HR Service & Technology Standards
Global HR Design

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Global HR Design: Setting the standard for future focused, technology enabled and user centric HR services in Government
This document summarises Cross-Government Service & Technology Standards for the HR function. The following components will be highlighted within this document:

1. Introduction and approach

2. Civil Service HR Service & Technology Standards
   - HR3 Joining Work
   - HR4 Building the Workforce
   - HR5 Managing the Workforce
   - HR6 Rewarding the Workforce
   - HR7 Leaving Work
   - HR8 Managing Service
Introduction and approach
Highlighted below is a short overview of Cross-Government Civil Service HR Service & Technology Standards, their purpose and critical components covered.

Civil Service HR Service & Technology Standards

• Provide a view of Cross-Government Standards for HR, including suggestions for consideration in detailed process/system design phases
• Civil Service HR Service & Technology Standards are aligned to the scope of user journey areas covered in this phase
• Civil Service HR Service & Technology Standards will:
  ✓ support department process design
  ✓ Inform Global Standards Networks (Name to be confirmed)
  ✓ set the foundation for accurate information and consistent cross-Government insight
  ✓ underpin systems implementation programmes across Departments

Level 4 process areas covered

Scope of level 4 processes suggested standards should apply to

- A view of policies which should guide relevant process areas, together with an initial view of consistency of application across Departments. NB: Based on overarching CS Employee Policy information provided
- Suggested process-specific and service-specific metrics together with initial information on whether they are currently tracked within the Civil Service
- Suggested reports for future consistent application across Departments, including information on whether they are currently used within the Civil Service
- A basic foundation set of system data fields typically seen as standard across Cloud-systems
- A view of definitions identified as critical to be consistently defined across Departments
- An initial view on compliance and regulatory requirements, plus CS specific rules
- Information of known Departmental variations across key components where gathered during Focus Groups
- A view of typical activities completed via manager or employee self-service within Cloud HR systems and case management system (CMS)

Note that insights into standards provide an initial view only, based on external practice and information gathered from focus groups and should be further defined, agreed and adapted across the Departments during process design and system selection activities.
Introduction and approach

Important note on addressing data standards in Cloud-systems

This document provides insight into suggested components associated with Civil Service HR Service & Technology Standards.

Detailed metrics and reporting requirements will need to be defined, with foundational information, organisational hierarchy/structure agreed and consistently defined across departments.

Agreement and definition of key data components are typically achieved early, given the criticality of foundational data for Cloud technologies.

Typical components driving organisational hierarchy are highlighted below:

- Supervisory
- Business unit
- Location
- Location hierarchy
- Company
- Cost centre
- Cost centre hierarchy
- Pay group
- Matrix
- Job catalogue

Note: Any additional information which may be required should be discussed with the relevant system implementation partner.
HR Service & Technology Standards
HR3 Joining Work
Civil Service HR Service & Technology Standards
Standards Summary: HR3 Joining Work

Recruitment (including Fast Track and Fast Stream)

Level 4 process areas covered
- Design Recruitment Processes, Tools and 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/Candidate Withdrawal

Applicable policies
- Civil Service Recruitment Principles
- Anonymised Recruitment
- Fixed Term Appointments
- Compliance to behavioural selection criteria

Policy information
- Civil Service Recruitment Principles
- Anonymised Recruitment
- Fixed Term Appointments

Proposed process-specific metrics
- Average time to hire
- Applications started but not completed
- Ratios for page view : application : CV : interview : offer : acceptance
- Diversity ratios
- Average cost per hire by different channels
- Drop out during the process / no shows
- Percentage of jobs filled internally
- Percentage of candidates requiring visas
- Percentage of new hires on modernised T&Cs
- Percentage of reinstatements
- Hiring Manager satisfaction survey
- Candidate effort scores in understanding and ease of gamification psychometric tests
- Time taken to update requisition
- Customer satisfaction score on hiring process reported by applicants/managers
- Time taken for employment checks
- Time taken for vetting
- Satisfaction with contract generation timesframes

Proposed service-specific metrics
- Recruitment vs Resourcing
- Job description (format, T&C's)
- Grades
- Job families
- Worker type
- Positions vs requisitions

Definitions to be agreed (if applicable)
- Recruitment vs Resourcing
- Job description (format, T&C's)
- Grades
- Job families
- Worker type

Metrics information
- Average time to hire
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- Percentage of candidates requiring visas
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- Percentage of reinstatements

Suggested reports for future use
- Channel for applications, e.g. mobile/careers website/social media
- Time to hire by source and job family
- Success rate of applications by department
- Success of outsourced recruitment vendors
- Outsourced vs insourced recruitment
- Internal vs external hiring
- Rejection of candidates by application stage
- Diversity of applicants and new hires (BAME, Social mobility)
- Number of reinstatements

Compliance & Regulations
- Civil Service Diversity and Inclusion Strategy
- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service's Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Trade Union and Labour Relations (Consolidation) Act (TULRCA) 1992
- Compliance to Baseline Personnel Security Standard (BPPS) as a minimum, with any additional Vetting Requirements if appropriate
- Compliance with Civil Service Code of Practice
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Compliance to Agency Worker Regulations

Typical self-service activities (Cloud HCM system)
- Create job requisition
- Assessing candidates
- Selecting candidates
- Managing job offer withdrawal / candidate withdrawal
- Candidate applying for job
- Approvals

Standard data fields for consideration (Cloud HCM system)
- Job number
- Location
- Organisation
- Job description
- Requisition ID
- Date posted
- Job status
- Job type
- Job level / grade
- Schedule / working pattern
- Salary band
- Visa requirements
Civil Service HR Service & Technology Standards

Standards Summary: HR3 Joining Work

### Onboarding

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<th>Level 4 process areas covered</th>
<th>Induction</th>
<th>Manage No Shows</th>
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<tbody>
<tr>
<td>• Manage New Hire</td>
<td>• Induction</td>
<td>• Manage No Shows</td>
</tr>
</tbody>
</table>

