



Civil Service HR

# Global HR Design Principles and Process Taxonomy

## Global HR Design

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## What is Global HR Design?

Global HR Design brings the Government back office efficiency agenda together with the HR Function's drive to create HR services with employees and line managers at the centre.

Global HR Design is the name of the cross-government programme of work mapping out all HR services, operational standards, reports and outputs, considering the application and benefits of modern HR technology. The aim is to bring forth more standardised processes, ways of working, and technology across to leverage where savings can be made as well as enhancing the employee experience.



## Global HR Design drivers

The drivers for Global HR Design are:

- **'Getting the Basics Right'** – the HR Functional Delivery Plan
- **User experience** – championing an employee-centric approach
- **Government Shared Services** – achieving efficiencies and adopting common approaches where it makes sense
- **Modern HR software** – assessing the opportunity and the changes required by new technologies



## Development of Global HR Design

Global HR Design has brought together the focus on HR process, digital methodology, and a thorough focus on the end user to provide a suite of materials with three key anchors behind the development of this work.



## Global HR Design Anchors

### **Government Shared Services**

Civil Service HR was commissioned by the Public Accounts Committee (PAC) – via the National Audit Office, Infrastructure and Projects Authority, and the Government Shared Services Board – to conduct global process design. This was necessitated by the Shared Services programme, which has experienced setbacks due in part to a lack of commonly agreed functional standards and processes

**Aim: agree a common Civil Service HR process framework, with shared principles, features and measures**

### **HR Moving to the Cloud**

As legacy contracts draw to an end, each Civil Service organisation will be moving to modern corporate systems involving migration to standardised cloud-based software. This has multiple compelling benefits, yet will require an 'adopt not adapt' mindset, with HR needing to adopt 'out of the box' processes.

**Aim: be prepared by exploring the capabilities, restrictions and opportunities offered by new HR technology**

### **Customer Feedback**

The Autumn 2016 Business Customer Insights Survey and the 2017 Functional Survey findings uncovered a deep and widespread dissatisfaction with the quality and speed of HR transactional delivery, and a significant focus on these issues over more strategic HR activity. All senior HR Boards have subsequently directed focus on service delivery.

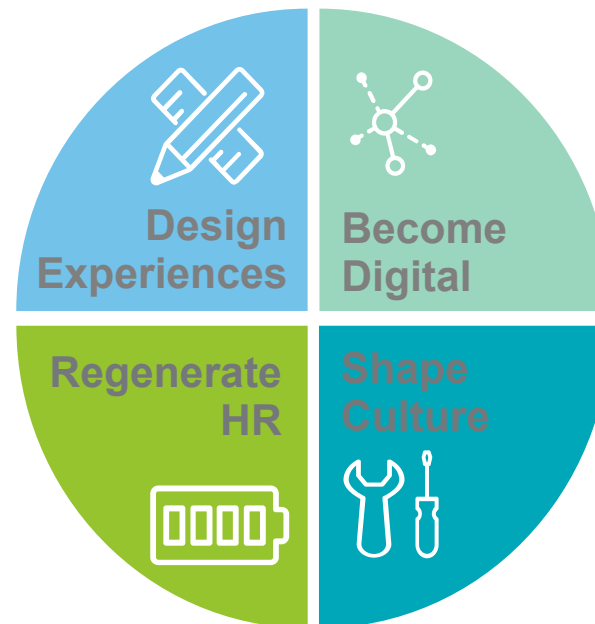
**Aim: put the employee and manager experience and the heart of the HR service design**



# Civil Service Global HR Design is fundamentally reimagining the way we do HR in the Civil Service

A worker-centric approach to the workplace, HR, and management practices that impact people on the job. This approach includes design thinking, an outside-in perspective, and treating the workforce like valued customers.

Develop, structure, and operate a “fit-for-purpose” HR Function to deliver consistent and flexible experiences, tools, and services throughout the Civil Service, and to address emerging trends in work, the workplace, and the workforce.



Leveraging new mindsets with HR and workplace technology to drive transformation, performance, and experiences across the Civil Service now and into the future.

Promote and strengthen our culture with vision, trust, and delegation to help the Civil Service to thrive in an environment of disruptive and rapid change.

# Civil Service Global HR Design

## An outcomes and insight-focused HR Function



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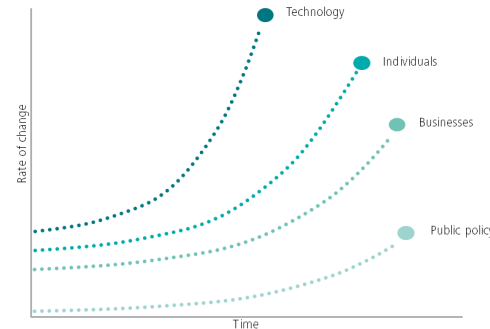
### The forces of change

Seismic changes are reported in the world of business. This new era, often called The Fourth Industrial Revolution – or the Big Shift – has fundamentally transformed business, the broader economy, and society.

Organisations face a radically shifting context for the workforce, the workplace, and the world of work, with a number of forces at play.

- Technology is everywhere
- Ai, cognitive, robotics
- Automation & impact on jobs
- Tsunami of data
- Diversity & generational change
- Change in the nature of a career
- Explosion in contingent work

### The rate of change



More than 50 years after the formulation of Moore's Law – which holds that computing power doubles in capacity every 18 to 24 months – mobile devices, AI, and robotics affect our lives more quickly and more pervasively than ever before.

Individuals are relatively quick and adept at adopting new innovations. While individuals adapt to technology relatively rapidly, businesses move at a slower pace. Finally public policy, including those that directly impact businesses shift only after often years of debate. The gap results in imbalances and challenges for business and HR leaders.

### High impact HR: closing the gap

HR has a unique role to play: It can help leaders and organisations adapt to technology, help people adapt to new models of work and careers, and help the organisation as a whole adapt to and encourage changes in society, regulation, and in public policy.

The highest-performing HR organisations report...

**1.3x** more likely to meet  
Financial targets.

**2.4x** more likely to improve  
Efficiency.

**2.4x** more likely to Innovate.

Design thinking takes aim at the heart of unnecessary workplace complexity by putting the employee experience first—helping to improve productivity by designing solutions that are at once compelling, enjoyable, and simple.

Design thinking casts HR in a new role. It transforms HR from a “process developer” to an “experience architect”.





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# Civil Service Global HR Design

Phase 1 April-May 2017

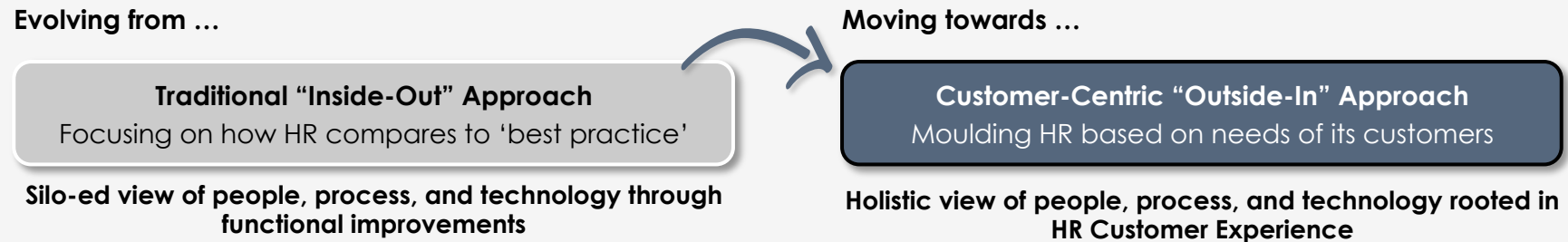
# Civil Service Global HR Design

## Phase 1: Introducing Design Thinking



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The concept of the 'total employee experience', focussed on design thinking and the simplification of work is now becoming a major focus in HR. Following Josh Bersin's predictions, most HR teams will stop designing 'programmes' and start designing 'experiences'<sup>1</sup>.



Design thinking casts HR in a new role. It transforms HR from a 'process developer' to an 'experience architect'

- Rather than focus narrowly on employee engagement and culture, organisations are developing an integrated focus on the entire employee experience, bringing together all the workplace, HR and management practices that impact people at work.
- Technology is advancing at an unprecedented rate. Technologies such as artificial intelligence (AI), mobile platforms, sensors, and social collaboration systems have revolutionised the way we live, work, and communicate – and the pace is only accelerating<sup>1</sup>. Integrated employee self-service tools are helping HR functions understand and improve experience.
- The first step in developing Global HR Design was to develop an agreed set of Design Principles and an overarching HR Process Taxonomy. Both of these documents were developed with input from 26 government organisations and were signed off by the HR Design Authority on 25<sup>th</sup> May 2017.



# Civil Service Global HR Design

## Phase 1: Overview and outputs



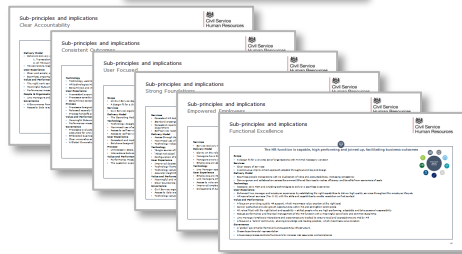
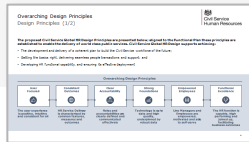
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### Overarching Global Design Principles

- Establishment and validation of overarching principles to inform global process design

#### Outputs

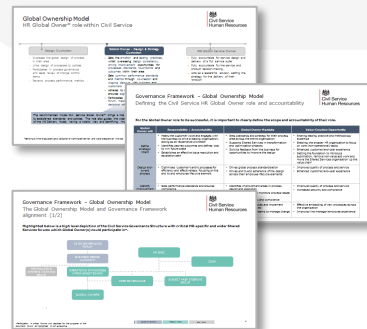
- ✓ Overarching Global HR Design Principles
- ✓ Subprinciples and implications for how these principles may impact design of future state



### Governance Framework

- Proposal for ownership and accountability linked to HR process areas
- Identification of governance forums and functional teams to provide oversight

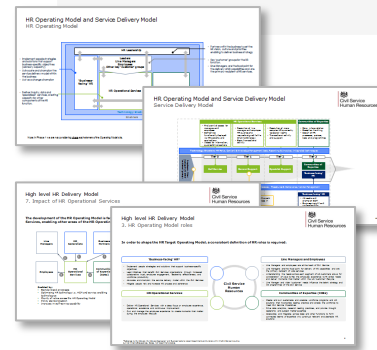
- ✓ Definition of global ownership model, including accountability
- ✓ Key skills / competency areas
- ✓ Alignment to wider HR Governance Forums and teams



