

Buckinghamshire County Council – HR Service Desk: As-Is Service Blueprint												
	TRIGGER	SEARCH	CONTACT	PROVIDE QUERY	FIX QUERY	LOG QUERY	WAIT	ESCALATE	ACT	CLOSE QUERY	CHASE	REPORT
FRONTSTAGE EMPLOYEE MANAGER SCHOOLS	I need to find out about [this] policy	Look for information on the intranet	I want to speak to the HR specialist I spoke to last time	"Am I following the right process?"	Provide more information about the problem or re-iterate	Receive query log confirmation and 'F number'	Check inbox to see if query has been resolved	Receive email stating that your query has been assigned to a specialist	Communicate HR policy to team member	Receive email	Don't hear back about a query	
	I want to find out about how to do [this]	Ask around to find out which system to use	Call up if you need something done urgently	"I need help because I am nervous about doing the right thing"	Get directed to content or section on intranet	Review query details and any answers	"I've never had to chase my queries"	Receive description of the HR process and requirements	Show team member how to use SAP	Click link to get information	Directly email a Senior or Consultant	
	I need to sort something out for my team member	Look for the right guidelines	Use the phone if the query is of a sensitive nature	"I have a problem with [him] – can you help me?"	Use system as directed by HR Agent		"Receive call from HR Service Desk to ask for more information"		Plan and hold meetings / discussions		Check in to ask about progress	
	A team member has asked me a question about [this]	Search for HR contact details	Email sent to ensure there is a trackable audit trail of conversation	Read or describe employee details	Discuss with HR Agent until clarity on the issue is achieved				Liaise with HR consultant		Get in touch about a query that hasn't been solved	
	I need to check my plan with someone	Get told about HR contact details	"I just send emails - it just appears to be part of the culture at the council"	"I've never done this before, can you help me?"	"Often an answer will prompt further questions about a query"				Prepare HR documents and templates			
	I need to buy some train tickets	Find form on SAP	Send in a query through the Service Desk Portal	"I've got 3 things I need you to help me with..."	"I have another query to tackle now..."				Check in with HR to ensure doing it correctly			
	I have a problem with SAP		Call I.T. but have to be forwarded onto HR	Provide your details					Collate evidence for case			
	I'm not set up on the right systems		"I thought you could use LYNC?"	Describe situation or problem								
	I want to follow the right guidelines			I will use the pressure of working for a Director to get my query solved quicker								
				I just want to know I am doing this right								
PAIN-POINTS	"The jump from employee to manager in terms of HR knowledge and action is massive "	"A colleague had to direct me"	"I always forget HR's phone number, and don't know where to find it?"	"The DBS system is mad – ABSOLUTELY MAD!!!"	"You send in a query and it comes back from I.T.?"	"It would be nice if someone came back to say that they were still looking into it"	"There appears to be a lack of process"	"Have to hope once query is passed on it is dealt with – sometimes it is just closed"	"For HR advice – ownership of tasks needs to be explicit"	"They don't often actually answer my query"	"If I email in they sometimes don't get back to me because I should have used a certain form"	
	"I didn't know there was a HR service desk..."	"You just have to click through to find stuff - it is not obvious"	"I worry if I call, that my query will be misinterpreted"	"I spent about an hour trying to do this yesterday"	"It's not always the answer I want..."	"I had to create my own spreadsheet to manage all the different queries I had submitted"	"You aren't notified if the query goes past your required completion date"	"I had to go in and look at SupportWorks to see if my query had been assigned..."	"Have to raise a vacancy to be able to do a new starter form"	"The email response is never easy to digest or understand"	"I can't start a job until I know what my DBS results are"	
	"New starter forms are terrible, they are the bain of my life"	"New starter forms are not integrated"	"I was told off for going straight to Debbie"	I have to submit so many queries, because I am a manager	"The perception is that it won't get solved quickly"	"The quality of the data I receive back from HR is often dire"	"You can't search by the call query reference numbers"	"I never get updates..."	"Some of these processes can take months and months"	"Have to call again because it is an incorrect response"	"I have been waiting [6 weeks] for this!!!"	
