



Global HR Design:

The Impact on the HR Operating Model

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The Impact on the HR Operating Model

Purpose and Contents



Civil Service HR

The purpose of this document is to outline the impact and benefits of implementing the Global HR Design on an organisation's, and the Civil Service's HR Operating Model.



Human Capital Trends: The evolving role of HR

An overview of the evolution and key characteristics of HR in the Civil Service



The future focused HR Operating Model



The impact on roles across the future focused HR Operating Model

- HR Operations
- HR Leadership
- HR Business Partners (HRBPs)
- Communities of Expertise (CoEs)
- HR Customers (Employees, Line Managers & Leadership)

Underpinned by enablers such as technology, data and analytics



Human Capital Trends:

The evolving role of HR

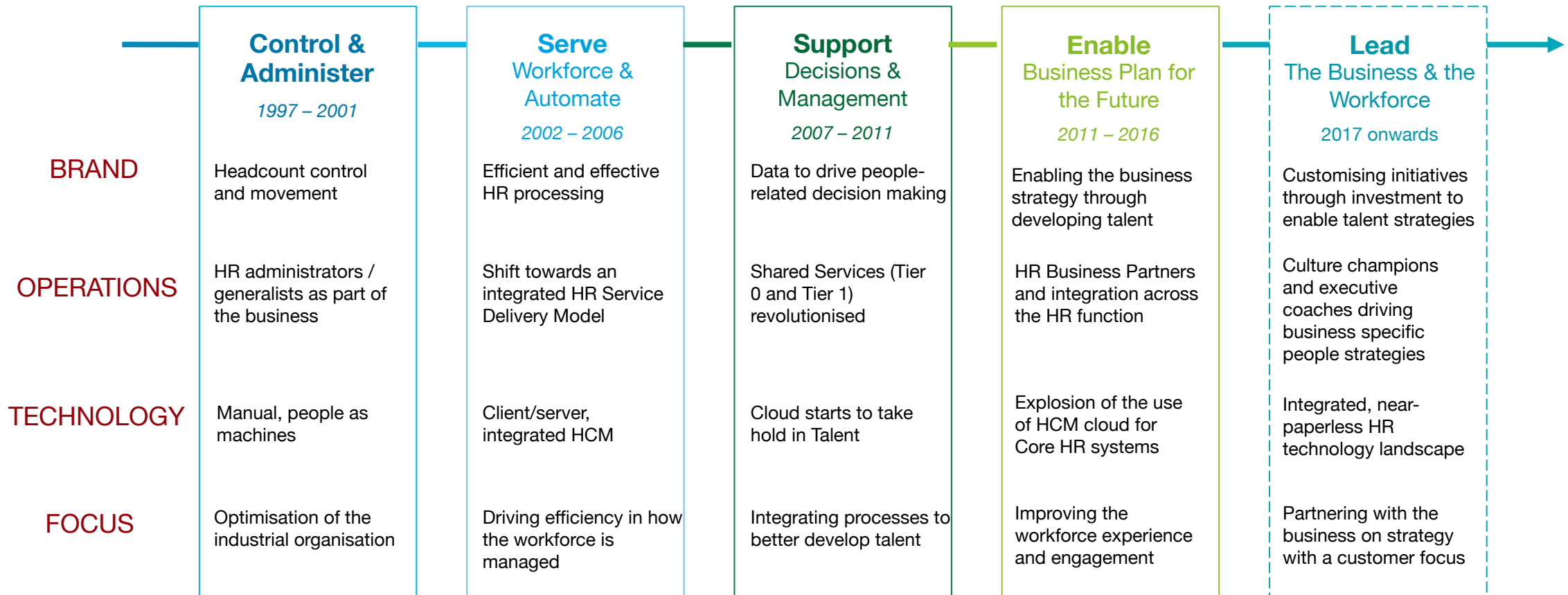
The evolving role of HR

The HR Transformation Journey



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Many businesses have been undergoing HR transformation journeys. Over the past 20 years HR has evolved to meet business demands, and the pace of change is increasing.