### High level HR Delivery Model

- Exploration of the CSHR Operating Model, including impact of modern Shared Services
- Definition of the Service Delivery Model

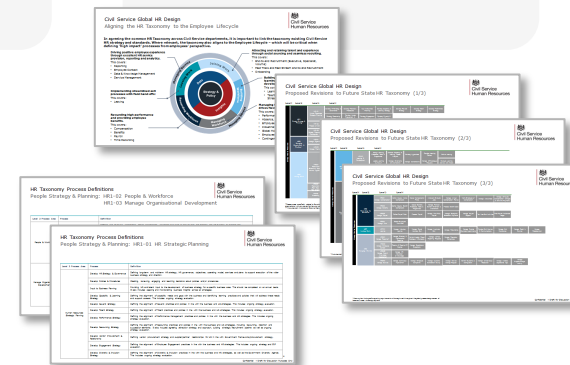
- ✓ HR Operating Model
- ✓ HR Service Delivery Model
- ✓ High-level roles and services provided
- ✓ An outline of the interactions and impacts of modern Shared Services across HR



### Process Taxonomy

- Development of a global HR process taxonomy, providing a structured framework identifying 'global' HR processes
- Understanding of the linkages between processes

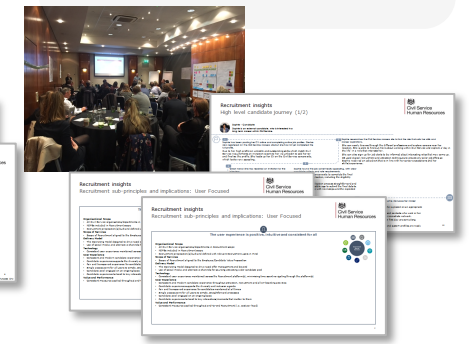
- ✓ Future state 'global' HR process taxonomy
- ✓ Future state HR Delivery Wheel
- ✓ Level 4 Process definitions



### Leading Practice Process Features

- Deep dive into Recruitment, articulating leading practice principles, features and measures for tasks within the taxonomy

- ✓ Recruitment Insights Working Session
- ✓ Global Recruitment Design Principles
- ✓ Recruitment User Journey
- ✓ Assumptions and considerations for Recruitment processes





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# Civil Service Global HR Design

Phase 2 August-December 2017

# Civil Service Global HR Design

## Employee Focus Groups



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### Focus Groups

**16** Focus Groups were held between August-September

Organisations involved in the focus groups were:

**HMRC, Cabinet Office, VOA, HMPPS, DfE, NCA, DExEU, HO, DIT**

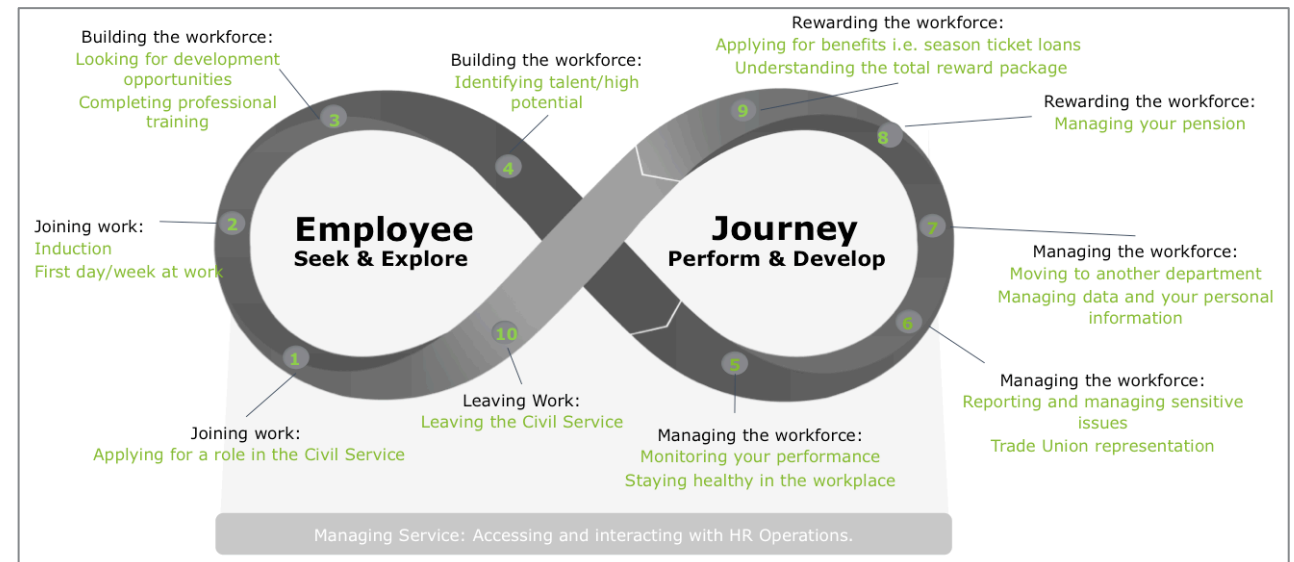
**DWP** conducted a large-scale questionnaire exercise

**MOD** shared detailed findings from their own user needs focus groups

The highly successful 'infinity loop' discussion exercise (see right) was utilised, which depicts the employee lifecycle as a continuous journey involving many significant moments.

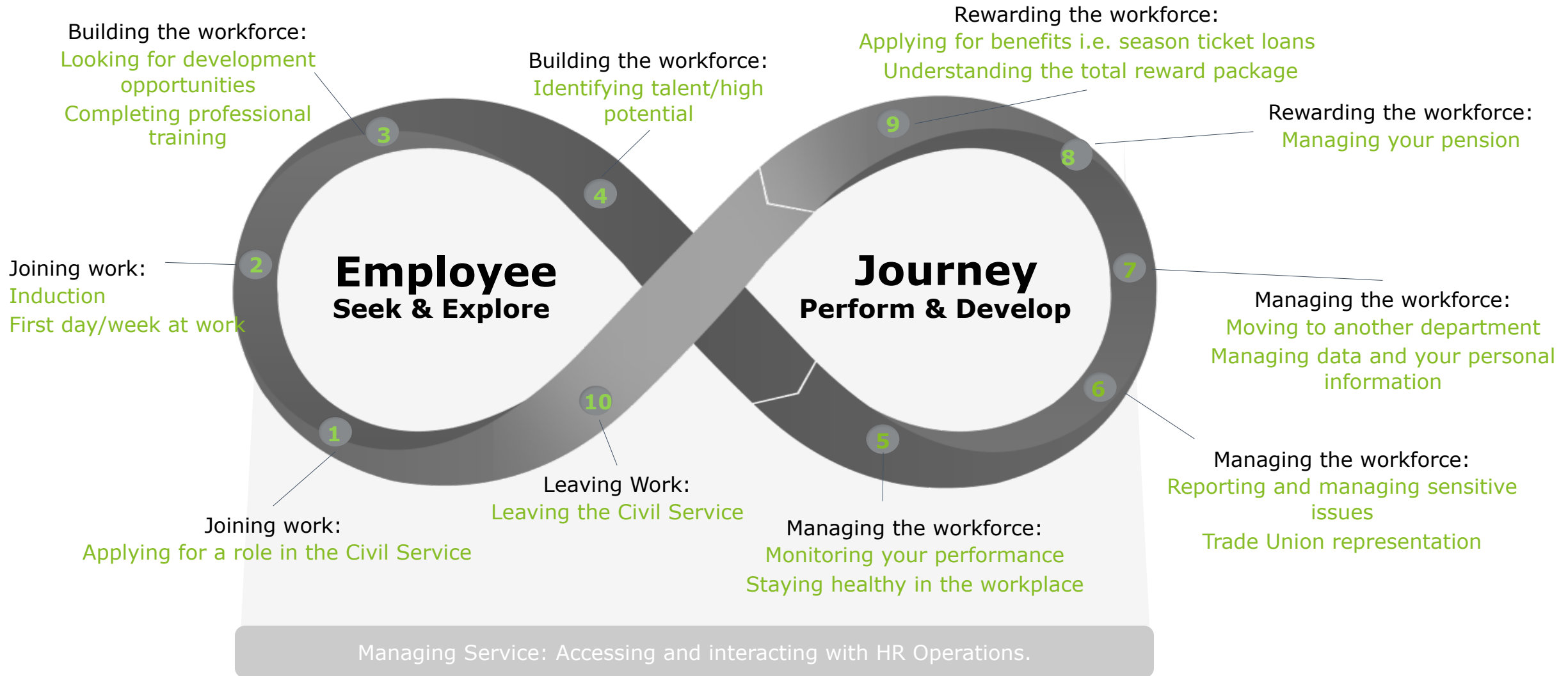
### Attendees

Focus Groups were attended by over **100 Civil Servants**, representing around **40** employees (excl. line managers), **50** line managers and **30** HR representatives.



# Civil Service Global HR Design

## The Employee Journey – Focus Group Exercise



## Multi Channel, Multi Type

Employees want to access HR services in the manner that suits them, whether it be by phone, email, app or chat bot – even paper where appropriate!

As with learning styles and personality types, some employees prefer checklists and guidance summaries to tell them what to do next, while some prefer the reassurance of a lengthy, legal-type policy document; others prefer learning 'by doing' through being coached or watching videos.

Employees want HR services to be convenient for them, timely and efficient.

## “HR is HR”

Employees do not recognise that there are different HR teams for different ‘types’ of HR – there is just ‘HR’. Equally, employees do not care if there is an in-house HR element and an outsourced HR element.

Importantly, even though some employees prefer to talk to ‘Karen from HR down the corridor’ in actuality they simply want to talk to someone who knows their situation, can access their information and can issue quality, consistent advice. If done well, this can equally be delivered by ‘Karen (or Ken!) from the Shared Service Centre’.

## The 3 levels of interaction

HR = Banking

- 1) Self service accessing bank balance = checking annual leave or attendance record. 'I want to do this on my own, at home in the middle of the night without any help and I want to maintain my own personal data.'
- 2) Querying eligibility for a loan = checking maternity/paternity leave entitlement. 'I want to self serve, but I want access where needed to quality advice via chat or via phone.'
- 3) Consulting an expert for mortgage advice = dealing with a complex people issue. 'I want to sit across the table from someone and receive deep, professional advice on a complex topic.'

“Sometimes things are just too difficult”

While many managers absolutely recognise their role and moreover want to do right by their people and do a good job, there are some aspects of HR that may have been put into the self-service category too hastily.

