



**Temporary Staffing Service:
Service Agreement for Managers
February 2016**

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GENERAL INFORMATION

This agreement covers the Temporary Staffing Service's commitment to you for the following areas:

- Recruiting candidates
- Assignments
- Performance and conduct
- Reporting and monitoring.

It also outlines the processes for each area, detailing the actions required from us and from you at each stage. A summary of our commitment to you across all areas is provided in Annex 1.

The agreement is also intended to act as a handbook for you in dealing with the Temporary Staffing Service (TSS).

THE TSS TEAM

TSS Manager: Laura Gibson.

T: 0117 42 82223, E: laura.gibson@bristol.ac.uk

Lead responsibility for the TSS, providing advice to recruiting managers and dealing with issues relating to assignments and service provision.

TSS Adviser: Harriet Hanson

T: 0117 42 82218, E: harriet.hanson@bristol.ac.uk

Lead responsibility for the recruitment, registration and deployment of temporary staff and key contact for recruiting managers.

TSS Administrator: Joe Travers

T: 0117 42 82217, E: j.travers@bristol.ac.uk

First contact for enquiries and support issues. Main contact for temporary staff and managers requiring support or advice.

TSS Administrator: Lucie Rose

T: 0117 42 82220, E: lucie.rose@bristol.ac.uk

First contact for enquiries and support issues. Main contact for temporary workers and managers requiring support or advice.

TSS Administrator: Sacha Russell

T: 0117 42 82224, E: sacha.russell@bristol.ac.uk

First contact for enquiries and support issues. Main contact for temporary workers and managers requiring support or advice.

TSS Administrative Assistant: June Powell

T: 0117 42 82219, E: june.powell@bristol.ac.uk

First contact for enquiries. Main contact for temporary workers and managers with payroll related questions and enquiries.

GENERAL ENQUIRIES

Please email tss-mail@bristol.ac.uk

OUR LOCATION

We are based at 65 Woodland Road, Bristol, BS8 1UL.

OUR WORK

The TSS provides a one-stop shop for managers with temporary staffing needs.

We provide a rapid and efficient service to ensure that your vacancies are filled in a timely manner with high-quality candidates. We will work with you to source the best candidates to meet your needs, whether from our in-house pool or from a preferred supplier temporary agency. If you have specialist needs, we can provide advice and support if required to help you find an alternative route to filling your vacancy.

We will also support you throughout the assignment and work with you in dealing with any issues that may emerge.

COVERAGE

In its first phase, the TSS in-house pool will be able to fill administrative and clerical vacancies. We may also have some workers with more specialist skills, and we are happy to work with you to source workers with specific skillsets to meet your needs. For vacancies that cannot be filled by our in-house pool, we will liaise with our preferred supplier temporary agencies to meet your needs. We will be expanding the coverage of the in-house pool in future phases to cover vacancies in other areas such as Finance and IT.

Using the TSS will bring many benefits and savings to you. Our workers will meet high quality thresholds and will be trained in our key IT systems. The TSS does not charge for its services, so you will not incur the additional charges levied by temporary agencies – you will only pay the actual costs of remunerating the temporary worker, and there will be no costly ‘temp to perm’ fees associated with our candidates.

OFFICE HOURS

The TSS is open for enquiries between 0800 and 1700 Monday to Friday except for Bank Holidays and Closure Days.

For urgent enquiries between 1700 – 1800 Monday to Friday, please contact the TSS Manager on 07342 059127. Outside of these hours, please email us on tss-mail@bristol.ac.uk marking your email as urgent and we will respond as soon as possible.

