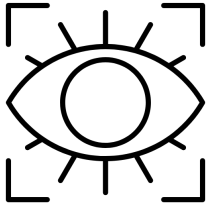


Statement of Service: Leadership Support Hub (EAs and PAs) (PS Central Admin)

This Statement of Service outlines the standard of service you can expect as a customer of our PS Central Admin Service. It includes our overall vision, as well as details of how we work, what we can offer you, and what we ask of you as a user of our services

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PS Central Admin Vision

A professional administrative community that responsively and proactively delivers customer-focused support.

Valued and respected by colleagues as a service that supports and enables staff to deliver the University's strategic goals.



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Purpose (Leadership Support Hub)

We enable the senior leaders to achieve their strategic aims and goals (and therefore those of the university) by enabling effective prioritisation, ensuring information is accessible and provided proactively, and organising the resources they need in a timely manner.



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Our approach

Based on the [Community Without Limits](#) framework, and developed by members of the team, our [Team Charter](#) shows our *aspirations* in how we work as a team and with our customers.

We are working towards this and exploring what actions and support are needed to fully embody these principles across everything that we do.



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Our customers

Our team provides Leadership Support services for:

- University Executive Board members
- Associate Pro-Vice-Chancellors
- Dean of York Graduate Research School (YGRS)
- Directors of Professional Services
- Associate Deans and Directors of Faculty Operations (from FEBs)

	We work collaboratively and proactively with other executive staff who support senior leaders: • Senior Executive Officer (CASO/CFOO) • Head of the Vice-Chancellor and President's Office and Executive Adviser to the VC • Project Officers (PVCs) • VC Office Manager Wider service provision We work with staff across the University, as well as with external partners (for example, Council members, Media, Trade Unions, government ministers, charities, businesses and students), to answer queries and manage availability for the Senior Executives we support. Please note, <i>we do not provide Leadership Support services</i> to any other University of York colleagues, other than those listed above. If you are a Central Professional Services staff member, please refer to the separate Admin Service Level Agreement to access services from the PS Central Admin Hubs.					
 Created by Melissa Luffiani from Noun Project	Summary of our staffing • Head of PS Central Admin: Jo Black • Admin Manager, Leadership Support Hub: Laura Hurst • Our team: Our Central PS Admin team organisation chart is shared here for information.					
 Created by Makarenko Andrey from Noun Project	How to communicate with us Standard communication <table><tr><td rowspan="2">University Staff & External Partners</td><td>Shared Email Accounts (One per Executive)</td><td>These inboxes are monitored by the assigned EA/PA and the Admin Manager, ensuring urgent cover during absences. All requests for PA services should be sent to the relevant inbox. Requests for PA support should not be sent to individuals' email addresses.</td></tr><tr><td>Team webpages for the PS Central Admin</td><td>Find the full list of EA/PAs and email addresses</td></tr></table>	University Staff & External Partners	Shared Email Accounts (One per Executive)	These inboxes are monitored by the assigned EA/PA and the Admin Manager, ensuring urgent cover during absences. All requests for PA services should be sent to the relevant inbox. Requests for PA support should not be sent to individuals' email addresses.	Team webpages for the PS Central Admin	Find the full list of EA/PAs and email addresses
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	Team webpages for the PS Central Admin	Find the full list of EA/PAs and email addresses				

		Service	here
		Slack	Team members may suggest moving established, ongoing enquiries to Slack for regular updates. Conversely, the team may ask for initial work requests via Slack to be moved into email to ensure proper tracking, record-keeping, and adequate team coverage.
	Senior Executives	Methods agreed between Exec and EA/PA	Communication methods (email, Slack, F2F, phone) are individually agreed upon between the Executive and their EA/PA for maximum efficiency. Preferences are shared across the Leadership Support team for seamless cover. Shared inboxes should be used rather than individual inboxes. We are committed to supporting a healthy work-life balance. To ensure the team can fully disconnect, they are not required to use their personal devices for work communications/applications or answer calls outside of their working hours.
Urgent queries Our Leadership Support team works in shared email accounts. If your email message is urgent, please add the tag URGENT in the subject line and they will pick it up as a priority. An urgent request is defined as a time-sensitive issue that requires prompt action in order to avoid significant operational or strategic delays. Urgent requests generally fall into the following critical categories (although other urgent circumstances may arise):			