Death in Service, Ill Health Retirement, Shared Parental Leave and other such complex issues, occurring at times of great stress and upheaval in employees' lives, carry significant risks should the process fail. Line managers may come across these situations a handful of times (if at all) in their entire careers, so spending time reading about and learning the process/es seems wasteful at best.

HR expertise could usefully and qualitatively add to these experiences to ensure a sympathetic, consistent and efficient service is provided.



# Civil Service Global HR Design

## Detailed overview of key themes



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### Key themes

#### Interactions with HR

- Channel choice and accessing HR through a preferred route is important
- An initial single point of contact for HR
- 'Human-touch' where appropriate (personal and/or complex)
- Interactive tools like you'd have at home
- Use of a tracking system and notifications so that employees can see the progress of their queries and transactions
- Consistent data across systems – single source of the truth
- Policies and other procedural documentation on the employee Portal needs consolidating, condensing, updating and located with the relevant guidance for that issue
- Employees want to be provided with a timeline for the different stages of queries with a set resolution date identified, a visual way of referring back to this on the Portal to see its progress within the system
- Short content, simple FAQs and video content on the intranet for common questions and queries, to drive self-service
- Suggested learning courses and opportunities visible on the learning system specifically tailored to department, employee role and developmental needs
- Basic advice needs to be easily accessible on the intranet, clear sign-posting would help direct the employee to the correct information
- Technology to be utilised to enable a multi-channel approach for employees to communicate with HR, depending on their preferences and the nature of their query
- With all queries a checklist should be provided to the employee to bring their attention to actions that need to be completed during the process
- Automated alerts sent to the employee after each stage is completed
- Employees need to be alerted when their query/request is closed

#### HR Skills and Capabilities

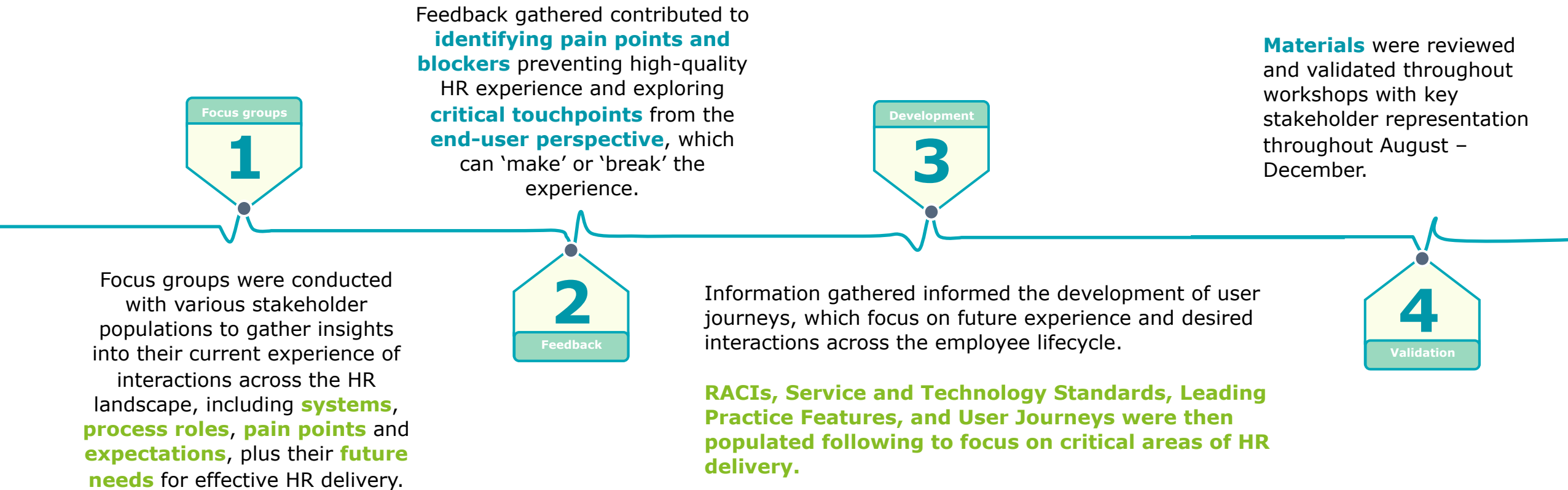
- One point of contact for HR related matters
- Knowledgeable HR representatives able to resolve queries and requests in a timely manner
- Lack of detailed SLAs mean employee queries are managed inconsistently and to varying quality
- Service provider accountability needs to be embedded and appropriately monitored
- Departments need to have defined responsibilities and scope to prevent employees being bounced around departments, looking for the advice they need
- HR services need to be fully joined up, with accountability clearly assigned
- Need to ensure HR representatives have the right level of access to systems
- Communication channels and contact details for HR need to be better advertised
- More consistent, up-to-date guidance on the intranet
- Consistent policy guidance and application
- Interlinked policies should be aligned and consistent, i.e. probation and attendance
- Service request forms with clear category definitions and descriptions
- HR utilise data to identify areas/opportunities for improvement
- End-to-end processes defined to standardise cross-government
- Automatic error messages for employees when incorrect information/details are entered into online request forms
- Outsourced services need smoother transactions between third party services
- 'Voice of the customer' enabled across all interactions with HR
- Simple mechanisms in place to provide feedback

#### Line Manager Roles and Responsibilities

- Expectations of the role of the line manager vary
- Onboarding, absence and supporting high performing employees are areas of particular challenge for line managers
  - Lack of managerial input in recruitment process causes issues and consultation from CSR
- Managers need to be able to update information and provide advice themselves, without the need for HR involvement – self-service
- Prompts and checklists need to be sent to managers to support them in managing their employees
- Conversation guidance is needed; could be provided in the form of scenarios, scripts and videos
- Line managers need access to and visibility of data for their current workforce/direct reports
- Peer review and line manager chat rooms as a collaborative resource for managers to ask one another for advice on past experiences regarding similar issues

# Civil Service Global HR Design

## Phase 2: Overview and outputs





# Global HR Design Principles

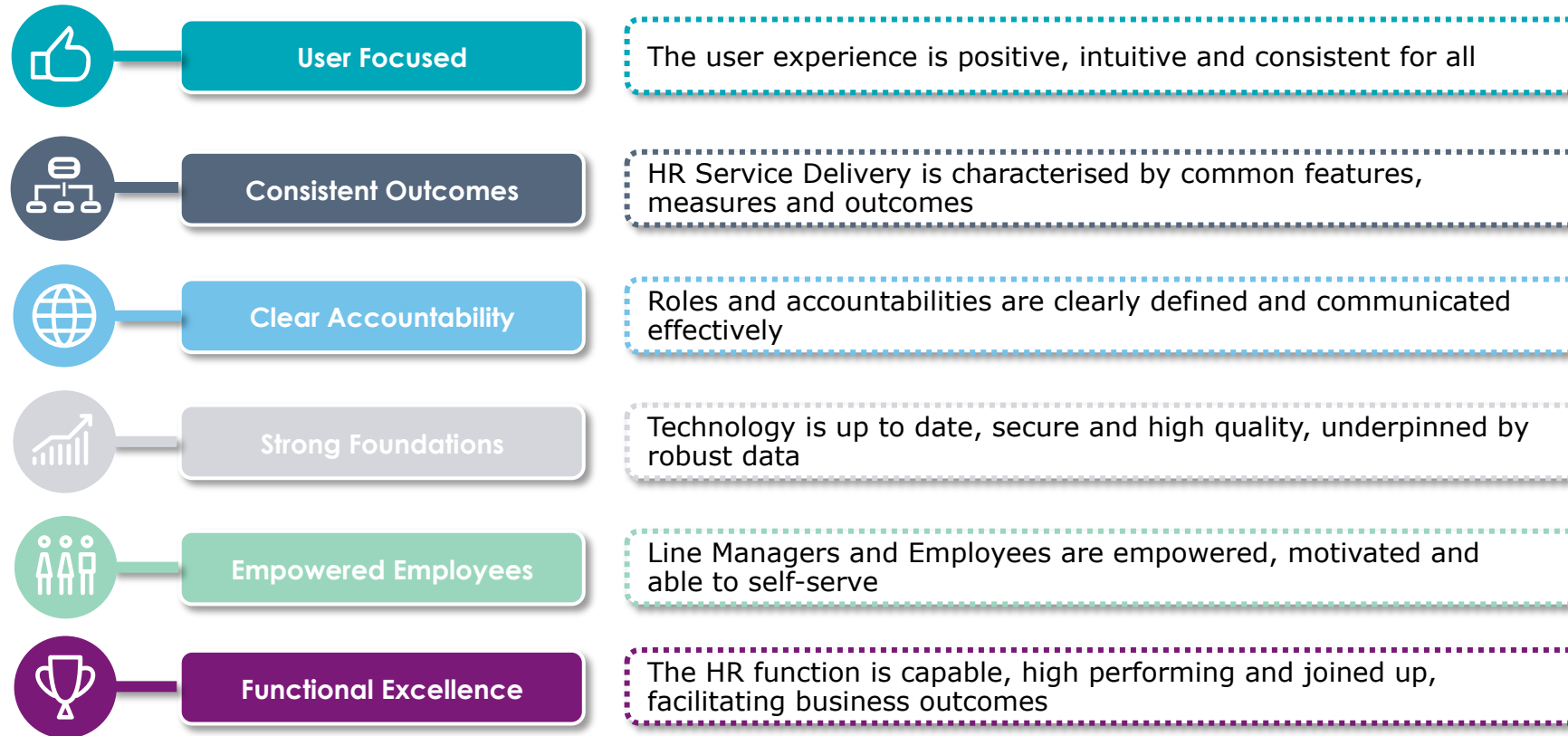
# Civil Service Global HR Design

## Development of the CSHR Global Design Principles

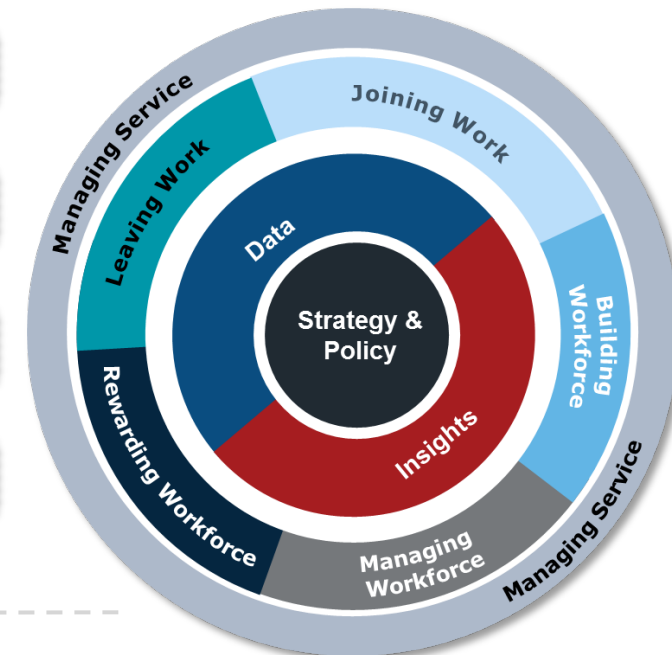


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Global HR Design Principles were established during the first design phase; these underpin all activity for further development.