CONTACTING US

- **Candidate requests:** All Candidate Request forms will be dealt with promptly. We will aim to contact you for a discussion about your needs the same day, and where the need is urgent we will aim to contact you to discuss your needs within an hour of receiving the form if it is sent within office hours. If you need a candidate urgently (same day), please outline this on the candidate request form and mark your email subject as Urgent. Requests should be submitted via email to tss-mail@bristol.ac.uk
- **Email:** All enquiries by email will be dealt with as soon as possible, but we will always aim to reply within the same day and within 24 hours where this is not possible. Where we have to obtain further information to deal with your query, we will give you regular updates on progress.
- **Telephone enquiries:** Where possible, telephone calls will be answered immediately. If a voicemail is left with a member of the team, we will aim to return your call the same day if it is received during office hours and within 24 hours where this is not possible. Where we have to obtain further information to deal with your query, we will give you regular updates on progress.
- **Personal callers:** We are happy to receive personal visits from recruiting managers. However, as the TSS office is very busy we ask that you contact the appropriate staff member to arrange a convenient appointment to ensure that we are available to speak with you. When making your request, please indicate if you wish your discussion to take place in private so that we can make the necessary arrangements for an in-confidence discussion. Please note that meetings can only be held during our office hours.

- **Hard copies of correspondence arriving into the TSS:** Dependent on the nature of the correspondence, we will aim to reply (usually via email) within 5 working days of receipt, although we will send an acknowledgement of receipt of the correspondence the same day. Where a longer response time is necessary due to the nature of the correspondence, we will give you regular updates on progress.
- **Hard copies of correspondence leaving the TSS:** All correspondence will be signed and dated by the relevant TSS member. Letters and envelopes to staff will be marked '*Personal – Addressee only*'.

FEEDBACK FROM YOU

Your feedback on the performance and quality of candidates we supply, and the level of service you receive from us, is crucial to ensure the continued high quality of our service and the temporary workers we provide. At the end of each assignment, we will send you a feedback form and we would very much appreciate your response. Your contribution will be used to help inform the continued development and improvement of the service we offer.

COMPLAINTS

If you have a concern or wish to complain about a temporary worker, please contact the TSS Manager or TSS Adviser. We will work with you to resolve the issue as quickly as possible, and where the complaint requires further investigation we will give you regular updates on progress.

RECRUITING CANDIDATES

Managers with a temporary staffing need are asked to complete the short Candidate Request form on our website <http://www.bristol.ac.uk/jobs/temporary-staffing/hiring-managers/getting-/>. This will enable us to match your skills requirements with candidates that meet your needs, so it is important that you provide full and accurate information.

Once we receive your request, we will contact you to discuss your requirements in more detail. At this stage, it may be agreed that specialist needs will be better filled via an alternative route and we will give advice and guidance on this. If the requested assignment will run for more than four weeks, we will inform the relevant HR Operations team of the request to ensure that they are kept in the loop. It is your responsibility to obtain approval from your budget holder before contacting us.

Following a discussion of your needs, we will identify candidates to fill the assignment. Where possible, candidates will be drawn from the in-house temporary staffing pool. If it is not possible to find candidates via this route, we will liaise with our preferred supplier temporary agencies to identify candidates to fill the assignment.

Please contact us as soon as possible when you identify a temporary staffing need. We aim to identify potential candidates the same day we receive your request where possible, and arrange to have the vacancy filled within 24 hours of you informing us of your chosen candidate where possible. For urgent requests, we ask that you inform us of the reason you need a temporary worker the same day and what you require them to achieve that day so that we can prioritise requests. We may contact you to discuss this, and will aim to fill urgent requests the same day when needed and within 4 hours where possible.

Our commitment

- **Candidate requests:** All Candidate Request forms will be dealt with promptly. We will aim to contact you for a discussion about your needs the same day, and where the need is urgent we will aim to contact you within an hour of your email if it is sent within office hours.
- **Identifying candidates from our pool:** We will aim to find you the best candidates to meet your needs based on the information you have provided. We will aim to identify between 2-4 high quality candidates for each vacancy for you to interview. Where the request is urgent (same day), we may select the candidate on your behalf with your agreement, or arrange for a telephone interview with your preferred candidate(s).
- **Identifying candidates from temporary agencies:** Where we are unable to meet your needs from our in-house pool, we will liaise with our preferred supplier temporary agencies on your behalf to identify the best candidates to meet your need based on the information you have provided. We will screen their selection to identify the best matches, and will arrange for you to interview them where possible. Where the request is urgent (same day), we may select the candidate on your behalf with your agreement, or arrange for a telephone interview with your preferred candidate(s).
- **Interviews with candidates:** We can select the temporary worker on your behalf, or if you prefer, we can arrange for you to meet and interview potential candidates. If your request is urgent, or you ask us to select a candidate on your behalf, we will speak with candidates about your requirements and their suitability for the post before taking a decision on who to send you.
- **Quality thresholds for candidates from our pool:** We will ensure that all of our candidates meet a minimum quality threshold at registration with the TSS. We also provide training in our key IT systems for our candidates, as well as IT access and a U-Card. We aim to supply high quality candidates to meet your needs, and welcome feedback at the end of assignments to help us maintain these standards.