#### Applicable policies

- Civil Service Recruitment Principles
- Agency Worker Regulations
- Fixed Term Appointments

#### Metrics information

- Percentage of start dates that are postponed due to delay in background check
- Time on task to complete onboarding information
- % of new hires who failed to be completely provisioned with required equipment on 1st day
- New hires leaving after 3, 6, 12, 24 months, as percentage of total hires on that period

- Employee Customer Effort Score for completing onboarding tasks in new hire portal
- Employee’s self-reported “Day 1 readiness”
- Customer satisfaction provided by employee on New Hire survey sent 30 days after start date
- New hire engagement score (for employees with less than 12 months tenure)
- Line manager satisfaction with the onboarding process

#### Proposed process-specific metrics

- Percentage of start dates that are postponed due to delay in background check
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- Line manager satisfaction with the onboarding process

#### Compliance & Regulations

- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to Baseline Personnel Security Standard (BPSS) as a minimum, with any additional Vetting requirements where appropriate
- Compliance to the Civil Service Code of Practice and the Civil Service Commission
- All personnel files retention must comply with Statutory Retention Periods (in most cases this data has to be held for ‘life’ due to Civil Service pension requirements)
- Compliance to Equality Act 2010
- Adherence to the Working Time Directive
- Compliance to the Employment Act

#### Definitions to be agreed (if applicable)

- On-boarding
- New Hire
- Induction

#### Reporting & analytics

- Percentage of ‘no shows’
- Retention and success rate of new hires
- New hires leaving during year 1 in role
- Percentage of new hires that pass probation
- New entrants joining the organisation
- New joiners on the monthly payroll by grade and profession

#### Typical self-service activities (Cloud HCM system)

- New hire documentation upload
- New profile creation including data, e.g. bank details
- Benefits selection/enrolment

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**Definitions to be agreed (if applicable):**

- On-boarding
- New Hire
- Induction

**Applicable policies:**

- Civil Service Recruitment Principles
- Agency Worker Regulations
- Fixed Term Appointments

**Onboarding**

- Start date
- Line manager
- Primary location
- Mandatory training
- Probation period

**Compliance & Regulations**

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**Proposed service-specific metrics**

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**Policy information**

- Civil Service Recruitment Principles
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- Fixed Term Appointments

**Suggested reports for future use**

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**Level 4 process areas covered**

- Manage New Hire
- Manage On-Boarding
- Induction
- Manage No Shows

**Typical self-service activities (Cloud HCM system)**

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**Definitions to be agreed (if applicable):**

- On-boarding
- New Hire
- Induction

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- Agency Worker Regulations
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**Level 4 process areas covered**

- Manage New Hire
- Manage On-Boarding
- Induction
- Manage No Shows

**Typical self-service activities (Cloud HCM system)**

- New hire documentation upload
- New profile creation including data, e.g. bank details
- Benefits selection/enrolment
HR4 Building the Workforce
### Learning & Development

#### Level 4 process areas covered
- Design Learning Processes, Tools & Programmes
- Conduct Capability & Learning Needs Analysis
- Develop Apprentices
- Develop Learning Content
- Update Learning Curriculum
- Manage Enrolments and Completion
- Deliver Learning
- Manage Cancellations
- Manage Off-Catalogue Requests
- Evaluate Learning Delivery and Impact

#### Applicable policies
- Study Leave
- Departmental Learning Policy
- Fast Track/Fast Stream
- Special Leave
- Mandatory Learning Policy

#### Proposed process-specific metrics
- Number of courses/average learning hours completed per employee
- Training cost budget vs. spend per employee
- Learning spend to course feedback comparison
- Percentage of training hours that are delivered through e-learning, instructor-based online training and classroom training
- % managers upskilled
- Mandatory training completion rate
- Course cancellation rate
- Employee satisfaction survey
- Course feedback/satisfaction
- Course availability satisfaction
- Total number of continuous professional development hours undertaken by employees during the reporting period

#### Proposed service-specific metrics
- Adherence to Annex 11 of Cabinet Office Controls
- Compliance to the Civil Service Code of Practice
- Compliance with General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to Equality Act 2010
- Health and Safety at Work
- Adherence to anti-bribery and personal independence rules
- Adherence to rules, legislations and guidance regulating professional eligibility

#### Definitions to be agreed (if applicable)
- Learning
- Talent Development
- Learning Needs Analysis
- Professional Learning

#### Compliance & Regulations

#### Reporting & analytics

#### Typical self-service activities (Cloud HCM system)
- Employee registration and enrolment into learning programmes
- Manager enrolment of their direct reports into learning programmes
- Manager access to view team’s performance and development plans
- Manager approvals for team learning
- Manager dashboards/reports of overdue learning of their team members
- Mentor/coach selection

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**Civil Service HR Service & Technology Standards**

**Standards Summary: HR4 Building the Workforce**
Civil Service HR Service & Technology Standards
Standards Summary: HR4 Building the Workforce

Talent and Succession

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<th>Proposed process-specific metrics</th>
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<th>Departmental variation</th>
<th>Definitions to be agreed (if applicable)</th>
<th>Compliance &amp; Regulations</th>
<th>Typical self-service activities (Cloud HCM system)</th>
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<td></td>
<td>Talent moderation</td>
<td>Effectiveness of talent utilisation/deployment</td>
<td>View of development plan/succession pathway (MSS)</td>
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<td>Talent review</td>
<td>Impact of older workers on overall organisational performance</td>
<td>View Talent review feedback (ESS)</td>
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<td>Talent</td>
<td>Overall cost of talent development</td>
<td>View Talent review results by area (MSS)</td>
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<td>Succession</td>
<td>High-performers/top talent turnover</td>
<td>Update / Amend Talent review outcomes (MSS)</td>
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<td>Planning</td>
<td>Diversity analysis across roles</td>
<td>Available / identified internal candidates for a role (MSS)</td>
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<td>Performance and productivity measures</td>
<td>Create succession plan (MSS)</td>
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<td>% of roles filled internally</td>
<td>Create succession plan (MSS)</td>
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<td></td>
<td>Engagement survey results including satisfaction with Talent reviews and schemes and succession opportunities</td>
<td>Create succession plan (MSS)</td>
</tr>
</tbody>
</table>

