

Centralising UX

Feedback & Improvement Results

April 2026

We wanted to **understand** how the centralised UX **process** is working in practice.

Specifically:

- What's working well
- Where there is friction
- What we should improve next

This feedback helps us improve:

- How Product and UX work together
- Delivery predictability
- Clarity of process and expectations

12 Product Manager responses | Mix of People First & iTrent | Range of engagement levels with UX

Overall effectiveness: **6.4 / 10**

The model is working, but not yet optimised

- **Positive direction**
- **Clear value in places**
- **But friction in day to day execution**

Strongest areas:

- Clear **communication** from UX
- **Clear rationale** behind design decisions
- General **understanding** of the process
- **Reasonable predictability** once work is underway
- **Good quality** handovers

Lowest scoring areas:

- Product/UX **collaboration**
- Clarity on **when/how to engage** UX
- Understanding different **types of UX support**
- Alignment on **problem definition**
- **Perceived impact** on design quality

Themes

“When do I bring UX in?”

- Unclear entry points
- Unclear expectations before engagement

“How do I use UX for different types of work?”

- Consultation vs full design vs discovery unclear

“It feels slower for smaller work”

- Reviews
- Quick iterations
- Mid-stream support

“It depends on the designer”

- Inconsistent experience across teams

The challenge is not centralisation

- The operating **model is not clear enough**
- The **access to UX** is not consistent enough
- The **response loops** are not fast enough

What this means:

We are **not changing direction**, we are **maturing how the model works** in practice

Focus areas:

Clarity | Access | Speed | Consistency

What this looks like in practice

- A **simple** UX engagement guide
- A **clear** intake / request route
- A “**quick** review / consultation” lane
- Better **visibility** of:
 - who is working on what
 - timelines
 - priorities

What stays the same

- **Centralised** UX model
- Focus on **high-quality design**
- Strong **collaboration** with Product & Engineering
- Emphasis on **early thinking** and **problem definition**

This is a **shared responsibility**, to make this work better:

What we need from **Product**

- Bring UX in earlier
- Be clear on:
 - problem
 - goals
 - success criteria
- Use the engagement model consistently
- Raise blockers early

What we need from **UX**

- Be proactive in engagement
- Be responsive and visible
- Adapt to different types of work (not just big initiatives)
- Be consistent in how we collaborate with Product

Next steps

- Create and share **UX engagement guide**
- Define **consultation / review process**
- Improve **visibility of UX** allocation
- Continue **feedback loops** with Product