What we need from you

To enable us to provide the best candidate to meet your needs, we need some help from you:

- **When completing the Candidate Request form, we ask that you provide full and accurate information on the skills you require.** This will help us in matching candidates to your needs, and will also help to identify the rate at which the candidate will be paid.
- **It is important that we speak to you to gather further information on your needs, so please ensure that you are available for this or can identify a colleague with a clear understanding of your needs to speak with us on your behalf.** We will agree remuneration for the post, hours of work, location and line management during this discussion, as well as the duties to be performed so it is important that we speak to someone who is authorised to take these decisions.
- **Please be realistic in your skills request:** we will endeavour to meet all of your skills needs, but please ensure that what you are requesting is required for the post.
- **If your request is urgent (same day), please let us know the reason for this so we can prioritise requests.** It is helpful to know why the individual is needed the same day and what they will need to achieve that day to help us in our selection of candidates.
- **Please contact us as soon as possible after interviewing candidates to inform us of your choice.** We are happy to help with decision making by meeting with you to discuss this if required. Once we receive your selection, we will feed back to candidates and arrange for the Assignment Agreement to be signed by the successful candidate.

ASSIGNMENTS

Please ensure that you complete the induction checklist with your chosen temporary worker on the first day of their assignment. The checklist is provided at Annex 2.

We will liaise with both you and your chosen temporary worker throughout the assignment. For short assignments (less than one week), we will contact you by telephone or email to check that you are both happy with progress. For longer assignments, we will arrange regular short progress meetings with each of you in addition to weekly telephone/email contact.

During the assignment, the temporary worker will complete monthly timesheets to record the hours they have worked. These timesheets will be countersigned by you and returned to us for processing to ensure payment and charging back to your salaries budget. **Please ensure that completed timesheets are returned to tss-pay@bristol.ac.uk no later than the last working day of each month. Late submissions may result in delayed payment.**

When assignments reach six months in duration, we will arrange to meet with you to discuss your ongoing requirements. This may include an assessment of whether the assignment should be advertised as a fixed-term appointment if it is likely to continue for a longer period. TSS assignments should be no longer than nine months in duration. In exceptional circumstances the TSS Manager may agree a short extension if:

- The department is actively pursuing alternative arrangements (for example, advertising the vacancy or making arrangements to offer the TSS worker a fixed-term contract), or
- The project that the temporary worker is undertaking is very close to completion and alternative arrangements are not practical.

The temporary worker will accrue holiday entitlement during their assignment at 17.12% of the total hours worked. Accrued holiday pay will be included in the calculation of charges back to your salaries budget. If the temporary worker wants to take time off during the assignment, they must get permission to do so from you. They will enter the hours they would like to be paid out of their accrued holiday pay on a holiday request form, submitted to us.

At the end of the assignment both you and your temporary worker will be asked to complete feedback forms. This will give you the opportunity to comment on the performance of your temporary worker and the success of the assignment along with the service provided by the TSS. We ask that you complete this form to help us to continuously improve the service we provide for you, and to inform the future development of the TSS. Your feedback will also help us to monitor the quality of our candidates and will provide useful information for other managers in selecting candidates for roles.

Ending an assignment early

Should you find that an assignment is no longer necessary or that an alternative means has been identified to fill the activity, we will inform the temporary worker and arrange for the assignment to be terminated. We aim to provide the candidate with one week's notice for assignments longer than four weeks where this is possible, so we would be grateful if you could inform us at the earliest possible opportunity when you want to terminate an assignment.

Temporary workers are also entitled to end their assignment prior to its end date. They are not required to give notice, but we ask them to provide one week's notice for assignments longer than four weeks where this is possible. They are also not obliged to accept any extension to the assignment. Where temporary workers leave before the end of an assignment, or choose not to accept an extension to an assignment, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.