Definitions to be agreed (if applicable)

- Talent moderation
- Talent review
- Talent
- Succession Planning

Compliance & Regulations

- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service’s Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Required compliance to Equality and Diversity in the Cabinet Office
- Compliance to the Fair & Open Policy
- Adherence to Employment rights and pay for interns
- Compliance to the Civil Service Commission

Typical self-service activities (Cloud HCM system)

- View of development plan/succession pathway (ESS)
- View Talent review feedback (ESS)
- View Talent review results by area (MSS)
- Update / Amend Talent review outcomes (MSS)
- Available / identified internal candidates for a role (MSS)
- Create succession plan (MSS)
- View area organisational structure / grade (MSS)
- Request to re-design department/ function (MSS)
- Request to become a mentor / mentee (ESS)
- Request an intern (MSS)
- Report generation (MSS)
HR5 Managing the Workforce
### Manage Performance

#### Level 4 process areas covered
- Design Performance Processes and Tools
- Create, Develop and Refresh Objectives
- Create and Manage Development Plans
- Conduct Performance Reviews
- Manage Competencies
- Manage Performance Improvement
- Manage Poor Performance
- Manage Probation Period

#### Policy information

**Applicable policies**
- Managing Poor Performance
- Performance Management
- Discipline & Grievance
- Job Evaluation
- Attendance Management

**Definitions to be agreed (if applicable)**
- Worker type (contractor/full time/part time)
- Performance categories

#### Metrics information

**Proposed process-specific metrics**
- Effectiveness-to-goal on business outcomes as demonstrated on the current performance review
- Percentage of employees receiving poor and high performance reviews (as % of total employee population) as per policy
- Number of employee development plans created per year (in relation to total employee number)
- Performance rating distribution statistics year on year

**Proposed service-specific metrics**
- Percentage of employee reviews performed through self-service
- Average customer satisfaction score reported by high-performing employees related to CS performance management policies and practices and opportunities for advancement
- Manager satisfaction with HR support provided in managing poor performance, probation and performance improvement
- Average time spent submitting performance feedback forms

#### Reporting & analytics

**Suggested reports for future use**
- Objectives completion report
- Percentage of employees receiving performance reviews
- Share of new hires receiving top performance rating
- Retention of high performers
- Year-end performance rating breakdown by Dept.
- Effectiveness-to-goal on business outcomes as demonstrated on the current performance review
- Performance / employee data report
- Appraisal marks completion analysis (sensitive) – incl. mid/end year completion/non-completion

#### Standard data fields for consideration (Cloud HC system)
- Performance rating (mapped according to specific approach utilised)
- Feedback/case notes and details
- Objectives
- Probation period start date/end date
- Calibration output
- Competency assessment
- Sanction applied

#### Departmental variation (Acceptance to be confirmed)
- Variation across performance review frequency in departments /within departments
- Variation across performance management process (some Departments pilot a new performance approach)
- Various departments do not upload objectives on the system currently
- Across some departments there is no information on employees on probation as it is not recorded
- Significant variation regarding how bonus pay is calculated for employees across departments

#### Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR)
- Cabinet Office reporting
- Compliance to Equality Act 2010 (Age, Disability, Gender, Marriage and Civil Partnership, Race, Religion, Sex, Sexual Orientation)
- Compliance to the Employment Act 2010

#### Typical self-service activities (Cloud HCM system)
- Upload objectives (ESS)
- Request feedback (ESS)
- Provide feedback (ESS)
- Record performance sanctions such as disciplinary action (HR)
- Manage development plan (MSS/ESS)
- Request support from HR in performance management (CRM)
- Approve team member’s objectives (MSS)
- Create team goals and plans

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Civil Service HR Service & Technology Standards

Standards Summary: HR5 Managing the Workforce
Civil Service HR Service & Technology Standards

Standards Summary: HR5 Managing the Workforce

Absence, Health & Wellbeing

Level 4 process areas covered

- Manage Wellbeing Initiatives
- Manage Leave of Absence
- Administer Leave
- Record Short-Term Sickness
- Manage Long-Term Sickness
- Administer Occupational Health Referral
- Manage Return to Work
- Manage Flexible Working

Applicable policies

- Attendance Management
- Special Leave
- Workplace Adjustments
- Parental Leave/Shared Parental Leave
- Flexible Working
- Remote Working
- Career Breaks
- Discipline & Grievance
- Efficiency Departments

Proposed process-specific metrics

- Cost of sickness absenteeism per Dept.
- Average percentage of employees on sick leave p/a
- Average working days lost
- Number of workplace adjustment passports
- Attendance cost as a percentage of Department budget
- Number of Shared Parental Leave requests across departments
- Volume of rejection of applications for SPL
- Number of referrals to OH on a monthly basis
- Manager satisfaction with the sickness absence management process
- Number of sickness absence queries raised to HR Operations
- Time to resolve the first query submitted
- Customer satisfaction score and customer effort score related to scheduling leave, returning to work
- Employee satisfaction with OH resolution timelines

Proposed service-specific metrics

- Absence
- Absence types
- Work schedules FTE Days/Hours
- Sickness terminology (i.e. sickness absence vs. sick leave) to be used consistently across Departments

Definitions to be agreed (if applicable)

- Absence
- Absence types
- Ill Health trigger point thresholds

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Pensions
- TUPE arrangements

Typical self-service activities (Cloud HCM system)

- Checking holiday allowance
- Running a report on current / scheduled leave within the team hierarchy (MSS)
- Request/notify HR of parental leave