Design principles will guide detailed design activities across all areas of the Civil Service employee lifecycle



# Sub-principles and implications

## User Focused



**‘The user experience is positive, intuitive and consistent for all’**

### Scope

- All Civil Service departments and other Civil Service organisations are in scope for the Global HR Design.
- The design should be fit for a diverse set of organisations with minimal variation where necessary.

### Services

- Civil Service organisational scale and other key criteria should be considered to determine support and clustering.

### Delivery Model

- The Operating Model may vary between Civil Service organisations.

### Technology

- Technology should be designed/configured with employee experience at the forefront.
- There should be a maximised use of self-service that is intuitive, user centric and streamlined.
- Access to self-service should be for all through desktop, mobile, and tablet.
- Access to self-service should support diversity and inclusion agenda.

### User Experience

- Users should have a consistent and modern experience across Government.
- Solutions should be designed from an employee-centric perspective, catering for different needs.

### Process

- Unnecessary steps, handoffs and complexity should be removed.
- Interactions between HR and employees should be designed to deliver excellent customer experience.

### Value and Performance

- Performance should be measured through the customer experience and value added to Government.
- The customer experience should be timely, responsive and consistent in terms of quality across organisations.



# Sub-principles and implications

## Consistent Outcomes



Civil Service HR



### ‘HR Service Delivery is characterised by common features, measures and outcomes’

#### Technology

- Technology should be used to maximise automation and workflows through end-to-end processes.
- HR technologies should be integrated where necessary across the wider Government technology landscape.
- Organisations should streamline and improve efficiency through reducing manual activities and paper-based processes.

#### User Experience

- There should be a consistent experience for all, with solutions designed from an employee-centric perspective.
- Processes should consider optimising key moments in the employee journey that make a significant impact.
- Content should be streamlined to make search and maintenance easier, improving the employee experience.

#### Process

- Processes should be designed with employee experience at the forefront and should be outcomes-focused as standard.
- Capacity should be released through removal of transactional and advisory activity, or the transfer of activity to HR operations.
- Process handoffs and approvals should be minimised in accordance with a predefined framework.

#### Value and Performance

- Meaningful SLAs and KPIs, informed by leading, external practice should be monitored in order to track performance of HR services.
- Performance should be measured through the employee’s customer experience and value added to Government.

#### Governance

- Processes should be evaluated alongside the corresponding Civil Service and departmental policies as appropriate to ensure any legal, contractual or collective bargaining considerations are accounted for and addressed.
- Business process controls should be embedded in order to meet audit, control and compliance requirements.
- There should be clear ownership and governance to manage exceptions.
- A Global Ownership model should drive quality of HR services.





### ‘Roles and accountabilities are clearly defined and communicated effectively’

#### Delivery Model

- There should be coherent delivery of HR services to line managers/employees and other key customer groups.
  1. Transactional activity should be delivered through HR operations
  2. All basic HR queries and transactions should be accessed through HR operations
- HR operations are responsible for Tiers 0, 1 and 2.

#### User Experience

- There should be clear and simple, accessible guidance on roles.
- There should be seamless, ongoing communication across all roles.

#### Value and Performance

- The right work should be carried out by the right roles to drive quality, efficiency and effectiveness.
- Meaningful SLAs and KPIs should monitor and track performance of HR services.
- Performance should be measured through the customer experience and value added to Government.

#### People & Organisation

- Line managers and employees should be accountable for fulfilling their roles.

#### Governance

- There should be a clear Governance framework enabling effective interactions and functioning of the HR operating model and primary HR roles and stakeholders.
- Access to data should be at a level sufficient for individuals to do their jobs effectively.



# Sub-principles and implications

## Strong Foundations



### ‘Technology is up to date, secure and high quality, underpinned by robust data’

#### Services

- There should be consistent HR data structures across government, with common standards and definitions.
- Cross-government HR and workforce reporting should be standard, with consistent reporting standards along departmental and functional lines..
- Self-service reporting and analytics capability should be available to users responsible for management information.

#### Delivery Model

- Access should be available through desktop, mobile, and tablets, plus any other suitable device.
- There should be maximised use of self-service, supporting the flexible working and diversity and inclusion agenda.
- Technology releases should be managed and communicated with the end-user in mind.

#### Technology

- There should be one ‘single source of the truth’ / one system of record for all core HR data.
- Organisations should embrace the ‘adopt not adapt’ mantra.
- Configuration of technology should be kept to an absolutely necessary minimum.

#### User Experience

- Users should experience improved decision making, enabled by access to accurate and timely data.
- Technology should be framed in terms of employee experience principles and with a digital mind-set.
- Technology solution design and development should be driven by robust, business-defined requirements.
- Quality and up to date data should enable accurate insight.

#### Value and Performance

- Meaningful and impactful management information (MI) should be enabled through accurate data.
- There should be clear boundaries set for data provided (unless by exception) in order to meet organisational needs and avoid duplication.

#### Governance

- Civil Service organisations (including NDPBs and ALBs) own their data.
- Access to data should be at a level sufficient for individuals to do their jobs effectively.
- Technology solutions should aligned to Government Digital Service ‘Cloud First’ strategy and related governance.





# Sub-principles and implications

## Empowered Employees



### ‘Line Managers and Employees are empowered, motivated and able to self-serve’

#### Services

- The Service Delivery Model should embed support mechanisms for line managers and employees to self-serve effectively.

#### Delivery Model

- There should be clarity on the role of the line manager within each customer journey.
- Managers should have the capability, capacity and tools to be able to self-serve.
- Managers should be aware of the benefits of self-service.
- Employees and candidates should be able and have the competence to self serve – relevant access and capability should be taken into account and monitored.

#### Technology

- Line Manager approvals and workflows should be built into the design.

#### User Experience

- Employees and candidates should see the value and be motivated and incentivised to self-serve.
- Line Managers should be empowered to drive their own people actions through access to data, providing insight.
- Access to relevant, robust data should drive better decision making for line managers.
- There should be improved levels of employee engagement and high engagement should be aimed for.
- Delegations of Authority and decision rights should be formalised to empower each role as appropriate.



# Sub-principles and implications

## Functional Excellence



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**‘The HR function is capable, high performing and joined up, facilitating business outcomes’**

### Scope

- A design fit for a diverse set of organisations with minimal necessary variation

### Services

- Clear scope of services
- A continuous improvement approach adopted throughout and beyond design

### Delivery Model

- Seamless people transactions with no duplication of roles and accountabilities, increasing consistency
- Convergence and collaboration across Government Shared Services to realise efficiency and benefits from economies of scale

### Technology

- Access to core HCM and enabling technologies to deliver a seamless experience

### User Experience

- Enhanced line manager and employee experience by establishing the right capabilities to deliver high quality services throughout the employee lifecycle
- HR operational services (Tier 0 -2) with the skills and capabilities to enable resolution on first contact

### Value and Performance

- A focus on providing quality HR support, which maximises value creation at the right cost
- Career paths that provide growth opportunities within HR and strengthen talent pools
- All roles filled with the right talent and capability – skilled people who are high performing, adaptable and take personal responsibility
- Robust performance and financial management of the HR function with a meaningful set of core and common SLAs/KPIs
- Line manager/employee interactions and experiences are tracked to ensure need and expectations are met by HR
- A focus on a ‘talent’ community, sharing knowledge and leading practice, which maximises value creation

### Governance

- A ‘global’ governance framework and supporting infrastructure
- Cross-departmental representation
- A business process controls framework to increase risk assurance and compliance





# Global HR Process Taxonomy

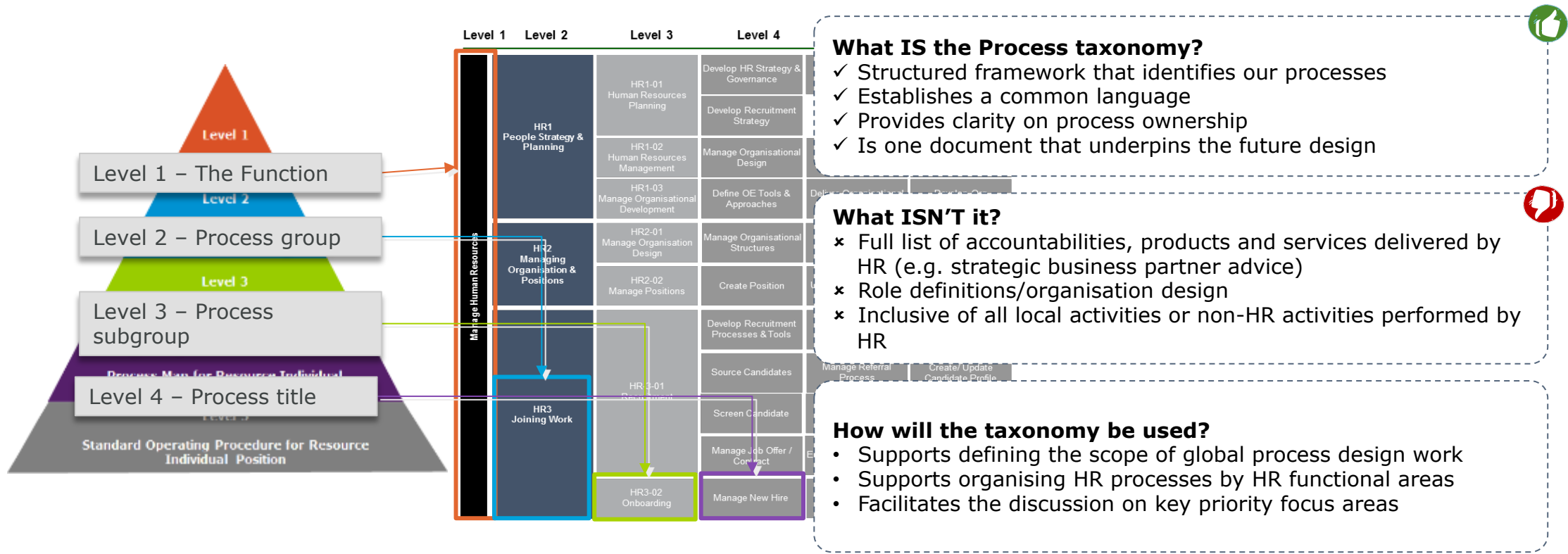
# Civil Service Global HR Design

## Introduction to the HR Process Taxonomy



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The HR Process Taxonomy visually identifies our global processes as a structured list and creates a common language to be used when referring to processes. It is also the definition of process groups, sub processes and tasks within each functional area. The taxonomy will underpin the design work.