Evolution of Human Resources

Source: Deloitte High Impact HR 2017 4

The evolving role of HR

Sustaining innovation and performance



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With the increased scope of HR operations, and the opportunity afforded by technology and automation, the Civil Service has an opportunity to accelerate its evolution of HR, and to position itself to be a truly strategic partner to the business.



In today's world of disruption, there is no better time for HR to take the lead and positively impact workforce productivity.

HR has the opportunity to become a data-driven, strategic partner making commercial, evidence based, people focused decisions, driving the organisation forwards and managing risk.

When HR takes the lead, it is able to navigate the disruptions happening in both the workforce and the business. As a result, we see sustained value, optimised investments and an ability to drive the business into the future.

The evolving role of HR

Critical principles and key characteristics for a high impact HR function



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The key criteria for success when creating a high impact operating model are illustrated below:

Guiding Principles



- **It's about the business** – HR works with the business to align people strategies to business principles
- **Nimble is key** – HR agility, flexibility, coordination, and workforce insights drive high business performance
- **Beyond the organisation** – social networks, customers and the external market play important roles



Key Characteristics

1. **HR Customers** are at the centre of activity and with a bigger voice than ever, driving a critical focus on employee experience
2. **Digital Workplace** empowers and connects the workforce
3. **Workforce Insights** are used to inform the business strategy
4. **The model's strength** is in its seamless interactions
5. **HR Operations** deliver enquiry, data and specialised services, increasing capacity for other HR components in the model
6. **HR Business Partners** use data and analytics to deploy workforce solutions that ensure the business is capable of achieving its strategy



7. **Communities of Expertise** connect experts to develop relevant, data-driven and experience-designed workforce solutions
8. **External Networks & Partners** extend the HR community beyond its walls and add more credibility to workforce solutions
9. **HR Leadership** partners with the business to set the HR vision, culture and priorities that deliver the business strategy
10. **HR Enablers** are fundamental to fueling the credibility of HR and its impact on the business and customers





The future focused HR Operating Model

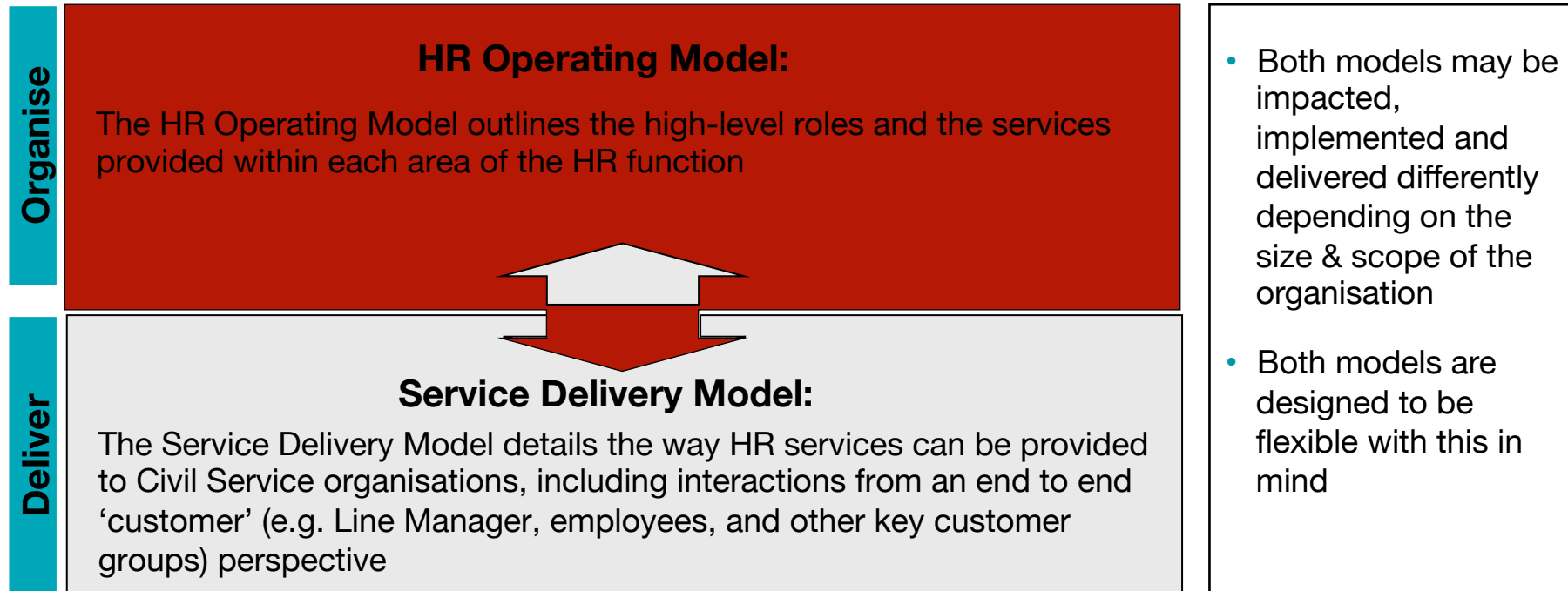
HR Operating Model & Service Delivery Model