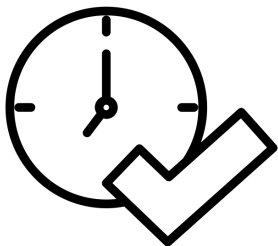
- **Crisis Management:** Handling unexpected, high-risk situations requiring immediate Executive communication or action.
- **Time-Sensitive Scheduling or Conflicts:** Resolution of a meeting clash or scheduling that impacts *critical* business, for example, large-scale events involving several senior executives or VIPs, regardless of how far in advance the event is scheduled.
- **Essential Approvals:** Processing time-critical documents or approvals with an external or compliance deadline.
- **Emergency Travel Disruptions:** Immediate assistance required for an Executive whose travel plans have been unexpectedly disrupted.
- **Strategic initiatives:** Actions that are required to enable strategic initiatives to continue to move forward and meet deadlines.

An EA/PA may need to liaise with their Executive member to determine priorities, depending on the volume and nature of urgent requests.

If you are unable to contact your EA/PA and you need help with something that requires **immediate and urgent attention during office hours**, please call the office on 01904 32(6397) or speak to the team in Market Square, and another member of the team will be able to help.

Escalation Route

For any issues regarding **service provision**, queries about the **scope of our support**, or **escalation of urgent or unresolved issues**, please contact the PS Admin Manager directly: psc-admin-manager@york.ac.uk



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from Noun Project

Service availability and exceptions

Standard operating hours

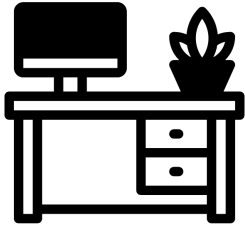
The Leadership Support Team operates during **standard working hours of 9:00 AM – 5:00 PM, Monday through Friday**. There will usually be service cover between 8:30 and 5:30 based on the team's working preferences.

Individual EA/PA hours may vary based on contracted working patterns, and specific in-person office hours are detailed below.

Please note that there is **no Leadership Support coverage available on weekends or during the annual Christmas Closure Period** (25 December to 1 January inclusive) and other bank holidays throughout the year.

Periods that may impact levels of cover and services

Exception period	Service impact and scope of cover
Planned & Unplanned EA/PA Absence	When an EA/PA is absent (e.g., annual leave, sick leave, emergency care responsibilities), another team member will cover their executive(s) in addition to those colleagues they already support. To manage this increased workload, cover is provided on an urgent-only basis for all executives, with the exception of the Vice-Chancellor and Deputy Vice-Chancellor, who will receive full cover. Our Leadership Support cover service is detailed under ' Our services ' below.
Part-Time Hours & Non-Working Days	Some of our EA/PAs are part-time and have specific non-working days. During these times, the provision of support will default to an urgent-only basis via the Admin Manager (psc-admin-manager@york.ac.uk)
University Community Events	If a team member wishes to participate in a University event, such as Graduation, Confirmation & Clearing and Open Days, they must first consult with their Executive to assess the potential impact. They must then seek approval from the Admin Manager (Leadership Support Hub) or Head of Service, who will ensure appropriate service mitigation is secured, such as cross-team cover.
Team meetings, Training & Events	We bring the team together for monthly meetings and also occasionally for essential training or team-building activities. During these short periods, we will communicate in advance if there will be any planned service disruption and provide a dedicated route for escalation for urgent requirements.
Peak times	Due to covering more than one Executive member, some EA/PAs may agree that, for short periods of time, cover will not be provided, to enable them to focus on urgent priorities. This will be agreed mutually with their senior executive.



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Office cover

Centralised office cover for the VC's Office (2nd floor, Market Square)

We maintain a rota to ensure consistent Leadership support coverage at the VC's Office (2nd floor, Market Square) between the hours of **09:00 to 17:00**, Monday to Thursday.