# Civil Service Global HR Design

## Aligning the HR Taxonomy to the Employee Lifecycle



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**Attracting and retaining talent and experience through social sourcing and seamless recruiting.**

This covers:

- End-to-end Recruitment (Executive, Specialist, Volume, Apprentice)
- Fast Track and Fast Stream end-to-end Recruitment
- Onboarding

**Building career paths and structuring learning & development in a way that develops breadth of experience.**

This covers:

- Learning & Development
- Talent & Succession (SLS, FLS, Fast Stream, Fast Track)
- Apprentices

**Managing the workforce in a way that drives flexibility.**

This covers:

- Performance Management
- Absence, Health & Wellbeing
- Employee Engagement
- Industrial Relations
- Global Mobility
- Employee Changes
- Contingent Workforce Management

**Driving positive employee experience through excellent HR service provision, reporting and analytics.**

This covers:

- Reporting
- Employee Contact
- Data & Knowledge Management
- Service Management

**Implementing streamlined exit processes with fluid hand-offs:**

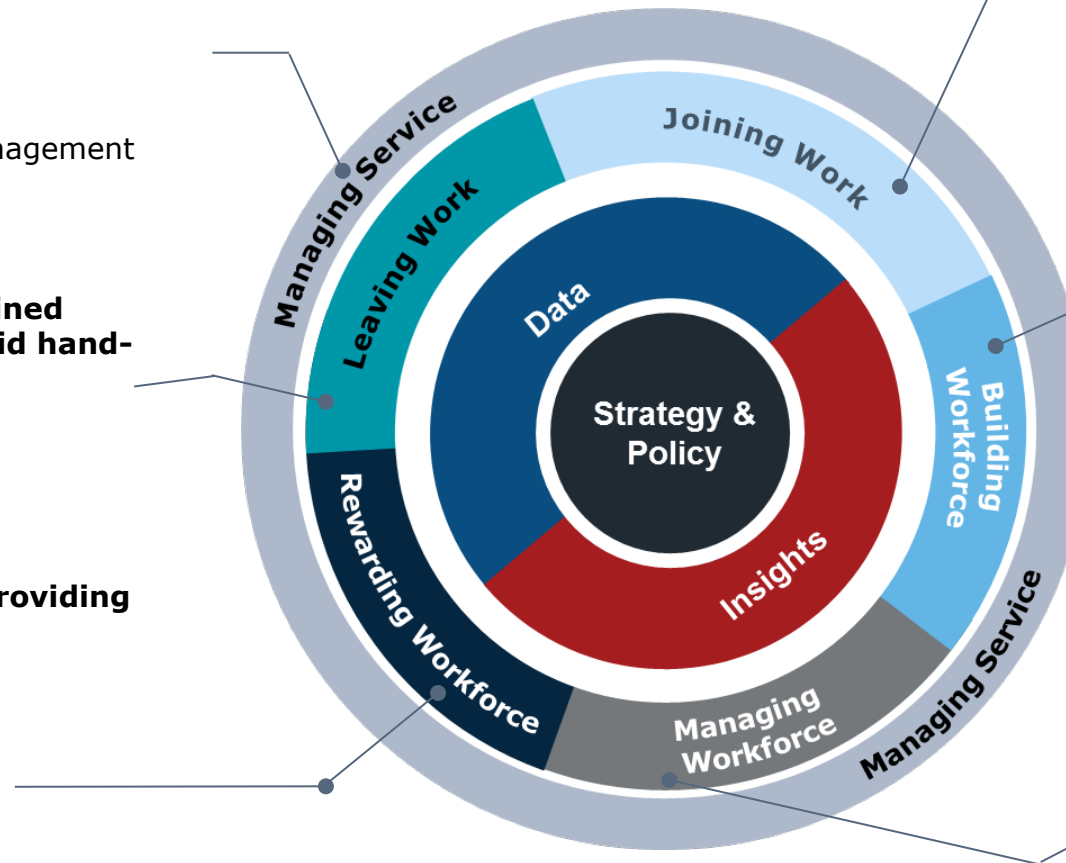
This covers:

- Leaving

**Rewarding high performance and providing employee benefits.**

This covers:

- Compensation
- Benefits
- Payroll
- Time Recording



# Civil Service Global HR Design

## Future State HR Taxonomy (1/3)



Civil Service HR

Level 1	Level 2	Level 3	Level 4							
Manage Human Resources	HR1 People Strategy & Planning	HR1-01 Human Resources Strategic Planning	Develop HR Strategy & Governance	Develop Policies & Procedures	Input to Business Planning	Develop Capability & Learning Strategy	Develop Reward Strategy	Develop Talent Strategy	Develop Performance Strategy	
		HR1-02 People & Workforce	Develop Resourcing Strategy	Develop Vendor Procurement & Relationship	Develop Engagement Strategy	Develop Diversity & Inclusion Strategy				
			Manage Organisational Design	Strategic Workforce Planning	Business Supply & Demand Capture	Provide HR Insights & Analytics				
	HR1-03 Manage Organisational Development (OD)	Define OD Tools & Approaches	Deliver Organisational Change	Develop Org Effectiveness Strategy	Develop Change Management Frameworks	Design Organisational Competencies				
	HR2 Managing Organisation & Positions*	HR2-01 Manage Organisation*	Manage Organisational Structures	Manage Job/Job Families	Manage Locations					
		HR2-02 Manage Positions*	Create Position	Update Position	Close Position					
	HR3 Joining Work	HR3-01 Recruitment (Executive, Specialist, Volume, Apprentice)**	Design Recruitment Processes, Tools & Programmes	Create/Edit Job Description	Close Job Description					
			Attract & Source Candidates	Create/ Update Candidate Profile	Manage Candidate Pool	Reinstatement				
			Screen Candidate	Select Candidate	Manage Job Offer / Contract					
		Conduct Pre-Employment Checks	Security Vetting	Manage Job Offer Withdrawal/ Candidate Withdrawal						
		HR3-02 Recruitment (Fast Track, Fast Stream)	Source Candidates	Screen & Select Candidates	Bidding for Fast Track, Fast Stream	Offer & Contract Management	Pre-Employment Checks			
		HR3-03 Onboarding	Manage New Hire	Manage Onboarding	Induction	Manage No Shows				

\*Process areas specifically related to foundational activities related to organisation and position management, including setting up organisational structures, job families and positions in the system.

\*\*Includes both Internal and External Recruitment and all Statutory/regulatory principles

# Civil Service Global HR Design

## Future State HR Taxonomy (2/3)



Civil Service HR

Level 1	Level 2	Level 3	Level 4																		
Manage Human Resources	HR4 Building the Workforce	HR4-01 Learning & Development	Design Learning Processes, Tools & Programmes	Conduct Capability & Learning Needs Analysis	Develop Apprentices	Develop Learning Content	Deliver Learning														
			Update Learning Curriculum	Manage Enrolments and Completion	Manage Cancellations	Manage Off-Catalogue Requests	Evaluate Learning Delivery and Impact														
		HR4-02 Talent & Succession [SLS, FLS, Fast Stream, FastTrack, HDPS, IDP]	Design Talent Processes, Tools & Schemes	Manage Succession Plan	Conduct Talent Review & Identify Talent	Manage Talent Moderation	Manage Talent Pool / Network														
			Mentoring & Outreach	Manage Internships	Manage Talent Schemes																
	HR5 Managing the Workforce	HR5-01 Manage Performance	Design Performance Processes & Tools	Create, Develop and Refresh Objectives*	Create & Manage Development Plans	Conduct Performance Reviews	Manage Competencies	Manage Performance Improvement	Manage Poor Performance	Manage Probation Period											
		HR5-02 Absence, Health & Wellbeing	Develop Employee Wellbeing Initiatives	Manage Leave of Absence	Record Short Term Sickness	Record Long Term Sickness Absence	Administer Occupational Health Referral	Manage Return to Work	Administer Leave	Manage Flexible Working											
		HR5-03 Employee Changes	Change Employee Personal Data	Change Work Schedules	Admin. Promotion, Demotion & Lateral Moves	Change Employment Status	Administer Mass Data Changes	Manage Personnel Files													
		HR5-04 Global Mobility	Manage Start of Loans	Extend Loans	Manage End of Loans	Manage Secondments	Manage Loan / Secondment Changes	Manage Relocation	Request / Renew Work Permit / Visa	Manage TUPE & COSoP	OGD Transfers	Manage Reserve Commitments									
		HR5-05 Contingent & Other Types of Workers	Contract Contingent Worker	End Contingent Worker Contract	Manage Fee Paid & Seasonal Workers																
		HR5-06 Employee Engagement	Design Engagement Process, Tools & Programmes	Manage Employee Engagement Activities	Manage Employee Surveys	Engage & Consult Workers' Councils															
HR5-07 Industrial Relations		Understand Legal & Reg. Environment	Manage Collective Agreements	Engage & Consult Unions																	
HR5-08 Conduct & Discipline		Manage Grievance and Dispute	Manage Discipline and Conduct	Manage Appeals	Manage Formal Whistleblowing Arrangements	Manage Political Activity and Appointments															

\*Includes both setting organisational and individual objectives.