Overview



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The links between the HR Operating Model and Service Delivery Model are detailed below:



High level HR Operating Model role descriptions

A consistent definition across the Civil Service HR Operating Model



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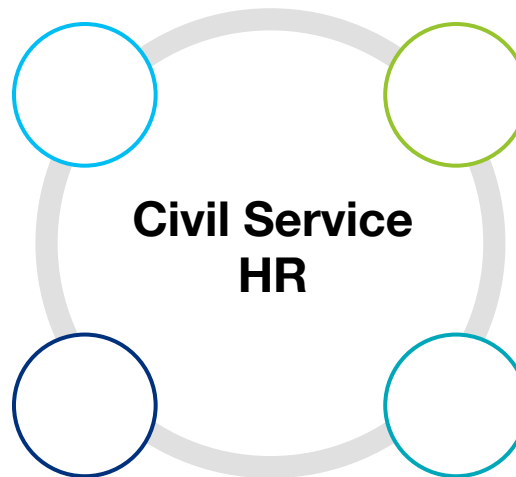
In order to shape the future HR Operating Model, a consistent definition of HR roles is required.

HR Business Partners (HRBPs)

- Implement people strategies and solutions that support business-specific objectives
- Lead initiatives that benefit Civil Service organisations through increased collaborative trust, employee engagement, leadership effectiveness, and workforce productivity
- Advocate and champion the service delivery model within their organisation and the wider Civil Service
- Mitigate people risk and increase HR policy and process adherence

HR Operations

- Deliver HR Operational Services with a deep focus on customer service, employee experience, operational excellence and continuous improvement
- Tier 1:**
- Own and manage the employee experience to enable the ‘moments that matter’ during the employee lifecycle
 - Support the organisation with transactional activities which cannot be completed by self-service facilities e.g. employee questions on benefit allowances
- Tier 2:**
- Provide more specialised expertise in a particular area / function i.e. recruitment
 - Produce reports and analyse data to provide robust insights to the HRBPs / CoEs



Line Managers and Employees

- Are at the heart of Civil Service HR activity and are the primary recipients of HR services
- Resolve a significant proportion of their HR queries through self-service, and take ownership of their HR and personal data via self-service in the first instance
- Line Managers have a high level of involvement in, and accountability for, people management, enabled by self-service
- Their needs shape HR strategy including the services HR offers

Communities of Expertise (CoEs)

- Create and own sustainable and scalable workforce programmes and HR solutions based on user insights and market leading practice research, that incorporate leading practice concepts and enable the workforce to meet Civil Service objectives
- Drive data analytics, research leading practices, and provide thought leadership and subject matter expertise
- Collaborate and integrate across CoEs and other functions to form connected teams of expertise who construct joined up, relevant and desirable HR solutions