Suggested reports for future use

- % of working time lost through absence (incl. cost of absence, Departmental sickness analysis, working hours per team)
- Departmental sickness costs by pay group
- Current and scheduled leave (including maternity/paternity leave)
- Absence analysis (Department absence overview by type and reason)
- Sick pay pension rate report and staff on part time medical grounds
- Volume of Occupational Health Assessments and outcome (by Employee)

Standard data fields for consideration (Cloud HCM system)

- Time off start date
- Time off end date
- Time off type
- Time off units
- Leave of absence start date
- Leave of absence expected end date
- Absence reason
- Absence type

Reported vs. recorded

Variation across sickness absence review trigger points
Variation across the management of the process, guidance around manager-employee touchpoints
Significant variation across methods for reporting sickness
Variation across suggested ways to keep in touch with the manager throughout periods of absence (operationally specific)
Civil Service HR Service & Technology Standards

Standards Summary: HR5 Managing the Workforce

Employee Changes

Level 4 process areas covered

- Change Employee Personal Data
- Change Work Schedules
- Administer Promotion, Demotion & Lateral Moves
- Change Employment Status
- Administer Mass Data Changes
- Manage Personnel Files
- Manage Political Appointments & Activity

Policy information

- Job Evaluation
- Job Share
- Flexible Working
- Fixed Term Appointments
- Transfers within the CS Policy
- Data Protection Policy
- Responsible for Information Policy

Proposed process-specific metrics

- Number of employee changes processed on self-service
- Cycle time/amount of days it takes for a transfer/promotion request to reach completion
- Number of employees who change departments within 12/6 months of joining CS
- Promotion rate (percent of employees who are promoted in a given time period)
- Average time to promotion (includes lateral moves)
- Number of queries raised to HR Operations team
- Number of errors encountered in relation to an employee change per task attempt
- Employee satisfaction with the lateral move and promotion process
- Manager satisfaction level with the time taken to complete the transfer

Proposed service-specific metrics

- Foundational structures (incl. organisational hierarchy)
- Location definition
- Position definition
- Organisational unit definition
- Employment and appointment status
- Grade and Profession
- Worker type (contractor/full time/ part time)
- Mass data criteria
- Progression pay
- Working patterns

Definitions to be agreed (if applicable)

- Foundational structures (incl. organisational hierarchy)
- Location definition
- Position definition
- Organisational unit definition

Compliance & Regulations

- All Departments must report pay data to the Treasury (both on the forecasts and outturns for the pay round). The submission of data is done using Workforce and Pay Remit application on OSCAR
- All ministerial and non-ministerial departments, agencies and NDPBs must comply with the Civil Service pay guidance and associated guidance issued by Cabinet Office
- Pay remits must be submitted to the Secretary of State or responsible Minister for approval
- All Personnel Files retention must comply with the Statutory Retention Periods (in most cases this data has to be held for ‘life’ due to Civil Service Pension requirements)
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010

Suggested reports for future use

- Personal data gaps / missing documentation report
- Changes in job patterns and work schedules, incl. part-time, full time etc.
- Staff on temporary duties allowance (TDA/TR/TCA)
- ‘Ready to move’ individuals tracker
- Salary change action and reason
- Duplicate data / records (all employees)
- New job profile
- New weekly hours
- New location
- New position
- New org unit
- New manager
- New compensation details

Typical self-service activities (Cloud HCM system)

- Changing personal data (surname, bank details, address)
- Updating education/qualification/certification information
- Initiating change to the work schedule (MSS)
- Initiating change to employment status (MSS)
- Approving promotion, demotion, lateral move (MSS within threshold)
- Administer mass data change (MSS)
Global Mobility

Level 4 process areas covered
- Manage Start of a Loan
- 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

Applicable policies
- Domestic Loans and Secondments
- Recruitment
- Overseas Loans and Secondments
- Fixed Term Appointments
- Reservists
- Transfers within the CS Policy

Proposed process-specific metrics
- Number of employee changes processed on self-service
- Cycle time/amount of days it takes for a transfer request to reach completion
- Number of employees who change departments within 12 months of joining the Civil Service (filtered by profession, department)
- Relocation administrative expense
- Relocation cost
- Number of exceptions to the policy

Proposed service-specific metrics
- Number of queries raised to HR Operations team
- Employee satisfaction with the lateral move process
- Manager satisfaction level with the time taken to complete the transfer
- Employee satisfaction with relocation
- Number of delayed start dates as a percentage of all secondments/relocations and loans

Definitions to be agreed (if applicable)
- Location definition
- Grade and profession
- Assignment definition
- Assignment types
- Secondment
- Interchange
- Allowance band definitions

Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Compliance to the Civil Service Code Of Practice
- Compliance to Baseline Personnel Security Standard (BPSS) as a minimum, with any additional vetting requirements where appropriate
- Where required for TUPE & COSoP, union engagement must comply to Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992
- TUPE Regulations compliance

Typical self-service activities (Cloud HCM system)
- Applying for international secondment
- Applying for transfer
- Approving the move to another Government Department (MSS)
- Approving changes/extensions to loans/secondments (MSS)
- Reporting Reserve Commitments

Departmental variation (Acceptance to be confirmed)
- Various roles supporting the same activities across the Department
- Various levels of access to relevant information
- Different information requested to initiate the transfer
- OGD process varies across Departments, different timeframes, guidance, level of support and role involvement

Policy information
- Metrics information

Suggested reports for future use
- Staff on detached duty, loan and secondment out
- Staff on secondment and loan in
- Staff approaching visa expiry / work permit end (right to work monitoring report)
- Overall relocation costs across the Department
- Global mobility benefits / allowances breakdown
- Global mobility expenditure analysis (incl. policy exceptions, modifications, retro payments etc.)