This guarantees that at least four members of the Leadership Support team are available to handle:

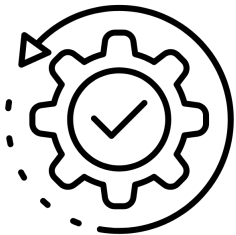
- Phone calls and visitors
- Ad hoc requests from **any** Senior Executive

Note: Coverage may be reduced during periods of planned annual leave or unplanned absences.

Leadership Support departmental presence

While the entire Leadership Support team participates in the central Market Square rota (recognising the value of team cohesion), we also maintain flexibility for individual support.

The requirement for an EA/PA to work physically close to their Senior Executive in a department will be **discussed and agreed upon** between the individual EA/PA and the Executive member(s) they support.



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Our services

1. Inbox management:

- We proactively manage the dedicated EA/PA inbox for an Executive, responding to and triaging enquiries, highlighting items that require discussion, and escalating 'urgent' queries for action. This is managed with the Executive's knowledge and prior agreement.

2. Strategic calendar and time management:

We ensure Executive time is protected, prioritised, and utilised effectively to achieve strategic objectives.

- **Proactive scheduling:** We schedule and coordinate meetings on behalf of Executives (which may be via their Executive Support), liaising with internal and external PAs. We actively manage the calendar, adding and releasing provisional 'holds' and responding to invitations on behalf of the Executive.
- **Forward Planning and Protection:** We work proactively with Executives to forward plan the calendar, where possible. This includes securing **protected time** for reading, preparation, lunch breaks, and travel, and using a

colour-coding system to aid time management and cover.

- **Calendar Integrity:** We maintain accuracy by updating all amended details (including cancellations), ensuring all calendar entries are complete (including venue, papers, links, and contact details where appropriate).
- **Clash Resolution:** We manage and resolve meeting clashes and coordinate the rescheduling of cancelled appointments, liaising with members of our team and other colleagues to keep everyone as up to date as possible.

3. Logistical arrangements for meetings and events

- **On-Campus Meetings:** We manage all logistics for meetings hosted by the Executive on campus, including meeting room bookings, catering orders, AV/Zoom links, and clear visitor instructions.
- **Travel and Accommodation:** We arrange all necessary off-campus travel and accommodation, adhering strictly to the University Expenses Policy and proactively monitoring spend against the individual University Executive's expenses budget.

4. Professional Visitor Services

Where requested, we provide a welcoming service for external partners, including:

- Preparing visit schedules, providing parking permits, and coordinating necessary travel (e.g., taxis, maps and the University driver/car).
- Ensuring someone from the team is on site and available to meet visitors, and that arrangements have been made with the relevant reception point
- Being available to provide drinks and refreshments as required

5. Secretariat and administration support on behalf of Executives (as requested):

- We are aligned with the University's approach to self-servicing meetings where possible, but we do provide full **secretariat services** for select committees and groups (aligned to strategic priorities and areas of governance and compliance), including **setting agendas, collating papers, formatting documents and presentations**, and attending meetings to **capture minutes or actions/decisions**, and actively tracking progress on agreed actions.
- We handle **core administrative workflows** on behalf of Executives, including raising Purchase Orders and approving financial/HR workflows (e.g., recruitment, expenses, purchase cards), and facilitating the **provision of signatures** on formal, financial and legal documents, with Executive approval.
- **Compliance Support:** We work with the VC Office and Governance team to support the Executive's completion of statutory requirements (e.g., mandatory training, Gifts and Hospitality reporting, Register of Interests, Expenses).
- Other grade-appropriate administration activities requested by our Executives