	"Onboarding was a complete shambles"	"I found it buried deep in an induction pack"	"Had to call as SupportWorks is just not user friendly"	"I didn't know I had to fill [this] form out"	"I get sent links to content which are broken or send me to the wrong place"	"I have often received two logged queries from the one I had submitted...which is confusing...?!"	"There is nowhere to see all your queries in-flight"	"I'm not really ever sure who is handling my query"	"HR used to do a lot of the actions against employees that I have to do now"	"If a query goes over 30 days, it automatically closes..."	"I didn't get notified about a new starter passing their DBS check"	
			"The search on the intranet is broken"	"It's difficult to make private calls to HR in an open plan office!"	"I can't do what I wanted to, because the system blocked me"	"I get suspicious if I am given advice by a new HR Agent or temp"	"I would like to know the status of my query"	"I've had to ask to get my query re-allocated because there was turnover in HR"	"Constantly have to get back in touch with HR to check in with the tasks I am doing"	"You can't respond to the closing emails from the Service Desk"	"We are starting to talk to other schools about clubbing together and going elsewhere"	
		"The service desk is a faceless entity"	"I didn't even know about Launchpad"	"Once you have submitted something, you have no idea how long it will take"	"The form I was looking for was buried, 16 pages deep, in a downloadable policy document"		"I'm still waiting to hear back"	"I had to go to the managers because all 6 starter forms this year had been incorrect"	"There was no where to find a summary of the process or guidance I needed"	"They always close my query prematurely"		
		"Information is disjointed e.g. new starters and induction not in the same place"	"If my query isn't received as being clear, then I'm worried I won't get a very good response"	"I complete a form and it's sent back to me because it's not correctly filled in"	"I never get told about how long it will take to solve a query"		"I never know when they will get back to me"		"I'm nervous as I want to make sure I am doing this right"	"Key documents are not checked before sending them back to me..."		
		"I couldn't find the information about purchasing annual leave"	"It's really hard to get through as can only call at break times, when all other schools are"	"I get anxious about whether someone will pick up my job vacancy approval query in time"	"Feels like some queries can be left for years"		"I would like more consistency with the people, process and communications across the service"		"I tried to do something I had been directed to complete,, but it was impossible"			
		"You have to fill out 2 forms with duplicate data fields - to action 2 joined processes"	"The busiest time for us if the start of the academic year"	"I didn't know how to use the DBS system?"	"I often receive conflicting advice"		"Usually you don't have to wait too long for a response – have been left hanging on the odd occasion..."		"Only way to actually complete appraisals is to print off the screen"			
		"You search for 'sickness' and the top result is 'apprentices'?"	"I have to make the queries on behalf of staff because it is too busy during breaks for teachers to call in"	I.T. has a much better service	"Most queries can wait... but anything Payroll related needs to be acted upon promptly!"		"I miss the personal contact with BCC – they used to know all the unique nuances of our school organisation"		"I tried to look for an annual leave form on the intranet, but it wasn't there"			

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		"Online forms are clunky and not user friendly"		"I've done this twice already... If I reload the page I will lose all the information I have put in"					"The emails from HR have way too much information in them. It's like garbage"			
		"There is confusion about many of the processes"		"The forms are terrible – in particular, no one checks the 'extra comments' field"					"The buttons in SAP are terrible and are always off screen for the task you need to complete"			
		"It's an absolute minefield"		"The forms we submit for new starters contracts always come back from the council wrong"					"SAP is really really inflexible"			
		"Schools Web is good for basic information, but content is hard to find and it doesn't support complex queries"		"The service is an abyss with slow responses and no personal touch"								
		"As a new starter, it is really hard find information on Schools Web, unless you know where to look"										
LINE OF INTERACTION												
BACK-STAGE				Receive query	Try to fix queries first time	Raise ticket and log query details	Find information on intranet	If query is complex assign it to a specialist team	Provide process summary	Close the query in the system	Receive chase up call	Create monthly report