Standard data fields for consideration (Cloud HCM system)
- New location
- Assignment start date
- Proposed assignment end date
- Assignment type
- Assignment compensation details
### Conduct and Discipline

#### Level 4 process areas covered
- Manage Casework (grievance, disciplinary and appeals)
- Manage Formal Whistleblowing Arrangements
- Manage Political Activity and Appointments

#### Applicable policies
- Discipline & Grievance
- Whistleblowing
- Settlement Agreements
- Redundancy
- Redeployment

#### Policy information

<table>
<thead>
<tr>
<th>Process metric</th>
<th>Proposed process specific metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of grievance queries raised to the HR Operations specialist team</td>
<td>Investigation manager satisfaction with support available to manage the case</td>
</tr>
<tr>
<td>Number of grievance cases raised per year</td>
<td>Time taken to respond to first query related to casework (employee or line manager)</td>
</tr>
<tr>
<td>Cycle time/amount of days it takes from raising grievance to resolving the issue and closing the case</td>
<td>Number of conduct and discipline queries raised to the HR Operations team (incl. requests for support)</td>
</tr>
<tr>
<td>Number of employment tribunals p/a</td>
<td>Employee satisfaction with quality of HR responses/resolutions</td>
</tr>
</tbody>
</table>

#### Definitions to be agreed (if applicable)
- Sanction reasons and sanction types
- Terminology agreement on sanctions / warnings
- Whistleblowing categories

#### Departmental variation (Acceptance to be confirmed)
- Variation in terms of access to casework support across Departments
- Varied guidance across management of grievances, disciplinaries, appeals
- In some Departments additional guidance and training information exists on appropriate management of disciplinaries, grievances and appeals, whilst in others there is no offering
- Variation across roles and responsibilities (in some cases support provided by HRBPs, in others casework teams or HR advisors)
- Differing advice provided by HR representatives to managers when requesting support in appropriate management of cases

#### Applicable policies
- Disciplinary & Grievance
- Whistleblowing
- Settlement Agreements

#### Proposed process-specific metrics
- Number of grievance queries raised to the HR Operations specialist team
- Number of grievance cases raised per year
- Cycle time/amount of days it takes from raising grievance to resolving the issue and closing the case
- Number of employment tribunals p/a

####.propsed service-specific metrics
- Investigation manager satisfaction with support available to manage the case
- Time taken to respond to first query related to casework (employee or line manager)
- Number of conduct and discipline queries raised to the HR Operations team (incl. requests for support)
- Employee satisfaction with quality of HR responses/resolutions
- Time taken from grievance/disciplinary case being raised to assignment of investigation manager

#### Metrics information

<table>
<thead>
<tr>
<th>Suggested reports for future use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanctions report per issue type</td>
</tr>
<tr>
<td>Grievance, disciplinary and appeals analysis report</td>
</tr>
<tr>
<td>Settlement agreements overview p/a including overall cost and breakdown by type</td>
</tr>
<tr>
<td>Current conduct and grievance cases open by status (unresolved/in progress)</td>
</tr>
<tr>
<td>Tribunal claims analysis p/a</td>
</tr>
<tr>
<td>Referrals for mediation</td>
</tr>
</tbody>
</table>

#### Reporting & analytics

<table>
<thead>
<tr>
<th>Standard data fields for consideration (Cloud HC system)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason for misconduct</td>
</tr>
<tr>
<td>Appeal outcome</td>
</tr>
<tr>
<td>Disciplinary period start date</td>
</tr>
<tr>
<td>Disciplinary period end date</td>
</tr>
<tr>
<td>Sanction applied</td>
</tr>
</tbody>
</table>

#### Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Any engagement with unions (appointment of trade union representation, etc.) must comply to Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992
- CS Commission
- Adherence to the Civil Service Code of Conduct
- Adherence to the Civil Service Management Code

#### Typical self-service activities (Cloud HCM system)
- Raising a grievance case
- Requesting support from casework/specialist team to support
- Running ER reports (HRBP only)
- Whistleblowing
HR6 Rewarding the Workforce
## Manage Compensation

### Level 4 process areas covered
- 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

### Applicable policies
- Civil Service Recruitment Principles
- Civil Service Competency Framework
- Civil Service Employee Policy
- Civil Service Annual Compensation Policy
- Pay & Grading Policy and Procedure
- Civil Service / Department Pay Policy
- Job Evaluation Policy

### Proposed process-specific metrics
- % of leavers after compensation review
- % of leavers going to competitors
- Turnover rates
- No of re-negotiation of job refusal due to package
- Total reward costs
- Performance management results
- No of on/off payments required
- Contact rate for queries related to reward
- Number of jobs regraded
- Employee satisfaction and engagement survey results
- No of grievances and complaints made regarding reward and remuneration
- Customer satisfaction scores across general query resolution
- Customer effort score reported by employees for submitting a bonus enquiry
- Percentage of escalation misdirects

### Proposed service-specific metrics
- % of leavers after compensation review
- % of leavers going to competitors
- Turnover rates
- No of re-negotiation of job refusal due to package
- Total reward costs
- Performance management results
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- Customer effort score reported by employees for submitting a bonus enquiry
- Percentage of escalation misdirects

### Definitions to be agreed (if applicable)
- Allowances
- Benefits vs allowances
- Compensation vs reward

### Departmental variation
- Communication to employees on compensation and benefits has been varied across government departments

### Suggested reports for future use
- Analysis of employee satisfaction results including reward satisfaction
- Leavers by leaving reason / type
- Quarterly leavers analysis inc reason for leaving and turnover rates
- % of leavers going to competitors and competitor comp analysis
- Diversity of PM scores/bonus recipients
- Gender Pay Gap reporting
- % employees ready for promotion
- OSCAR reporting
- Comparison to industry compensation benchmarks
- % of jobs re-graded per annum
- % roles with allowances

### Reporting & analytics
- Number of days since last salary change
- Salary Change Reason
- New Salary Effective Start Date
- Hire date
- Time Type / FTE
- Comp-ratio

### Typical self-service activities (Cloud HCM system)
- Approving off-cycle compensation change (MSS)*
  - where within the approved threshold
- Report generation (MSS)
- View of current remuneration package and communication (ESS)
- Request for Industry comp comparison analysis (MSS)

### Definitions to be agreed (if applicable)
- Allowances
- Benefits vs allowances
- Compensation vs reward

### Compliance & Regulations
- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service’s Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission

