

Appendix M – HR PACE

1. HR PACE service

PACE undertakes the following range of activities: timely payroll documentation processing, the issue of contracts of employment within legal timelines, teachers' initial salary assessments, provision of written confirmation of changes to employment contracts for employees, quality assurance and advice to schools on appropriate completion of SAP Forms and related business processes, maintenance of the integrated personnel and payroll record (on SAP) for all employees, data verification of data held on SAP for employees with provision of management information to schools, access to administrator and bursar training, opportunity to review personnel processes and records.

2. Response rate

The total number of schools responding to this question is shown below in Table 1 from 2006/07 to 2009/10. It also shows how this figure equates to the total survey population.

Year	Number of responses	% of Leeds Schools
2004/05	-	-
2005/06	-	-
2006/07	106	38.97%
2007/08	91	33.70%
2008/09	117	43.33%
2009/10	112	41.48%

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 PACE	106	91	117	99	12	1	112

Table 2 : Total number of responses by service provider.

All the schools that responded to this question procured their HR PACE service from the Education Leeds PACE 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 PACE	2.80	Highly satisfactory	2.38	Good	2.32	Good	Better

Table 3 : Performance level by service providers

The HR PACE team provided by Education Leeds recorded an average performance score of 2.32 which is better than last year. The service remains in the good category.

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

5. Service providers – value for money

Schools were asked to record whether or not the service provider was delivering value for money. 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 PACE	70	6	23	11	0	1	81	6	25

Table 4 : Value for money by service providers

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.

Service Provider	Primary			Secondary			Total		
	Yes	No	No Comment	Yes	No	No Comment	Yes	No	No Comment
Education Leeds PACE	49	8	42	8	0	4	57	8	47

Table 5: Expected improvement by service providers

The majority of the schools who responded to the survey expected the service to improve. A lot of schools also offered no comment with regards to improvement. The main area of concerns appears to be the SAP forms.

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

Annex M – HR PACE

Education Leeds HR PACE

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

Positive responses

- Very Good. Better now that CES Contracts are being used. Thanks for this.
- Always given very good advice and support.
- Excellent service provided and clear 'idiot proof' explanations given.
- No problems with PACE.
- Efficient service. Effective advice always given.
- Provide support and advise when required. Very efficient service.
- PACE team always helpful and available.
- Always check if unsure of documentation. Staff pleasant and helpful at all times. If they don't know the answer to a question they always find out and advise in a short time span.
- Always on hand to help.
- Mainly reliable but sometimes inconsistencies in information.
- Excellent help - advice. Special thanks to and Again built up working relationship.
- Excellent level of expertise. Invaluable advice when recruiting.
- Difficult to comment as don't use very often. However pay increment forms lost for two members of staff.
- No problems with the service.
- Telephone support always good.
- Good training sessions, regular updates on changes to procedures and knowledgeable team. We would prefer for paperwork not to be returned to schools once acted upon by PACE and a quicker turnaround of contract letters.
- Deal promptly with any paperwork.
- Specialised team with much experience.
- Service is improving but SAP forms are complicated and now they are returned to us after use by HR.
- Contracts work is good with knowledgeable staff.
- Value support from PACE - provision of a good service.
- Established staff offer a fantastic service. Would benefit from having greater staff retention so new staff could be trained to required level of understanding and expertise.
- Always extremely helpful.
- Quality of staff advising on salary issues very good.
- Good advice. Friendly, personal service. Faster turn round of some paperwork please.
- Couldn't do our work without them. Their knowledge and helpfulness is key to the smooth running of the school. Their standards will raise because they're always improving and setting standards rather than being pushed into it because schools say so.
- Helpful and knowledgeable.
- Have been pleased with this service overall - especially thankful for the new CES contracts this year.
- Prompt and efficient services queries dealt with quickly.
- Very helpful and knowledgeable. Updates are good and provide opportunity to meet with other school staff as well as meeting PACE staff. Not sure if CRB admin is included in this but they are fairly slow at responding to queries.
- More timely system for issuing contracts now in place, which will assist school in monitoring. Some issues continue around the internal capacity of PACE team to direct referrals to appropriate sections within HR, PACE and EAS. They may need to look at their internal communication systems.
- Generally reasonable service.
- Very helpful and informative, provide help with SAP forms if unsure which one to use.
- Seen an improvement this year and communication is a lot better.
- Wonderful support and actions from and his team.