HR AGENTS				Use multiple systems	Interrogate query	Capture: who's calling, employee name, contact details, query details	Find the right form	Find out who the relevant department is	Forward calls onto specialist team		Schools will chase up with the business development team	Monitor performance
				Document issue	Provide advisory service	Have to copy and paste query content that comes in from email	Copy link from intranet and paste it into an email	Assign the query to them			Chase call and details are logged into SupportWorks	Identify improvements
				Tackle emails in-between calls	Direct caller to information on intranet	When the system goes down have to write all queries down into an email and copy and paste out later	Curate a response	"Leave it with me and I'll sort it with the [specialist] team"				
				Delegated a channel and have phone calls too	Reference, if someone has advised you	Mark a query as urgent	Email back with answer					
				"Your query queue should always be clear"	"I use LYNC in parallel to try and get answers off colleagues, so I can fix their problem while they are on the phone"	"There are 50 documents for disciplinaries alone!!"	"I'm not able to complete transactional tasks - which the caller finds frustrating"			"Some key information fields are not mandatory, which means some queries get lost"	"About 40% of calls are chasers"	
				"If employee has been on hold for a long time, they can be angry"	"Some queries require screen sharing, which is even more time consuming"	"Have to go into separate documents to find something useful"	"I always get confused with what I am doing"			"Queries that aren't tagged correctly expire after a certain amount of time"	"People call up, because they don't know what is going on..."	
				"If you get a long call it can cause a massive backlog on the phones and email inbox"	"It is even hard for us to find the policies as they are so well hidden. You just have to know"	"Have to talk employees through policies that they could just read themselves"	"System doesn't have unique user names or consistent data formats"			"The SLAs are inconsistent across the various teams in HR"		
				"Some people don't even understand what HR do...?!"	"Policies and schemes keep changing, so it is hard to keep up to date"	"The systems have loads of bugs in them"						
				"The interface of the systems we have to use is not intuitive"	"People call in and we often can't help them first time round"	Receive email						
				"An incoming phone call will interrupt you, so you may lose your flow or forget which query you were completing / logging"	"It's really difficult to learn all the systems, their idiosyncrasies and where everything is"							
				"People are always calling up just to double check things and make sure"	"There are 50 documents for disciplinaries alone!!"							
				"People often send in lots and lots of documents"	"Have to go into separate documents to find something useful!"							
				"Schools will tend to batch queries together, so they could have many for just one call"	"Have to talk employees through policies that they could just read themselves"							
				"You can't log large attachments"	"The systems have loads of bugs in them"							

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				"The biggest problems we receive are to do with: Payroll, DBS process and disciplinaries"	"Schools always need a bit more guidance and reassurance"							
					"I use LYNC in parallel to try and get answers off colleagues, so I can fix their problem while they are on the phone"							
					"Some queries require screen sharing, which is even more time consuming"							
					"It is even hard for us to find the policies as they are so well hidden. You just have to know"							
					"Policies and schemes keep changing, so it is hard to keep up to date"							
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					"There are 50 documents for disciplinaries alone!!"							
					"Have to go into separate documents to find something useful!"							
					"Have to talk employees through policies that they could just read themselves"							
					"The systems have loads of bugs in them"							
					"Some employees just don't know how to use the systems..."							
BACK-STAGE HR SPECIALIST								Receive assigned queries				
								Set up applicants in relevant system				
								One person on rota will receive queries and distribute				
								Check status in system				
								Receive result				
								Close query				
								"We receive too many 'simple' queries from the HR Service Desk"				
								"Applicants can't see the progress of their applications"				

[illegible]