### Typical self-service activities (Cloud HCM system)
- Approving off-cycle compensation change (MSS)*
  - where within the approved threshold
- Report generation (MSS)
- View of current remuneration package and communication (ESS)
- Request for Industry comp comparison analysis (MSS)
## Civil Service HR Service & Technology Standards

### Standards Summary: HR6 Rewarding the Workforce

#### Manage Benefits and Manage Time

<table>
<thead>
<tr>
<th>Level 4 process areas covered</th>
<th>Amendments Process Benefits Costs</th>
<th>Departmental variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gather Industry Benefit Comparisons</td>
<td>• Design Benefits Processes, Tools &amp; Programmes</td>
<td>• Manage Pension, Benefit Enrolment &amp;</td>
</tr>
<tr>
<td>• Manage Benefits and Manage Time</td>
<td>• Record Employee Time Data</td>
<td></td>
</tr>
</tbody>
</table>

#### Applicable policies

<table>
<thead>
<tr>
<th>Policy information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Civil Service Competency Framework</td>
</tr>
<tr>
<td>• Job Evaluation</td>
</tr>
<tr>
<td>• Advances of Pay Policy and Procedure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposed process-specific metrics</th>
<th>Proposed service-specific metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % of take up for different benefits</td>
<td>• Employee survey satisfaction results</td>
</tr>
<tr>
<td>• Cost of benefits to the org</td>
<td>• Customer satisfaction scores across general query resolution</td>
</tr>
<tr>
<td>• Flexi-time accrual</td>
<td>• Customer effort score reported by employees for submitting a bonus enquiry</td>
</tr>
<tr>
<td>• Overtime costs</td>
<td>• Customer satisfaction post call survey analysis</td>
</tr>
<tr>
<td>• Overtime taken in lieu</td>
<td>• Satisfaction with flexible working</td>
</tr>
<tr>
<td>• First contact resolution on benefits enquiries</td>
<td>• % of annual incentives / benefits that are initiated through self-service</td>
</tr>
<tr>
<td>• Contact rate for queries related to bonus and compensation</td>
<td></td>
</tr>
</tbody>
</table>

#### Metrics information

<table>
<thead>
<tr>
<th>Metrics information</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Flexi-time Policy</td>
</tr>
<tr>
<td>• Overtime Policy</td>
</tr>
<tr>
<td>• Sickness Policy</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Proposed process-specific metrics</th>
<th>Proposed service-specific metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Customer satisfaction post call survey analysis</td>
<td>• Average working days lost</td>
</tr>
<tr>
<td>• Reason for leaving analysis</td>
<td>• Number of overtime hours accrued vs. flexitime</td>
</tr>
<tr>
<td>• Sick pay costs and number of working days missed due to sickness</td>
<td></td>
</tr>
<tr>
<td>• No of employees who take time off due to stress / days taken due to stress</td>
<td></td>
</tr>
<tr>
<td>• Uptake of benefits e.g. number of season ticket loans issued</td>
<td></td>
</tr>
</tbody>
</table>

#### Suggested reports for future use

<table>
<thead>
<tr>
<th>Reporting &amp; analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Benefits vs allowances</td>
</tr>
<tr>
<td>• Benefit types</td>
</tr>
<tr>
<td>• Ill Health trigger point thresholds</td>
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#### Compliance & Regulations

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<td>• Civil Service Nationality Rules</td>
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<td>• Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act</td>
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<tr>
<td>• Compliance to the Employment Act</td>
</tr>
</tbody>
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#### Definitions to be agreed (if applicable)

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#### Typical self-service activities (Cloud HCM system)

<table>
<thead>
<tr>
<th>Typical self-service activities (Cloud HCM system)</th>
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</thead>
<tbody>
<tr>
<td>• Viewing and enrolling into benefits (ESS)</td>
</tr>
<tr>
<td>• Amending benefits (ESS)</td>
</tr>
<tr>
<td>• View of flexi-time accrual (ESS)</td>
</tr>
<tr>
<td>• Recording time (ESS, MSS)</td>
</tr>
<tr>
<td>• Report generation (MSS)</td>
</tr>
<tr>
<td>• Request for Industry benefits comparison analysis (MSS)</td>
</tr>
</tbody>
</table>

#### Standard data fields for consideration (Cloud HCM system)

<table>
<thead>
<tr>
<th>Standard data fields for consideration (Cloud HCM system)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisation</td>
</tr>
<tr>
<td>• Location</td>
</tr>
<tr>
<td>• Time Type / FTE</td>
</tr>
<tr>
<td>• Employee type</td>
</tr>
<tr>
<td>• Salary / Salary Band</td>
</tr>
<tr>
<td>• Dependants</td>
</tr>
<tr>
<td>• Beneficiaries</td>
</tr>
<tr>
<td>• Benefit plans</td>
</tr>
<tr>
<td>• Eligibility Profiles</td>
</tr>
<tr>
<td>• Standard Working Hours</td>
</tr>
<tr>
<td>• Job Level / Grade</td>
</tr>
<tr>
<td>• Cost Centre</td>
</tr>
<tr>
<td>• Work Schedule</td>
</tr>
<tr>
<td>• Job mapping code (e.g. to a provider)</td>
</tr>
<tr>
<td>• Request for Benefits and remuneration spend by area / function (MSS)</td>
</tr>
</tbody>
</table>
HR7 Leaving Work
### Standards Summary: HR7 Leaving Work