6. Service Continuity for EA/PA absence

	○ Standardised Cover: Each Executive is allocated two designated 'cover' EA/PAs. We maintain a minimum staffing leave policy and standardise handover procedures to ensure a consistent experience. We will continue our leave arrangements on an EA/PA's first day back in the office, to enable them to catch up on what's been happening whilst they've been away. ○ Urgent-Only Cover: Except for the Vice-Chancellor/Deputy Vice-Chancellor, all EA/PA cover during absence periods is provided on an urgent-only basis, as defined in the Urgent Cover section of this agreement. 7. Executive Assistant support: ○ We provide support through data gathering and research to assist Executives in developing reports and papers. ○ We support Executive communication through the drafting of formal correspondence (e.g., letters, responses to complaints), presentations, and briefing notes.
 Created by Sullistiana from Noun Project	Specific pledges on customer service Meetings and events ● Where we provide secretariat support, we will ensure Group members receive all necessary papers for their meeting one week before the meeting, in line with University guidance. For all other meetings, we will work proactively with Committee/Meeting secretaries to ensure paperwork is received in a timely manner. ● We will work with the Executives and their Executive Support (where relevant) to ensure that the agenda and papers for meetings they chair are distributed to members one week in advance of the meeting. ● We commit to drafting meeting minutes within five working days of the meeting date, for Executive approval. Approach ● We will ensure all interactions with stakeholders and colleagues are professional, respectful, and courteous. ● We will incorporate customer feedback and evaluation to continually improve our services. Consultation and communication ● We operate as a shared service and may need to review our resources and what sits where, in order to respond to changes in staffing or workloads. We will consult relevant senior leaders in a timely manner regarding any proposed changes to our service provision or support models. ● We will ensure Executives are clearly informed of their cover arrangements during the absence of their dedicated EA/PA. ● We commit to proactively communicating any planned service disruption (e.g., training, team events) and will put in

place **agreed mitigation plans** to minimise impact.

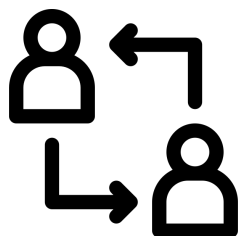
- We will ensure we have **effective channels to receive feedback** on our services.
- We will conduct a **formal, annual service review** with the Executive team to assess performance and alignment with strategic priorities.

Response times

Due to the reactive nature of the EA/PA role, and the necessity of aligning with changing Executive priorities, we **do not commit to fixed response times**. Instead, we commit to the following standards:

- We will **prioritise/triage requests marked as 'Urgent'**, validating their priority with the relevant Executive as necessary.
- We will **acknowledge** all queries in a timely manner.
- Where there is a known delay in resolving a request, we will **proactively update the requester** with the expected next step or timeframe.
- Requests that are outside the scope of the Leadership Support service will be **efficiently triaged and redirected** to the correct service team.

If normal service cannot be maintained, e.g due to system outages, services will be resumed as quickly as possible once systems are made available. Please see details on how to contact us urgently above.



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What we ask of you

To ensure efficient, high-quality, and consistent service delivery aligned with our *statement of service*, we ask that you follow the guidance below when interacting with the team:

1. Timely, accurate and clear input

Several of our services require us to interact with other University teams. Please provide *sufficient notice* and *all necessary information* required for us to complete your request. Bullet points help us to digest information quickly.

- **Rationale:** Providing as much information as possible up front in your original request will enable us to process your request quickly and efficiently.
- **Example:** *longer lead-in times for travel bookings enable us to secure the cheapest available rates and ensure we have enough time for approvals; without this, we may not be able to meet service expectations.*

2. Context for the request

Service requests should be accompanied by *sufficient context* to allow the team to build an understanding to

appropriately prioritise, schedule, and execute the work.

- **Rationale:** Context 'brings the calendar to life' and enables the team to make informed decisions and provide more proactive strategic support.
- **Example:** *When scheduling a meeting, context should include the meeting's purpose, priority level, relationship to other workstreams, and required preparation materials, so the EA/PA can work with their Executive to agree on the scheduling against other priorities.*

3. Following service procedures

Please use the guidelines, templates and standardised procedures where specified for our services.

- **Rationale:** Our processes are designed to streamline workflows, reduce errors, and ensure consistency across all services and stakeholders, directly contributing to faster turnaround times.

4. Feedback and Collaboration

Please *provide constructive feedback* to the team regarding the efficiency, clarity, and performance of existing services and processes.

- **Rationale:** We are committed to continuous improvement. If a service or process is not working effectively, we want to work with you to find a solution.