB team are inadequate in service. Communication flow between HR / PACE / PAYROLL / CRB not always good.
- Too many changes in personnel.
- On specific queries relating staff to where you need to speak to HR adviser it is difficult to get answers quickly (within a couple of days) as advisers usually out of office, not always available on their mobiles. If you leave messages don't always get back to you. E-mail is also slow.
- Bit hit and miss - particular individuals excellent.
- Too much change in personnel. Lacks continuity.
- Very patchy service. Some great support from individuals I could name but also some really poor advice and we have experienced one particular situation relating to a member of staff absent of sickness leave which wasn't followed through and which left us in a messy situation. Very disappointing.
- Dependent upon business partner to school. Too much changing of personnel allocated to school. SLA structure gives too little flexibility and errors often made in advertising etc.
- Changing personnel means changing of advice. Current advisor fine.
- OK but always a text book rather than personal reply.
- Business partnership very expensive.
- Far too many changes in staff so every query has to be put into context. Mixed messages when HTs discuss similar cases. When used for one complex case - very good. But for smaller enquiries I don't always feel confident about the advice given.
- Keep the same people in place where possible - Difficult I know!
- Again... changes in HR advisors leads to inconsistent advice.
- Still getting contradictory advice leading to HT being embarrassed in front of staff. Unclear whether we have a named advisor. Often don't understand real issues for school.