

Appendix Four – Example KPIs

Principle	What this means	KPI
Provide the Best Employee Experience	The quality & consistency of employee experience is prioritised with a focus on simple, modern & inclusive processes and practices. Quality information is clear and easy to access. Advice on more complex queries is delivered in a personable way.	% Employees report that - systems, processes & practices are simple, modern and inclusive; quality information is available, clear and easy to access; advice on more complex queries is delivered in a personable way.
Embrace Digitalisation	We welcome & seek out new technologies to support the delivery of a modern HR service, adopting processes not adapting technology. We use automation to resolve transactional activities and engage with colleagues on how we resolve queries quickly.	Number of transactional HR activities are automated. % Colleagues who report that queries are resolved quickly.
Get the basics right	Robust data management & consistent standards ensure 'One version of the truth', confidentiality and compliance.	% of managers reporting confidence in data
Empower people and give real accountability	All have appropriate and easy real time access from anywhere and any device to trusted information with the ability to make changes to records they are accountable for. Decision making takes place as close as possible to the individual it affects.	% colleagues accessing services (e.g. payroll) from mobile devices Number of colleagues assisted to develop digital skills required to access services. % employees reporting improved decision making on processes such as booking annual leave.
Continuous development & improvement	Continually evolve to ensure a valued, modern, service is delivered for Leeds with the development of agile & innovative solutions that respond to organisational change and our customer feedback.	% employees who value the HR / Payroll service % employees who feel confident in org change Number of positive feedback comments
Providing valued support	Our specialist teams (e.g. Health & Safety, Occupational Health, Schools, Employee Relations, OD and others) will provide trusted expert advice for services. Shared Services will deliver accurate and quick high-volume, repeatable, transactional activities Business Partners will have proximity to business areas and understand their requirements whilst collaborating to develop and implement solutions aligned to	% employees who have used the services expressing confidence in advice received. % errors in transactional activities Number of business areas reporting positive and valued relationships with BPs

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	<p>achieve sustainable business and functional strategy.</p> <p>HR Leadership defines strategy, designing key business initiatives that are required to remain relevant.</p>	
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