Our commitment

- **Liaison:** We will maintain contact with you throughout the duration of the assignment, by telephone, email and through progress meetings. This will enable us to ensure that both parties are happy with the progress of the assignment, and to address any emerging issues at an early

stage. We will also meet with you when the assignment reaches six months in duration to discuss your ongoing requirements and potential solutions for longer-term needs.

- **Timesheets:** We will process all timesheets received in a timely manner and ensure that correct payment is made to the temporary worker and correct charges are made to your salaries budget.
- **Feedback:** We value feedback on our service and candidates, and welcome comments and feedback outside of the official feedback forms. We will act on any issues raised in feedback and inform stakeholders of changes and improvements to the TSS based on feedback received. Feedback forms will be monitored and analysed regularly to ensure prompt attention and action follows from issues raised by managers.
- **Replacing a temporary worker:** Where a temporary worker chooses to leave an assignment before its end date, or chooses not to accept an extension to the assignment, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.

What we need from you

To enable us to provide the best service to you and your temporary worker, we need some help from you:

- **Liaison during assignments is important to ensure that both parties are happy.** Please keep in contact with us, and alert us to any potential or emerging issues at the earliest possible opportunity.
- **Please ensure that you countersign monthly timesheets and return them to us promptly.** Please also ensure that the information provided on timesheets accurately reflects hours worked and any holiday leave taken or any other absences. Delays in receiving completed timesheets may result in late payment, and any errors in hours/holiday leave/other absences may lead to incorrect charges back to your salaries budget. The deadline for timesheet submission is the **last working day of each month.**
- **Please complete the feedback form we send you at the end of each assignment.** Your views are important to us, and will be used to help shape the development and improvement of the service. It is also a crucial tool for us in maintaining the quality of the candidates we provide for assignments. Your feedback on the temporary worker will be helpful for other managers in deciding which candidates to select for their assignments.
- **If you would like to terminate an assignment before the end date, please inform us at the earliest possible opportunity** as we aim to provide one week's notice for assignments longer than four weeks where this is possible.

PERFORMANCE AND CONDUCT

Our quality threshold and testing of candidates should ensure that you are happy with your temporary worker. If issues do arise, we will work with you to address them at the earliest possible opportunity.

If you identify any minor shortfalls in performance or minor breaches of discipline (e.g. poor timekeeping, careless mistakes or lack of attention to detail/instructions/procedures) we will work with you to address these with your temporary worker, either by providing guidance and support or by speaking to the worker on your behalf. In the first instance, these issues may be addressed through additional support, training or guidance for the temporary worker, and we will discuss the best action with you. In the case of more serious shortfalls in performance or breaches of discipline, or repeated minor shortfalls/breaches, the TSS Manager will conduct a formal meeting with the temporary worker. Following the meeting, the TSS Manager may issue a written warning or, where appropriate, the temporary worker may be removed from the assignment and/or the TSS pool.

Examples of sufficiently serious behaviour which may result in an assignment being terminated before the agreed end date or the temporary worker being immediately de-registered from the TSS include, but are not limited to:

- Theft
- Forgery
- Threatening or using physical violence
- Breach of confidentiality
- Serious breach of safety rules and regulations
- Acts of discrimination
- Acts of bullying or harassment
- Refusal to comply with reasonable requests from their manager
- Unauthorised absence from work
- Breach of other University, Department or Faculty rules or regulations.

In serious conduct cases, or where the temporary worker raises a grievance relating to their assignment, the TSS Manager will work with all relevant parties to resolve the issues. Where it is necessary to remove a temporary worker from their post, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.

Our commitment

- **Liaison:** We will maintain contact with you throughout the duration of the assignment, by telephone, email and through progress meetings. This will enable us to ensure that both parties are happy with the progress of the assignment, and to address any emerging issues at an early stage.
- **Dealing with performance and conduct:** We will work with you and the temporary worker to resolve minor performance or conduct issues. In serious conduct cases, or where the temporary worker raises a grievance relating to their assignment, we will work with the relevant HR Operations Manager to resolve the issues. We will keep you updated throughout this process.
- **Replacing unsuitable candidates:** Where it is necessary to remove a temporary worker from their post, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.

