

## Loughborough University: recruiting university teachers

Loughborough University's change team facilitates process review projects carried out at the university. The team comprises a small core team and secondees brought in for their professional development and / or as a "process owner" of a particular project. Project priorities are agreed and initiated by a project management board. The method used is loosely based on Vanguard's Systems Thinking.

The project discussed here shows how the method was used to review processes relating to the recruitment and payment of part time university teachers paid on an hourly rate.

### Background

The university employs around 800 university teachers who deliver modules within their area of expertise, for example they may be practitioners in art and design or former full time academic staff. The group include postgraduate students who support laboratory and studio sessions.

The recruitment of these staff was agreed by school operations managers to be a process for prioritising a review as they were really struggling to ensure that people got contracts and access to the systems they required in time for the start of the semester.

When we followed existing processes we found that these were complex for the university teacher requiring annual provision of information to multiple areas of the university – payroll, HR for right to work, IT access, systems access, car park access etc.

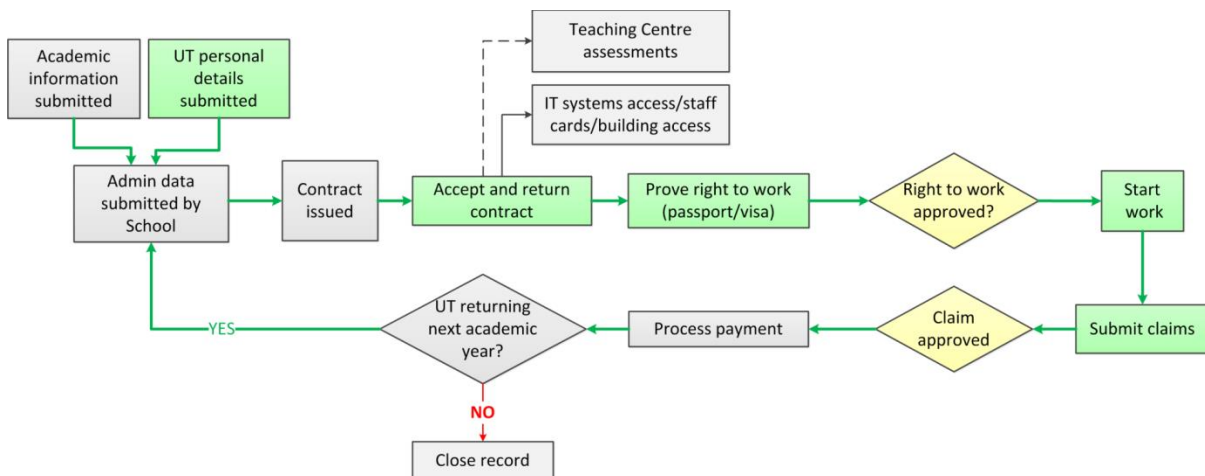
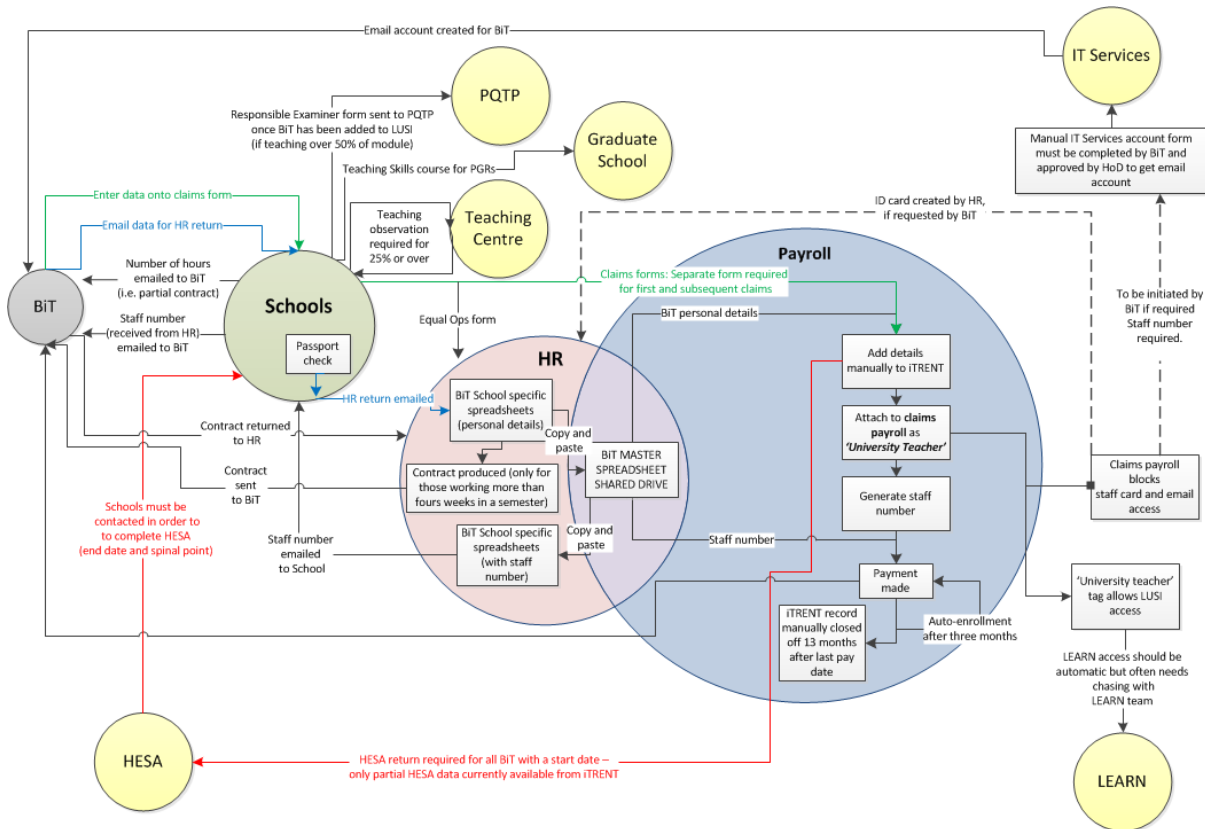
Many forms and duplicate provision of information were required with long standing employees having to provide information each year. This resulted in delays in the provision of contract and often last-minute access to IT resources needed for teaching as well as frustration.

### Success Factors

The way that the change team works mean that we work with process owners and all those involved to ensure that we fully understand all the touchpoints, hand-offs, duplication, batching and where the system does not work for the end user of the process.

Having fully understood what is currently happening we then agree principles for a revised process – our "clean flow" – and map this out. We then pilot this (in this case collecting information once from the university teachers using a mock-up web form and manually passing it on to existing processes to ensure that our clean flow works. At that point we then specified and implemented the IT system in the university's HR system iTrent. The information is now gathered once from the university teacher, is used in multiple places and claims are now online rather than on paper.

The process as it existed, and as it now is, are shown below:



A survey of University Teachers after 6 months elicited the following comments:

- 'It's much quicker to just log in and add the hours together in a cluster than fill out the old form and wait for somebody to sign it.'
- 'Claims for payment for time spent worked faster than in the past - I was paid a month earlier than before'