# Civil Service Global HR Design

## Future State HR Taxonomy (3/3)



Civil Service HR

Level 1	Level 2	Level 3	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	
Manage Human Resources	HR6 Rewarding the Workforce	HR6-01 Manage Compensation	Gather Industry Comp Comparisons	Design Compensation Plans	Analyse & Evaluate Jobs	Manage Annual Compensation Review	Notify Employee of Compensation	Manage Allowances	Manage Off Cycle Compensation Changes & One time Payments			
		HR6-02 Manage Benefits	Gather Industry Benefit Comparisons	Design Benefits Processes, Tools & Programmes	Manage Pension, Benefit Enrolment & Amendments	Process Benefit Costs						
		HR6-03 Manage Payroll	Collect Payroll Data	Process Payroll	Manage Third Party Payroll	Manage Exception/ Escalation Payments	Manage Payroll Reports	Tax Year End Activities	Post Payroll To General Ledger			
		HR6-04 Manage Time	Record Employee Time Data									
	HR7 Leaving Work	HR7-01 Exiting	Manage Voluntary Leaving	Manage Formal Voluntary Exits	Manage Involuntary Exit	Manage Redundancy	Manage Outside Business Appointments	Conduct Exit Interview & Communications	Manage Exit Compliance	Manage Death In Service	Manage Redeployment	
	HR8 Managing Service	HR8-01 Manage Reporting*	Manage Statutory & Parliamentary Reporting	Maintain/Update Report Catalogue & Schedule	Manage Ad-Hoc Reporting Requests	Manage Regulatory Compliance						
		HR8-02 Manage Employee Contact	Receive & Resolve HR Queries	Manage Escalations /Exceptions								
		HR8-03 Manage Data & Knowledge Management	Manage HR Information & Knowledge									
		HR8-04 Manage Service	Manage Continuous Improvement	Manage Employee Complaints	Manage Customer Satisfaction Survey	Manage Service Change Request	Maintain Systems & Configuration	Manage Critical Issue Resolution	Manage Vendors (Operational Mgt)	Manage Projects/ Change Activity		

\*Assumption that specific reporting requirements will be captured throughout the global process design across all taxonomy areas where appropriate.



# HR Taxonomy Process Definitions

## People Strategy & Planning: HR1-01 HR Strategic Planning



Civil Service HR

Level 3 Process Area	Process	Definition
Human Resources Strategic Planning	Develop HR Strategy & Governance	Defining long-term and mid-term HR strategy, HR governance, objectives, operating model, services and plans to support execution of the wider business strategy and direction.
	Develop Policies & Procedures	Creating, reviewing, engaging and reaching decisions about policies and/or procedures.
	Input to Business Planning	Providing HR and talent input to the development of business strategy for a specific business area. This should be completed on an annual basis. It also includes seeking and incorporating business insights across all strategies.
	Develop Capability & Learning Strategy	Defining the alignment of capability needs and gaps with the business and identifying learning practices and policies that will address these needs and support careers. This includes ongoing strategy evaluation.
	Develop Reward Strategy	Defining the alignment of Reward practices and policies in line with the business and HR strategies. This includes ongoing strategy evaluation.
	Develop Talent Strategy	Defining the alignment of Talent practices and policies in line with the business and HR strategies. This includes ongoing strategy evaluation.
	Develop Performance Strategy	Defining the alignment of Performance Management practices and policies in line with the business and HR strategies. This includes ongoing strategy evaluation.
	Develop Resourcing Strategy	Defining the alignment of Resourcing practices and policies in line with the business and HR strategies, including resourcing, retention and succession elements. It also includes agreeing attraction strategy and approach, building strategic Recruitment pipeline as well as ongoing strategy evaluation.
	Develop Vendor Procurement & Relationship	Defining vendor procurement strategy and supplier/partner relationships for HR in line with Government frameworks/procurement strategy.
	Develop Engagement Strategy	Defining the alignment of Employee Engagement practices in line with the business and HR strategies. This includes ongoing strategy and EVP evaluation.
Develop Diversity & Inclusion Strategy	Defining the alignment of Diversity & Inclusion practices in line with the business and HR strategies, as well as the Government Diversity Agenda. This includes ongoing strategy evaluation.	

# HR Taxonomy Process Definitions

## People Strategy & Planning: HR1-02 People & Workforce

## HR1-03 Manage Organisational Development



Civil Service HR

Level 3 Process Area	Process	Definition
People & Workforce	Manage Organisational Design	Defining and reviewing organisation design programmes, processes and tools to ensure they are enabling the HR function to manage the organisation structure appropriately.
	Strategic Workforce Planning	Tracking headcount, efficiency, locations and skills forecast for HR, together with developing consistent workforce planning and skills frameworks aligned to the business planning cycle, including ensuring that any workforce planning activity supports future workforce projections/planning in line with business and people strategies. This includes the analysis of HR data alongside strategic objectives to ensure the workforce strategy aligns to business objectives; as well as any forward planning, whether short, medium or long term.
	Business Supply & Demand Capture	Identifying and diagnosing business supply and demand for HR in order to understand the voice of the Civil Service organisation. It may also involve consulting with the wider HR team and identifying HR solutions and services that can be implemented to support the business agenda.
	Provide HR Insights & Analytics	Carrying out activities required to provide the Civil Service organisation with insights and innovation from HR. It includes the steps that can be taken to drive data insights and analytics, both within the system and once the reports have been generated. It also includes any external trends research.
Manage Organisational Development	Define OD Tools & Approaches	Developing and/or updating tools and approaches that the business uses to measure and achieve efficiency to fulfil organisation objectives.
	Develop Organisational Change	Delivering a standard approach, framework and methodology to support change and organisation design initiatives through proper governance and effective collaboration. This includes evaluating whether a project should be initiated, determining what success looks like and measuring against, and sharing key learnings. The process could be performed on an ad-hoc basis in response to demand signals from units undertaking organisational change.
	Develop Org Effectiveness Strategy	Determining the long term strategy around the management of Organisational Effectiveness in Civil Service, including associated policies, processes, governance and tools. It includes ongoing evaluation of the strategy.
	Develop Change Mgt. Frameworks	Developing tools and frameworks relating to Change Management to be used to facilitate change across the organisation.
	Design Organisational Competencies	Defining the key common competencies across Civil Service Organisation and aligning these to Civil Service Competency Framework. This includes ongoing review of competencies within the Civil Service Competency Framework as appropriate.

# HR Taxonomy Process Definitions

## Managing Organisation & Positions: HR2-01 Manage Organisation HR2-02 Manage Positions



Civil Service HR

Level 3 Process Area	Process	Definition
Manage Organisation	Manage Organisational Structures	Establishing and maintaining the foundation structure, including the periodic review of positions and structures to ensure validity and consistency in order to create a consistent organisational hierarchy view.
	Manage Job / Job Families	Managing the maintenance and updates to the Job Catalogue including parameters and governance for creation/update of Job Profiles.
	Manage Locations	Managing the updating of Locations (e.g. 1 Horse Guards) on an ad-hoc basis as requests come in from the Civil Service organisation asking for amendments to be made – e.g. add location type, address, phone number, assign line manager.
Manage Positions	Create Position	Creating a new position within the organisation. It includes the approvals related to opening a new position, the notification of any impacted stakeholders and the creation of the new position in the system with its associated attributes (work location, department, cost centre).
	Update Position	Amendment of a position due to a change in requirements. Changes to employee work data should be reflected in the position data as necessary e.g. changes from full-time to part-time and vice-versa.
	Close Position	Closing of a position within the organisational structure. It includes the approval of the position close, the notification of any impacted employees and the administration required to close the position in the system.

# HR Taxonomy Process Definitions

## Joining Work: HR3-01 Recruitment (Exec, Specialist, Volume) (1/2)



Level 3 Process Area	Process	Definition
Recruitment (Executive, Specialist, Volume, Apprentice)*	Design Recruitment Processes, Tools & Programmes	Developing, reviewing, evaluating and/or recommending updates to recruitment standards, guidelines and tools, incl. assessment tools and interview process, defining referrals programmes).
	Create/Edit Job Description	Identifying the need to fill a vacant or new position by the vacancy holder, requiring the approving authorities to collaborate to initialise, approve, and complete a new job description initiating the recruitment process. This process also includes the editing of a job description.
	Close Job Description	Closing a job description in the event that the vacancy is no longer being progressed.
	Attract & Source Candidates	Sourcing candidates for live (open), approved job adverts in line with the Civil Service Commission Recruitment Principles and CS Recruitment Framework. This may include internal candidate sourcing, employee referrals, external search or advertising/use of approved job boards, consideration of where to advertise and wider attraction strategy.
	Create/Update Candidate Profile	Creating and editing of a candidate profile/account in the recruitment system.
	Manage Candidate Pool	Managing the candidate pool as part of or outside of recruitment exercises, reviewing and identifying candidates for the pipeline and managing ongoing relationship/communications with them.
	Reinstatement	Reinstating ex-employees back into a Civil Service organisation.

# HR Taxonomy Process Definitions

## Joining Work: HR3-01 Recruitment (Exec, Specialist, Volume) (2/2)



Civil Service HR

Level 3 Process Area	Process	Definition
Recruitment (Executive, Specialist, Volume, Apprentice)*	Screen Candidate	Reviewing and sifting job applications at CV level according to pre-defined selection criteria. The process also includes shortlisting suitable candidates and contacting unsuccessful candidates.
	Select Candidate	Selecting candidates for vacant positions through a variety of methods including telephone interviews, face to face interviews or assessment centres, and documenting the results.
	Manage Job Offer / Contract	Confirming, generating and issuing an offer to the successful candidate, which may include both verbal and written offers. It also includes reserve lists and ongoing candidate engagement.
	Conduct Pre-Employment Checks	Conducting pre-employment checks, which may vary by role and department/function and includes BPSS (including but not limited to employment references, health screening, right to work checks, financial probity and criminal record checks). It includes Nationality Rules, Internal Fraud checks.
	Security Vetting	Additional level of checks on individuals applying for roles within the Civil Service, including CTC, SC and DV security clearance, medical information and personal finance disclosure. This includes additional security appraisal/interview.
	Manage Job Offer Withdrawal/ Candidate Withdrawal	Rescinding an offer of employment, or a candidate withdrawing their offer acceptance. This may include consulting with the relevant HR stakeholder and/or legal to gain advice and informing the candidate or vendor/agency.

\*Includes both Internal and External Recruitment and all Statutory/regulatory principles

# HR Taxonomy Process Definitions

## Joining Work: HR3-02 Recruitment (Fast Track & Fast Stream)



Level 3 Process Area	Process	Definition
Recruitment (Fast Track, Fast Stream)	Source Candidates	Reviewing bids from relevant Government departments, sourcing Fast Track and Fast Stream candidates for approved positions in line with the Civil Service Commission Recruitment Principles and CS Recruitment Framework.
	Screen & Select Candidates*	Reviewing Fast Track and Fast Stream application forms for selected schemes, selecting Fast Track and Fast Stream candidates for roles through a variety of methods including online testing, assessment centres, and documenting results. The process also includes shortlisting suitable candidates and contacting unsuccessful candidates.
	Bidding for Fast Track, Fast Stream	Expressing interest to the Fast Stream/Fast Track team to fill a suitable vacancy with a Fast Stream / Fast Track candidate. Once screening and selection is completed, vacancy holders are notified of successful/unsuccessful match.
	Offer & Contract Management	Confirming, generating and issuing a written offer letter and contract to the successful Fast Track or Fast Stream candidate based on matching exercise. For Fast Track, the process includes offering roles per location and department, whilst for Fast Stream the process includes offering the place on the scheme.
	Pre-Employment Checks	Conducting pre-employment checks, which may vary by role and department/function and includes employment references, health screening, right to work checks, financial probity and criminal record checks. It includes Nationality Rules, Internal Fraud checks, BPSS and SC clearance, and for some Fast Stream roles may include DV.