What we need from you

To enable us to provide the best service to you and your temporary worker, we need some help from you:

- **Please inform us at the earliest possible opportunity of any emerging issues with performance or conduct.** This will help us to resolve any emerging issues quickly and fairly.

REPORTING AND MONITORING

We will run regular reports to monitor use of the TSS and to gather information for reporting purposes. We will monitor our delivery against our stated commitments to ensure that we are meeting our own targets, and will act to address any areas of shortfall. We will also regularly monitor feedback forms and analyse them to inform the development and improvement of the service we provide. We will provide regular stakeholder updates to keep you informed of our performance and any developments or improvements to the service.

In addition to our own reporting, we will also provide quarterly activity reports to each Department, Service or Faculty. This will provide you with a snapshot of your engagement with the TSS in past quarter including the number of temporary worker employed on current and completed assignments, an overview of feedback received in that quarter and spend on temporary workers in that quarter.

We are happy to provide ad hoc reports outside of the quarterly reports if you have a specific need. Please contact the TSS Manager with your request, and she will discuss your requirements with you. If it is possible to provide the information requested, we will aim to send you the report within five working days of the request.

Our commitment

- **Reporting on our service:** We will monitor our activities and your feedback to enable us to continuously develop and improve the service we offer. We will provide regular stakeholder updates to keep you informed of our performance and any developments or improvements to the service.
- **Update reports:** We will provide you with quarterly updates of activity in your area. If you would like an update outside of this reporting, the TSS Manager will discuss your requirements with you and arrange for a report to be sent to you where possible within five working days of your request.

ANNEX 1: SUMMARY OF OUR COMMITMENTS

CONTACTING US

	COMMITMENT	MONITORING
Candidate requests	All Candidate Request forms will be dealt with promptly. We will aim to contact you for a discussion about your needs the same day, and where the need is urgent we will aim to contact you within an hour of receiving the form if it is sent within office hours.	<ul style="list-style-type: none"> • We will monitor turnaround times for dealing with Candidate Request forms to ensure that contact is made with the recruiting manager within 24 hours of receiving the request, and within an hour for urgent request. • Where performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring performance back to agreed levels as quickly as possible.
Email	All enquiries by email will be dealt with as soon as possible, but we will always aim to reply within the same day. Where we have to obtain further information to deal with your query, we will give you regular updates on progress.	<ul style="list-style-type: none"> • We will monitor turnaround times for dealing with emails to ensure that responses are made within 24 hours of receiving the request, and regular updates provided where queries take longer to resolve. • Where performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring performance back to agreed levels as quickly as possible.
Telephone enquiries	Where possible, telephone calls will be answered immediately. If a voicemail is left with a member of the team, we will aim to return your call the same day if it is received during office hours and within 24 hours where this is not possible. Where we have to obtain further information to deal with your query, we will give you regular updates on progress.	<ul style="list-style-type: none"> • We will monitor turnaround times for dealing with telephone calls to ensure that responses are made within 24 hours of receiving the request, and regular updates provided where queries take longer to resolve. • Where performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring performance back to agreed levels as quickly as possible.
Personal callers	We are happy to receive personal visits from recruiting managers. However, as the TSS office is very busy we ask that you contact the appropriate staff member to arrange a convenient appointment to ensure that we are available to speak with you. When making your request, please indicate if you wish your discussion to take place in private so that we can make the necessary arrangements for an in-confidence discussion. Please note that meetings can only be held during our office hours.	<ul style="list-style-type: none"> • We will monitor requests for meetings to ensure that we are available to meet managers when requested. • Where managers have found difficulties in arranging meetings with TSS staff, we will investigate the reasons for this and introduce measures to improve our availability as quickly as possible.
Hard copies of	Dependent on the nature of the correspondence, we will aim to	<ul style="list-style-type: none"> • We will monitor turnaround times for dealing with

correspondence arriving into the TSS	reply (usually via email) within 5 working days of receipt, although we will send an acknowledgement of receipt of the correspondence the same day. Where a longer response time is necessary due to the nature of the correspondence, we will give you regular updates on progress.	correspondence to ensure that responses are made within 5 working days of receiving the request, and regular updates provided where queries take longer to resolve. <ul style="list-style-type: none"> • Where performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring performance back to agreed levels as quickly as possible.
Hard copies of correspondence leaving the TSS	All correspondence will be signed and dated by the relevant TSS member. Letters and envelopes to staff will be marked ' <i>Personal – Addressee only</i> '.	<ul style="list-style-type: none"> • We will keep copies of all correspondence and will periodically audit this to ensure the quality of the service we are providing.