#### Exiting

<table>
<thead>
<tr>
<th>Level 4 process areas covered</th>
<th>Applicable policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Voluntary Leaving</td>
<td>- Redundancy Policy &amp; Procedure</td>
</tr>
<tr>
<td>Manage Formal Voluntary Exits</td>
<td>- Death in Service Procedure</td>
</tr>
<tr>
<td>Manage Involuntary Exit</td>
<td>- Special Leave Policy &amp; Procedure</td>
</tr>
<tr>
<td>Manage Redundancy</td>
<td>- CS Employer Pension Guide</td>
</tr>
<tr>
<td>Manage Outside Business Appointments</td>
<td>- Standards of Behaviour Policy</td>
</tr>
<tr>
<td>Conduct Exit Interview &amp; Communications</td>
<td>- Partial Retirement Policy</td>
</tr>
<tr>
<td>Manage Exit Compliance</td>
<td>- Retirement Policy</td>
</tr>
<tr>
<td>Manage Death in Service</td>
<td>- Ill Health Retirement Procedure</td>
</tr>
<tr>
<td>Manage Redeployment</td>
<td>- Medical Retirement Policy</td>
</tr>
</tbody>
</table>

#### Metric information

- **Policy information**
  - **Proposed process-specific metrics**
    - Staff turnover in comparison to industry standards
    - Resignations/exit by length of service and reason
    - Employees exited involuntarily as a percentage of the overall population
    - High performers/top talent turnover rate
    - Percentage of redeployees in relation to the total departmental population
    - Percentage of redeployees who returned within 5 years of exiting the Civil Service
  - Customer satisfaction across resignation query resolution
  - Customer satisfaction for line manager on case support
  - Customer satisfaction across ill health resolution
  - Customer satisfaction assessment report outcome
  - Line manager satisfaction for dismissal support
  - Amount of time taken to escalate webchat queries to a live HR representative

- **Proposed service-specific metrics**
  - Frequency of Voluntary Exit / Voluntary Redundancy Schemes / Compulsory Exits
  - Number of new hires vs redundancies and redeployment
  - Default notice periods
  - Pay through date
  - Recommended for Rehire flag (Yes/No)
  - Gardening Leave Date
  - Bonus eligible

#### Definitions to be agreed (if applicable)

- Voluntary Leaving vs voluntary exit
- Compulsory exit
- Involuntary exit

#### Compliance & Regulations

- Compliance with Equality Act 2010
- Adherence to CS Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Compliance with Cabinet Office 2016 Protocol – Civil Service Redundancy Principles
- Comply with the Public Sector Equality Duty
- Adhere to Efficiency Compensation 2016 guidance
- Compliance with CS Compensation Scheme
- Adherence to the Business Appointment Rules for Civil Servants
- Adhere to the Civil Service Code

#### Typical self-service activities (Cloud HCM system)

- Notifying of exit – voluntary resignation, transfer/secondment, retirement (ESS)
- Requesting involuntary exit actions related to an employee (ESS)
- Completing exit/off-boarding checklist (ESS)
- Requesting face to face interview (ESS)
- Completing exit/off-boarding survey (ESS)

#### Definitions

- Resignation date
- Last day in the office date
- Leaver reason/type
- Voluntary Exit Acceptance date

#### Standard data fields for consideration (Cloud HCM system)

- Variations in use of exit surveys across Civil Service departments
- Variation in use of exit interviews across Civil Service departments
- No streamlined / standardised process on dismissals; staff dismissed by other departments are applying to roles in other departments without disclosing previous dismissal
- Inconsistency in how people leave the civil service due to lack of standard processes

#### Departmental variation

### Typical self-service activities (Cloud HCM system)

- Notifying of a death in service (MSS)
- Report generation (MSS)
HR8 Manage Service
## Manage Employee Contact

### Level 4 process areas covered
- Receive and Resolve HR Queries
- Manage Escalations/Exceptions

### Applicable policies
- N/A - no specific policies related to this area however good practice principles should apply

### Proposed metrics
- First-time resolution as percentage of overall queries (monthly, quarterly, yearly)
- Customer effort score reported by employees for submitting a general enquiry
- Average number of hand-offs per case
- Percentage of cases accurately logged
- Data integrity and accuracy
- Quality of answer (HR Operations competence)
- Number of users accessing HR Operations contacts via search as a percentage of all users who access the Portal page

### Suggested reports for future use
- Demand and capacity planning
- Daily, weekly, monthly, quarterly, yearly service report (incl. service and performance)
- KPI dashboard and SLA performance report
- Self-service performance reports
- Cross-channel volume forecasting report
- Call volume forecasting accuracy report
- Voice of customer report
- Channel popularity analysis

### Definitions to be agreed (if applicable)
- High priority categories
- Case categories
- Case types

### Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- OSCAR/HMT reporting

### Typical self-service activities (Cloud HCM system)
- Submit query on CMS (case management system)
- Check case / query status / progress / updates
- Provide additional evidence / documentation where required
- Close query / case (where query resolved by the employee/manager before HR Operations resolution)
- Reopen a query / case (within specified timeframe where allowed)
- Provide feedback
## Manage Service

### Level 4 process areas covered
- Manage Continuous Improvement
- Manage Employee Complaints
- Manage Customer Satisfaction Survey
- Manage Service Change Request
- Manage Systems and Configurations
- Manage Critical Issue Resolution
- Manage Vendors (Operational Management)
- Manage Projects/Change activity

### Applicable policies
- N/A - no specific policies related to this area however good practice principles should apply

### Metrics information

#### Proposed metrics
- Percentage of users who encountered an error when attempting to submit the complaint
- Proportion of complaints issues versus overall queries handling process
- Complaint abandonment rate
- Time taken to complete the complaint form and satisfaction survey
- Data integrity and accuracy
- Quality of answer (HR Operations competence)
- Audit and legislative compliance

#### Proposed service-specific metrics
- Number of users accessing complaints via search as a percentage of all users who access the complaint pages
- Customer satisfaction score across effectiveness of complaints resolution reported by employees/managers
- First-time resolution rates as percentage of overall complaints

### Reporting & analytics

#### Suggested reports for future use
- Demand and capacity planning
- Daily, weekly, monthly, quarterly, yearly service report (incl. service and performance)
- KPI dashboard and SLA performance report
- Service failures report
- Data integrity and accuracy
- Voice of customer report
- Complaint analysis report