\*Includes eligibility check and any Workplace Adjustments activity in line with the Workplace Adjustment Policy

# HR Taxonomy Process Definitions

## Joining Work: HR3-03 Onboarding

Level 3 Process Area	Process	Definition
Onboarding	Manage New Hire	Ensuring all the necessary preparations have been made before the employee's arrival on Day 1, such as giving the employee the necessary welcome information including details of any preparation work to be completed pre-employment, booking a space on the applicable induction and arranging a desk. It may also involve informing site IT, facilities and security of new joiner details. The process also includes support with any identified workplace adjustments in line with the Workplace Adjustment Policy.
	Manage Onboarding	Ensuring a new starter is productive and engaged on the first day of work and throughout the initial stages of their employment, with the critical assets and access assigned, including set up of the employee on the system(s).
	Manage Induction	Overseeing a new starter in the initial days of their employment and supporting them in completion of required training/compliance activities.
	Manage No Shows	Managing the process of dealing with an employee who has not or will not attend work on their agreed start date.

# HR Taxonomy Process Definitions

## Building the Workforce: HR4-01 Learning & Development



Level 3 Process Area	Process	Definition
Learning & Development	Design Learning Processes, Tools	Designing learning plan, tools and associated governance/process required to deliver the strategy, e.g. specific programmes or initiatives. It includes contextualising learning, the assessment of learning needs across specific roles within the Civil Service, and the process by which new content/initiatives are developed, approved and implemented.
	Conduct Capability & Learning Needs Analysis	Identifying, analysing and reviewing individual/organisation/strategic competency assessments and interventions. This process also includes compiling a list of learning needs and communicating them to the wider business.
	Develop Apprentices	Managing and oversight of apprentices, their learning and development in line with outlined apprenticeship standards. DN apprenticeships often refer to the standards, apprenticeships training, programme and qualifications.
	Develop Learning Content	Managing the development of learning content and programmes to prevent duplication of effort and spend and ensuring that a full curriculum of learning offerings is available and up to date.
	Deliver Learning	Making learning accessible for the employee whether it is facilitated face to face or remotely. It includes any administrative tasks that HR must undertake to ensure that learning initiatives can be delivered.
	Update Learning Curriculum	Creating, updating and managing event/event schedules for all available learning initiatives. This process also involves the maintenance of courses outlined in the learning catalogue. It also includes ongoing maintenance of informal learning initiatives/content.
	Manage Enrolments & Completion	Managing employee enrolment onto a learning course/training, together with tracking attendance and course/learning completion, including required/mandatory learning.
	Manage Cancellations	Administration of course cancellation requests. It includes the process by which an employee requests a cancellation, any approvals related to the cancellation, any activities to back-fill the position on the course and any re-charging required.
	Manage Off-Catalogue Requests	Managing employee enrolment on learning courses not provided by the existing learning catalogue.
	Evaluate Learning Delivery and Impact	Evaluating the success of learning initiatives from value for money perspective to measure the effectiveness and impact of learning curriculum/initiatives. This process feeds back in to the learning needs analysis process.



# HR Taxonomy Process Definitions

## Building the Workforce: HR4-02 Talent & Succession

Level 3 Process Area	Process	Definition
Talent & Succession [SLS, FLS, Fast Stream, FastTrack, HDPS, IDP]	Design Talent Processes, Tools & Schemes	Developing the tools required to deliver the talent strategy e.g. specific programmes or initiatives. It includes the process by which the talent strategy is delivered and agreed across Civil Service organisations and socialised with relevant stakeholders.
	Manage Succession Plan	Designing and developing organisation-wide succession plans and updating them on a regular basis. It includes identifying roles that need a succession plan, identifying candidates for succession, recording succession planning data in the system and assessing identified candidates in order to update the plan.
	Conduct Talent Review & Identify Talent	Gaining an understanding of the current state of the talent pipeline and agreeing actions to improve the sustainability of the talent pipeline. It should be linked with workforce planning, performance management and reward.
	Talent Moderation	Reviewing and assessing all talent across the organisation in great depth to drive any future talent and development activities. This process is conducted on a yearly basis.
	Manage Talent Pool/Network	Identifying and harnessing the top/critical talent network for the benefit of organisational and individual development, including transfers and projects. This will also include the management of blockers to talent.
	Mentoring & Outreach	Developing and implementing mentoring schemes and initiatives across the Civil Service, including mentor matching activities.
	Manage Internships	Designing and implementing internship programmes/initiatives, including managing of interns hired through an internship programme.
	Manage Talent Schemes	Overseeing the delivery, monitoring and analysing the effectiveness of talent initiatives in order to continuously improve talent development initiatives. It includes management of Accelerated Development Scheme.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-01 Manage Performance



Civil Service HR

Level 3 Process Area	Process	Definition
Manage Performance	Design Performance Processes & Tools	Designing the tools and associated governance/process required to deliver the Performance strategy, e.g. specific programmes or initiatives.
	Create, Develop and Refresh Objectives	Setting and creating goals and objectives. It includes the process of setting department/unit/team objectives and plans as well as reviewing, approving and maintaining individual objectives, skills and qualifications. Individual objectives should be created in line with team plans, career aspirations, behaviours and core values and should include the 'what' and the 'how'.
	Create & Manage Development Plans	Creating, managing and approving development plans. These plans should detail the steps required to meet individual objectives and include specific learning required for the individual to expand their capabilities and competencies.
	Conduct Performance Reviews	Assessing an employee's progress throughout the year against the performance objectives and measures agreed at the beginning of the year.
	Manage Competencies	Creating and maintaining competencies within the systems prior to annual performance review to ensure that they are up to date and reflective of the critical skills required to make each role successful.
	Manage Performance Improvement	Managing an employee's performance improvement plan, triggered once an employee is identified as underperforming.
	Manage Poor Performance	Tracking and managing poor performance within the Civil Service Organisation. This includes tracking and reporting on poor performers within the Civil Service, as well as ensuring that Annual Compliance Statements and Annual Corporate Performance Reports are appropriately prepared and provided.
	Manage Probation Period	Monitoring an employee's probation period in alignment with defined parameters, and deciding whether the employee has passed their probation period. Includes regular meetings with the employee and offering support, guidance and coaching to them.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-02 Absence, Health & Wellbeing



Civil Service HR

Level 3 Process Area	Process	Definition
Absence, Health & Wellbeing	Develop Employee Wellbeing Initiatives	Developing and monitoring the effectiveness of any employee wellbeing initiatives, including implementing and overseeing Employee Assistance Programmes.
	Manage Leave of Absence	Managing absence for a planned leave of absence which does not form part of an employee's annual leave allowance. This could include maternity/paternity, adoption, military service, jury service, career break, study break, unpaid leave, public duty and voluntary service.
	Record Short Term Sickness	Recording and processing of short-term absence due to sickness. It includes the recording of the absence and the provision of any supporting documents.
	Record Long Term Sickness Absence	Recording, processing and managing of an employee's long term sickness absence. It includes the recording of the absence and the provision of any supporting documents.
	Administer Occupational Health Referral	Administering employee occupational health referrals. The process covers the referral of the employee, their assessment and the provision of a report to suggest recommended workplace adjustments.
	Manage Return to Work	Managing and recording a return to work following an employee being away from work due to sickness or leave of absence.
	Administer Leave	Approving and processing of annual or special leave.
	Manage Flexible Working	Managing the process where an employee raises a flexible working request and it requires to be managed accordingly.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-03 Employee Changes



Level 3 Process Area	Process	Definition
Employee Changes	Change Employee Personal Data	Initiating, reviewing, approving and processing changes to an employee's personal data including but not limited to address, marital status, next of kin and dependants. It may also include managing educational qualifications and professional memberships/certifications.
	Change Work Schedules	An employee or manager requesting and processing a new or change to a working schedule (i.e. days of the week worked), but not a change to number of hours worked.
	Administer Promotion, Demotion & Lateral Moves	Initiating and processing of a promotion, demotion or lateral move for an individual. The process covers the administration and approvals required to make the change effective (including any associated changes to reward).
	Change Employment Status	Changing an employee's employment status, for example due to leave or termination.
	Administer Mass Data Changes	Administering mass change requests and updates within the system. Mass changes are transactional changes that impact a large number of employees, for example department structural changes.
	Manage Personnel Files	Creating, updating, archiving or removing hard-copy personnel files.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-04 Global Mobility



Level 3 Process Area	Process	Definition
Global Mobility	Manage Start of Loan	Managing and supporting an employee in commencing a loan arrangement.
	Extend Loan	Managing the extension of an employee's loan arrangement.
	Manage End of Loans	Managing the return process and supporting an employee in ending a loan arrangement.
	Manage Secondments	Managing the administrative needs for employees whilst on a secondment assignment, including payroll reporting, exporting department arrangements, keep in touch arrangements.
	Manage Relocation	Managing and supporting an employee's relocation, including all required preparation work and transfers back to the organisation.
	Manage Loan/Secondment Changes	Managing other changes to loan or secondment, which do not fall into the 'extension' category.
	Request/Renew Work Permit/Visa	Supporting an employee in gaining the appropriate work permits/visas and certificate actions. It includes any additional sponsorship activity.
	Manage TUPE and COSoP	Handling TUPE transfers in line with TUPE regulations as a result of changes to service provision, reorganisation and transfers from or to a part of the Civil Service or, where TUPE does not apply, handling transfers in line with COSoP.
	OGD Transfer	Managing all aspects of arrangements associated with OGD transfers, including pre-transfer arrangements, pre-transfer employment screening, offer and contract management through to supporting on-transfer activities.
	Manage Reserve Commitments	Carrying out the employer activities needed to support, manage and enable Reserves to meet their commitment.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-05 Contingent & Other Types of Workers



Civil Service HR

Level 3 Process Area	Process	Definition
Contingent & Other Types of Workers	Contract Contingent Worker	Recruiting and contracting contingent workers.
	End Contingent Worker Contract	Ending a contingent worker's contract/work arrangements.
	Manage Fee Paid & Seasonal Workers	Managing other types of contract workforce, including fee-paid and seasonal workers.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-06 Employee Relations