RECRUITING CANDIDATES

	COMMITMENT	MONITORING
Candidate requests	All Candidate Request forms will be dealt with promptly. We will aim to contact you for a discussion about your needs the same day, and where the need is urgent we will aim to contact you within an hour of your email if it is sent within office hours.	<ul style="list-style-type: none"> • We will monitor turnaround times for dealing with Candidate Request forms to ensure that contact is made with the recruiting manager within 24 hours of receiving the request, and within an hour for urgent request. • Where performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring performance back to agreed levels as quickly as possible.
Identifying candidates from our pool	We will aim to find you the best candidates to meet your needs based on the information you have provided. We will aim to identify between 2-4 high quality candidates for you to interview. Where the request is urgent (same day), we may select the candidate on your behalf with your agreement, or arrange for a telephone interview with your preferred candidate(s).	<ul style="list-style-type: none"> • We will monitor the quality and suitability of candidates provided based on feedback from managers. • Where the quality or suitability falls short of managers' expectations, we will investigate the reasons for this and introduce measures to bring performance back to acceptable levels as quickly as possible.
Identifying candidates from temporary agencies	Where we are unable to meet your needs from our in-house pool, we will liaise with our preferred supplier temporary agencies on your behalf to identify the best candidates to meet your need based on the information you have provided. We will screen their selection to identify the best matches, and will arrange for you to interview them where possible. Where the request is urgent (same day), we may select the candidate on	<ul style="list-style-type: none"> • We will monitor the quality and suitability of candidates provided based on feedback from managers. • Where the quality or suitability falls short of managers' expectations, we will investigate the reasons for this and introduce measures to bring performance back to acceptable levels as quickly as possible.

	your behalf with your agreement, or arrange for a telephone interview with your preferred candidate(s).	
Interviews with candidates	We can select the temporary worker on your behalf, or if you prefer, we can arrange for you to meet and interview potential candidates. If your request is urgent, or you ask us to select a candidate on your behalf, we will speak with candidates about your requirements and their suitability for the post before taking a decision on who to send you	<ul style="list-style-type: none"> • We will monitor the quality and suitability of candidates provided based on feedback from managers. • Where the quality or suitability falls short of managers' expectations, we will investigate the reasons for this and introduce measures to bring performance back to acceptable levels as quickly as possible.
Quality thresholds for candidates from our pool	We will ensure that all of our candidates meet a minimum quality threshold at registration with the TSS (see Annex 2). We also provide training in our key IT systems for our candidates, as well as IT access and a U-Card. We aim to supply high quality candidates to meet your needs, and welcome feedback at the end of assignments to help us maintain these standards.	<ul style="list-style-type: none"> • We will monitor the quality and suitability of candidates provided based on feedback from managers. • Where the quality or suitability falls short of managers' expectations, we will investigate the reasons for this and introduce measures to bring performance back to acceptable levels as quickly as possible.

ASSIGNMENTS

	COMMITMENT	MONITORING
Liaison	We will maintain contact with you throughout the duration of the assignment, either by telephone, email or through progress meetings. This will enable us to ensure that both parties are happy with the progress of the assignment, and to address any emerging issues at an early stage. We will also meet with you when the assignment reaches six months in duration to discuss your ongoing requirements and potential solutions for longer-term needs.	<ul style="list-style-type: none"> • We will monitor levels of contact with managers and temporary workers throughout assignment to ensure that appropriate levels of contact are maintained. • We will keep records of contact for future reference, for example when dealing with emerging or potential issues. • We will discuss longer-term temporary staffing requirements with you when assignments reach six months to explore longer-term solutions. We will aim to deliver the best solution to meet your needs and support you in the transition to setting up a fixed-term contract if required. • Where our performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring our performance back to agreed levels as quickly as possible.
Timesheets	We will process all timesheets received in a timely manner and ensure that correct payment is made to the temporary worker and correct charges are made to your salaries budget.	<ul style="list-style-type: none"> • We will monitor our turnaround times and accuracy in dealing with timesheets processing and charging back to departments for temporary workers.