### Definitions to be agreed (if applicable)
- High priority categories
- Case categories
- Case types

### Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010

### Typical self-service activities (Cloud HCM system)
- Submit complaint on CMS (case management system)
- Check complaint status / progress / updates
- Provide additional evidence / documentation where required
- Close complaint (where resolved by the employee/manager before HR Operations resolution)
- Provide feedback / suggest improvement / report out of date information
- Submit service change request

### Variations
- Departmental variation (Acceptance to be confirmed)
  - Variation in the service, knowledge and expertise provided by the HR representatives
  - Variation in the use and application of query tracking systems amongst departments for complaint management
  - Complaints management procedures variation / lack of awareness across employee populations

### Policy information
- Submit complaint on CMS (case management system)
- Check complaint status / progress / updates
- Provide additional evidence / documentation where required
- Close complaint (where resolved by the employee/manager before HR Operations resolution)
- Provide feedback / suggest improvement / report out of date information
- Submit service change request

### Standard data fields for consideration (Cloud HC system)
- Case priority
- Case category (aligned to service catalogue)
- Case type (aligned to service catalogue)
- Case requestor
- Requestor ID / EE number
- Requestor phone number
- Case ID
- Case status
- Assigned to
Civil Service HR Service & Technology Standards

Standards Summary: HR8 Managing Service

Manage Data and Knowledge Management, Manage Reporting

<table>
<thead>
<tr>
<th>Level 4 process areas covered</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manage Data &amp; Knowledge Management</td>
<td>• Manage Data &amp; Knowledge Management</td>
</tr>
<tr>
<td>• Manage Reporting</td>
<td>• Maintain/Update Report Catalogue &amp; Schedule</td>
</tr>
<tr>
<td>• Manage Statutory and Parliamentary Reporting</td>
<td>• Manage Ad-hoc Reporting Requests</td>
</tr>
<tr>
<td>• Manage HR Information &amp; Knowledge</td>
<td>• Manage Regulatory Compliance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Applicable policies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• N/A - no specific policies related to this area however good practice principles should apply</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposed metrics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Click-through rate on the employee Portal</td>
<td>• N/A - all definitions reflected within this document need to be agreed in order for consistent reporting to be achieved</td>
</tr>
<tr>
<td>• Number of views related to manager guidance on the Portal</td>
<td></td>
</tr>
<tr>
<td>• Number of users accessing knowledge and information via search as a percentage of all users who access the Portal</td>
<td></td>
</tr>
<tr>
<td>• Customer satisfaction score across effectiveness of search reported by employees/managers</td>
<td></td>
</tr>
<tr>
<td>• First-time resolution rates as percentage of overall complaint queries</td>
<td></td>
</tr>
<tr>
<td>• Percentage of users who submit query following viewing guidance on the Portal</td>
<td></td>
</tr>
<tr>
<td>• Percentage of users who encountered an error when attempting to initiate/complete transaction following viewing information on the Portal</td>
<td></td>
</tr>
<tr>
<td>• Percentage of users who requested report from HR Operations instead of accessing via self-service</td>
<td></td>
</tr>
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<table>
<thead>
<tr>
<th>Metrics information</th>
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<tbody>
<tr>
<td>• N/A - no specific policies related to this area however good practice principles should apply</td>
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<table>
<thead>
<tr>
<th>Suggested reports for future use</th>
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<tbody>
<tr>
<td>• Out of date content report</td>
<td>• Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act</td>
</tr>
<tr>
<td>• Content approaching recertification period</td>
<td>• Compliance with Cabinet Office reporting</td>
</tr>
<tr>
<td>• Administrative and operational cost breakdown of knowledge maintenance per Department</td>
<td>• Compliance to Equality Act 2010</td>
</tr>
<tr>
<td>• Self-service reports generation vs. report requests raised to HR Operations</td>
<td></td>
</tr>
<tr>
<td>• Top 5 content categories resulting in contact with HR operations</td>
<td></td>
</tr>
<tr>
<td>• Voice of customer user ratings across content</td>
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<table>
<thead>
<tr>
<th>Reporting &amp; analytics</th>
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<tbody>
<tr>
<td>• Case priority</td>
<td>• Run/access reports (MSS) – NB: not all reports will be available via self-service</td>
</tr>
<tr>
<td>• Case category (aligned to service catalogue)</td>
<td>• Submit ad-hoc report request (MSS)</td>
</tr>
<tr>
<td>• Case type (aligned to service catalogue)</td>
<td>• Access knowledge and information provided on the Portal</td>
</tr>
<tr>
<td>• Case requestor</td>
<td>• Provide feedback on knowledge / content / guidance</td>
</tr>
<tr>
<td>• Requestor ID / EE number</td>
<td>• Provide feedback/suggest improvement / report out of date information / content / reports</td>
</tr>
<tr>
<td>• Requestor phone number</td>
<td></td>
</tr>
<tr>
<td>• Case ID</td>
<td></td>
</tr>
<tr>
<td>• Case status</td>
<td></td>
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<tr>
<td>• Assigned to</td>
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<thead>
<tr>
<th>Compliance &amp; Regulations</th>
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<thead>
<tr>
<th>Definitions to be agreed [if applicable]</th>
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<tbody>
<tr>
<td>• No consistent approach to knowledge management</td>
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<table>
<thead>
<tr>
<th>Typical self-service activities [Cloud HCM system]</th>
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<td>• Run/access reports (MSS) – NB: not all reports will be available via self-service</td>
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<thead>
<tr>
<th>Standard data fields for consideration [Cloud HCM system]</th>
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<thead>
<tr>
<th>Departmental variation</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>• Variation in maturity of employee Portals and knowledge, guidance contained within them</td>
<td></td>
</tr>
<tr>
<td>• Different reporting catalogues with variation across self-service reporting functionality/availability across departments</td>
<td></td>
</tr>
<tr>
<td>• Variation across access to reporting and self-service access across populations (NB: populations allowed to view relevant data)</td>
<td></td>
</tr>
<tr>
<td>• No consistent approach to knowledge management</td>
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</tbody>
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