## HR5-07 Industrial Relations



Civil Service HR

Level 3 Process Area	Process	Definition
Employee Engagement	Design Engagement Process, Tools & Programmes	Designing the tools and associated governance/process required to deliver wider engagement strategy, e.g. specific programmes or initiatives and ongoing evaluation.
	Manage Employee Engagement Activities	Delivering and tracking specific engagement diagnostics, including ongoing engaging with employees through any 'voice of customer' activities/initiatives.
	Manage Employee Surveys	Internally developing and delivering a standard survey approach to assess engagement and satisfaction within the overall organisation or specific department/function.
	Engage & Consult Workers' Councils	Informing and consulting with Workers' Councils, involving local/regional, central and departmental relationship management.
Industrial Relations	Understand Legal & Regulatory Environment	Monitoring and analysing legal and regulatory intelligence to resolve or pre-empt complex ER/LR issues posing a risk to the organisation and anticipating changes.
	Manage Collective Agreements	Consulting and informing on all or certain aspects of the collective bargaining agreements including consulting on topics, providing data and developing action plans.
	Engage & Consult Unions	Informing and consulting with Civil Service unions, involving local/regional, central and departmental relationship management with specific bodies/unions.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR5-08 Discipline & Conduct



Civil Service HR

Level 3 Process Area	Process	Definition
Discipline & Conduct	Manage Grievance and Dispute	Receiving, identifying, investigating (fact finding), documenting and resolving disputes and grievances. This includes deciding on the outcome and notifying involved parties of the decision.
	Manage Discipline and Conduct	Identifying, investigating (fact finding), tracking, documenting and resolving discipline and conduct related issues, up to and including dismissal. This includes deciding on the level of misconduct, deciding on the outcome/penalty and notifying involved parties of the decision.
	Manage Appeals	Receiving and managing the appeal process, including appeals against case/investigation decisions and cases related to tribunal claims. This also includes appointing an appeal manager and tracking and documenting the appeal case, including actions taken and final resolution.
	Manage Formal Whistleblowing Arrangements	Managing the formal whistleblowing process, including all aspects from reporting an issue/raising concern through to formal reviews.
	Manage Political Activity and Appointments	Managing approvals and appointments relating to political activity or potential conflicts of interest, including SPAD and NED appointments.



# HR Taxonomy Process Definitions

## Rewarding the Workforce: HR6-01 Manage Compensation



Civil Service HR

Level 3 Process Area	Process	Definition
Manage Compensation	Gather Industry Compensation Comparisons	Reviewing compensation programmes against the Civil Service compensation strategy, business strategies and wider industry comparisons and trends to identify whether organisational or functional compensation programmes need to be amended, and recommending updates to the compensation programmes where required.
	Design Compensation Plans	Developing a recommended compensation plan based on benchmarking current compensation against industry standards and reviewing and updating the compensation plans, if appropriate.
	Analyse & Evaluate Jobs	Identifying and determining the responsibilities and requirements of a job, along with identifying the corresponding compensation and assigning a career level/grade, specialism, location, etc.
	Manage Annual Compensation Review	Preparing for, executing and distributing annual salary increases, bonuses and LTI's to employees based on the performance process according to the policy. It includes review of in-year bonus policies.
	Notify Employee of Compensation	Notifying employees of their new compensation following the annual review. It may include the generation of letters/statements and the distribution of these to employees alongside their reward conversations.
	Manage Allowances	Carrying out relevant activities in relation to change to recurring/assignment related allowances in the system. This includes awarding, amending, calculating or ceasing an employee's allowance entitlement in the system, and notifying them of the change.
	Manage Off Cycle Compensation Changes & One time Payments	Planning, administering and monitoring of off-cycle salary adjustments. This includes the management of additional pay/adjustments for all Civil Service employees that are paid via internal payroll. It encompasses the process by which managers gain the relevant approvals and submit the proposed change in the system.

# HR Taxonomy Process Definitions

## Rewarding the Workforce: HR6-02 Manage Benefits



Level 3 Process Area	Process	Definition
Manage Benefits	Gather Industry Benefit Comparisons	Developing a recommended benefit plan based on benchmarking current benefits against industry standards and reviewing and updating the benefit plans, if appropriate.
	Design Benefits Processes, Tools & Programmes	Reviewing benefits programmes against the benefit strategy, business strategy and industry comparisons to identify whether the benefit programmes need to be amended. Recommendations are then made to update benefit programmes where required. It also includes developing the tools required to deliver to this strategy e.g. specific programmes or initiatives, as well as processes.
	Manage Pension, Benefit Enrolment & Amendments	Managing new/changes to benefit offerings, including those required following new hire elections, life event changes, general enrolment/changes or ending of benefits following the ending of employment. It also includes pension enrolment, partial retirement and managing new/changes to or ending of employee's pension. This includes elements of management of 'other' benefits such as childcare vouchers etc.
	Process Benefit Costs	Gathering and consolidating of benefit cost data to inform the analysis and evaluation the total costs of benefits offerings and recommendations to support improvement.

# HR Taxonomy Process Definitions

## Managing the Workforce: HR6-03 Manage Payroll HR6-04 Manage Time



Civil Service HR

Level 3 Process Area	Process	Definition
Manage Payroll	Collect Payroll Data	Capturing and collecting all necessary data to ensure compliance with payroll standards. It includes collecting and uploading any outstanding employee data into the master payroll system(s).
	Process Payroll	End-to-end payroll processing, including running payroll in a trial environment to correct and reconcile any errors and closing down payroll once payroll has been processed for a period and preparing the system for the next period's run.
	Manage Third Party Payroll	Overseeing and managing any subcontracted third party payroll relationships, including ongoing operational review of payroll third party performance.
	Manage Exception / Escalation Payments	Managing and processing exception payments that were not appropriately processed within the standard payroll run.
	Manage Payroll Reports	Preparing and reviewing reports on payroll data on a monthly basis to ensure the process has run successfully.
	Tax Year End Activities	Processing and running tax year files and distributing end-of-year tax forms (i.e. P60s).
	Post Payroll to General Ledger	Posting the payroll activities to the general ledger.
Manage Time	Record Employee Time Data	Recording an employee's standard working hours (including overtime) to ensure these are appropriately reflected in any time management systems.

# HR Taxonomy Process Definitions

## Leaving Work: HR7-01 Exiting



Level 3 Process Area	Process	Definition
Exiting	Manage Voluntary Leaving	Carrying out the activities required when an employee leaves the organisation on a voluntary basis. The process involves performing exiting activities and recording separation data in the system. This includes employees leaving the Civil Service due to resignation or retirement, or ill-health retirement.
	Manage Formal Voluntary Exits	Carrying out the activities associated with formal Voluntary Exit Schemes, including the application and scoring process for the VES, performing exiting activities and recording separation data in the system.
	Manage Involuntary Exit	Carrying out the activities required when an employee leaves the organisation on an involuntary basis. This process involves performing exiting activities and recording separation data in the system for employees that leave the Civil Service due to dismissal, excluding redundancy. This also covers exiting poor performers.
	Manage Redundancy	Initiating and processing an employee's redundancy exit including the identification of any required payments or changes to benefits and processing the change to employment status.
	Manage Redeployment	Initiating and processing redeployment of an employee to a new position, including the identification of any required payments or changes to benefits and processing the change to employment status.
	Manage Outside Business Appointments	Managing immediate future employment opportunities of individuals previously employed within Civil Service to avoid conflicts of interests
	Conduct Exit Interview & Communications	Completing exit interviews with leavers to understand reasons for leaving and to obtain feedback for continuous improvement purposes, and communicating separation information to employees. It includes management of the exit survey and feedback gathering.
	Manage Exit Compliance	Coordinating employee separation, including facilitating other termination activities (e.g. return of property), and de-activating access to systems.
	Manage Death In Service	Managing terminations of employment as a result of a death in service.

# HR Taxonomy Process Definitions

## Managing Service: HR8-01 Manage Reporting,

## HR8-02 Manage Employee Contact, HR8-03 Manage Data & Knowledge Mgt.



Civil Service HR

Level 3 Process Area	Process	Definition
Manage Reporting	Manage Statutory & Parliamentary Reporting	Carrying out the activities required to generate HR reporting from relevant reporting system(s). It includes both manager self-service reporting, reports required from parliamentary perspective, as well as the process by which HR accesses additional reports and analysis.
	Maintain/Update Report Catalogue & Schedule	Updating and adding/removing available reports to the reporting catalogue, along with reviewing and updating the schedule in which reports are run.
	Manage Ad-hoc Reporting Requests	Managing and providing ad-hoc reports as requests come through from the Civil Service organisation.
	Manage Legal & Regulatory Compliance	Comparing legislation requirements to HR offerings and programmes and the implementation of these to ensure compliance. This process also includes assessing the impact where non-compliance is identified. For example this could include IR35 or managing compliance with CS commissioning principles.
Manage Employee Contact	Receive & Resolve HR Queries	Employees raising HR queries, and the management of ticket/query by HR until it is resolved.
	Manage Escalations/Exceptions	Carrying out the activities required for HR Operational Services teams to re-route a query when they are unable to provide resolution using the channels available to them.
Manage Data & Knowledge Management	Manage HR Information & Knowledge	Carrying out the activities required to make content updates to internal HR Operational Services documentation and HR Knowledge Base.

# HR Taxonomy Process Definitions

## Managing Service: HR8-04 Manage Service

Level 3 Process Area	Process	Definition
Manage Service	Manage Continuous Improvement	Carrying out the activities required to review performance, select continuous improvement initiatives, and measure results of improvements.
	Manage Employee Complaints	Managing and resolving complaints related to service/customer interaction raised by customers to HR.
	Manage Customer Satisfaction Survey	Managing, amending, distributing and analysing Customer Satisfaction Surveys on services provided by HR Operational Services to identify opportunities for improvement.
	Manage Service Change Request	Managing the process of carrying out a change request relevant to services and process offerings provided by HR Operational Services.
	Maintain Systems & Configuration	Managing ongoing systems maintenance and configuration changes in line with approved system change/configuration change requests.
	Manage Critical Issue Resolution	Managing and resolving critical issues on a timely basis preventing HR Operational Services from BAU operation. It includes service/technology failure, etc.
	Manage Vendors (Operational Mgt)	Managing the relationship and cost spent with HR vendors on an ongoing/operational basis. This includes agreeing services to be provided as well as sharing feedback on services provided.
	Manage Projects/Change Activity	Support the implementation of specific projects and associated change management activity.