		<ul style="list-style-type: none"> • Where our performance falls short, we will investigate the reasons for this and introduce measures to bring our performance back to acceptable levels as quickly as possible.
Feedback	We value feedback on our service and candidates, and welcome comments and feedback outside of the official feedback forms. We will act on any issues raised in feedback and inform stakeholders of changes and improvements to the TSS based on feedback received. Feedback forms will be monitored and analysed regularly to ensure prompt attention and action follows from issues raised by managers.	<ul style="list-style-type: none"> • We will monitor feedback and regularly analyse feedback forms to enable us to act on issues raised. • We will keep stakeholders informed of developments or improvements to the service resulting from their feedback. • Where there are issues with our service or candidates identified by feedback, we will investigate the reasons for this and introduce measures to bring our service back to acceptable levels as quickly as possible.
Replacing a temporary worker	Where a temporary worker chooses to leave an assignment before its end date, or chooses not to accept an extension to the assignment, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.	<ul style="list-style-type: none"> • We will monitor our turnaround times for replacing temporary workers to ensure that we provide a replacement within 24 hours of the manager's candidate selection. • Where our performance falls short of this target, we will investigate the reasons for this and introduce measures to bring our performance back to agreed levels as quickly as possible.

PERFORMANCE AND CONDUCT

	COMMITMENT	MONITORING
Liaison	We will maintain contact with you throughout the duration of the assignment, by telephone, email and through progress meetings. This will enable us to ensure that both parties are happy with the progress of the assignment, and to address any emerging issues at an early stage.	<ul style="list-style-type: none"> • We will monitor levels of contact with managers and temporary workers throughout assignment to ensure that appropriate levels of contact are maintained. • We will keep records of contact for future reference, particularly where there are emerging or potential issues. • Where our performance falls short of these targets, we will investigate the reasons for this and introduce measures to bring our performance back to agreed levels as quickly as possible.
Dealing with performance and conduct	We will work with you and the temporary workers to resolve minor performance or conduct issues. In serious conduct cases, or where the temporary workers raises a grievance relating to their assignment, we will work with the relevant HR Operations Manager to resolve the issues. We will keep you updated throughout this process.	<ul style="list-style-type: none"> • We will monitor the number of cases, actions and resolutions. We will also monitor the number of temporary workers required to leave assignments and/or the TSS, and the areas in which this happens. • Where quality issues are identified with candidates, we will investigate the reasons for this and introduce measures to

		bring our quality back to acceptable levels as quickly as possible.
Replacing unsuitable candidates	Where it is necessary to remove a temporary workers from their post, we will work with you to find a replacement as quickly as possible. We will aim to provide a new temporary worker within 24 hours of your candidate selection.	<ul style="list-style-type: none"> • We will monitor our turnaround times for replacing temporary workers to ensure that we provide a replacement within 24 hours of the manager’s candidate selection. • Where our performance falls short of this target, we will investigate the reasons for this and introduce measures to bring our performance back to agreed levels as quickly as possible.

REPORTING AND MONITORING

	COMMITMENT	MONITORING
Reporting on our service	We will monitor our activities and your feedback to enable us to continuously develop and improve the service we offer. We will provide regular stakeholder updates to keep you informed of our performance and any developments or improvements to the service.	<ul style="list-style-type: none"> • Regular stakeholder updates and stakeholder feedback will help us to continuously develop and improve the service we provide.
Update reports	We will provide you with quarterly updates of activity in your area. If you would like an update outside of this reporting, the TSS Manager will discuss your requirements with you and arrange for a report to be sent to you where possible within five working days of your request.	<ul style="list-style-type: none"> • We will monitor our turnaround times for providing ad hoc reports to ensure that we provide them within 5 working days of request where it is possible to provide the requested information. • Where our performance falls short of this target, we will investigate the reasons for this and introduce measures to bring our performance back to agreed levels as quickly as possible.