- Most staff have the correct knowledge required, and are helpful. The service could improve, as on occasions have been asked for SAP forms two or three times, when they have already been sent.
- Good efficient service. Cannot comment on value for money as nothing to compare or contrast with.
- Process forms (to be sent to payroll) efficiently and effectively. Very pleasant and knowledgeable when contacting them for advice - very rarely errors made.
- When dealing with 'contracts' more info / feedback to ensure correct pay/scale given to employees.
- Great response very helpful.
- Can take time for contracts to come through but good in general.
- System - far too many forms! (not staff).
- Excellent team work. Thank you for providing the contracts for VA schools. All staff very helpful with enquiries.
- Much improved.
- Link with HR more.
- Always ready to help.
- Has got much better this year. I like the fact that SAP forms are returned so we can see if we have completed them incorrectly and so learn from our mistakes. Sometimes given incorrect advice re completions of forms.
- Helpful and informative. Advice given when needed.
- High level of knowledge. always has the answers. Thank You.
- PACE has been particularly helpful in the tricky areas of the re-structuring process.
- My bursar is pleased with this section of the service.
- Very good service. Always give good advice.
- Very clear, good advice. very knowledgeable and helpful.
- Have managed to resolve any problems in a professional / efficient way giving good advice.
- I can always get a quick reply to any queries. and know their stuff and are very professional.
- Very knowledgeable.
- Would like some more information on using managers desktop. Was given training but following that had difficulty accessing the system.
- Some staff contract have taken up to 2 terms to be sent to members of staff. Overall very happy with service though - particularly advice given.

Negative responses

- Whilst the service is generally satisfactory, there still continue to be far too many incidents of miscoding and also our instructions via SAP being ignored in terms of, for example, stopping payments to staff who have left or who are unpaid leave of absence.
- Unfortunately we have encountered lots of problems this term with SAP forms not being processed accurately resulting in staff not getting the correct level of pay. This has impacted on school in the amount of time taken resubmitting the forms checking and returning the SMTC letters and on 2 occasions requesting advances in pay due to PACE not having processed.
- Too many mistakes lost paper work and now we have to have all the paper work back doing part of their job. Surely we should have a reduction in fees.
- Issues with SAP forms going missing or not being actioned resulting in school having to chase up pay issues.
- SAP form processing not efficient often and advice often not consistent (not satisfactory). Incorrect payments made...lots of time spent following up.
- They do not ever ring to discuss queries but just return pieces of paper. Confirmation of contracts sometimes sent to individual before school receive copy. Payroll reports should be sent to school before the individual payslips so they can be checked and the office / head are aware of any errors / discrepancies in advance.
- Very complicated forms due to use across other departments. Good response to telephone queries.
- Many mistakes made.
- Too slow. Differing levels of service dependant on member of staff - some excellent some not.
- SAP forms are still too complicated and you repeat information on one form. The variety of forms is complicated. Why cant one form be devised for all staff with a payroll number which can add the query / change.
- SAP forms are a pain. Too much of each form not relevant.

- Personally have little dealing with HR PACE mainly our Senior administrator deals with these issues.
- Need to speed up processing of contracts / changes.
- Too many emails. A lot of onus put on the school to maintain accurate records. I don't like SAP too all encompassing.
- Some delays and errors in contracts - better now being emailed out.
- Slow to process changes to staffing. Difficult to get clear consistent advice.
- Written confirmation of contract changes take a while to come through.