The Customer Centric HR Operating Model

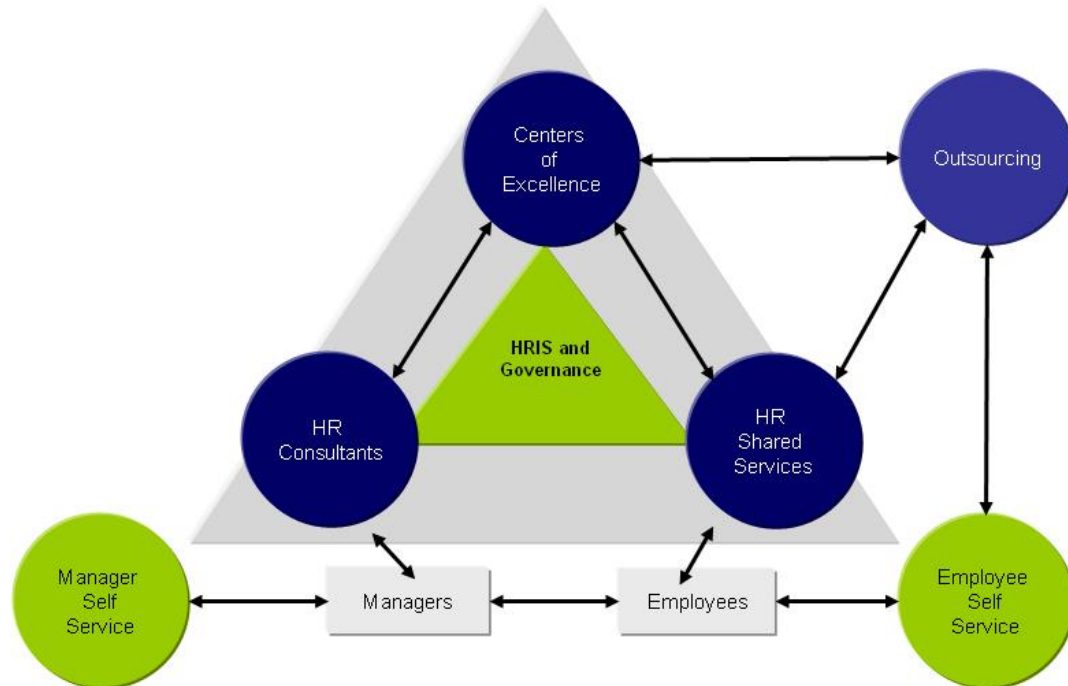
Putting the employee at the centre



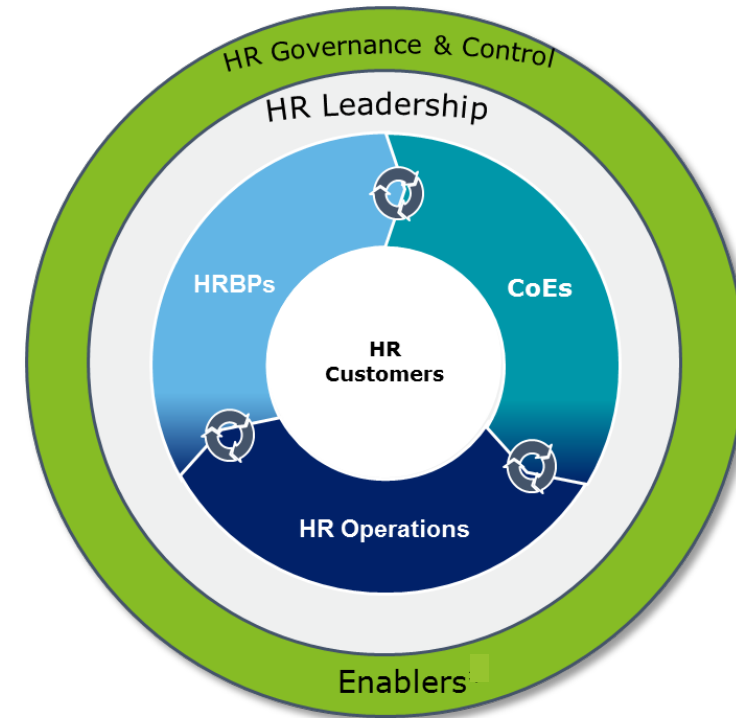
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The HR Operating Model is moving away from a traditional federated, hierarchical HR model to a leading practice model which puts the customers at its centre.

A traditional federated, hierarchical HR model with customers on the outside and siloed HR groups



A customer centric HR Operating model for the Civil Service



Civil Service HR Operating Model

A consistent definition

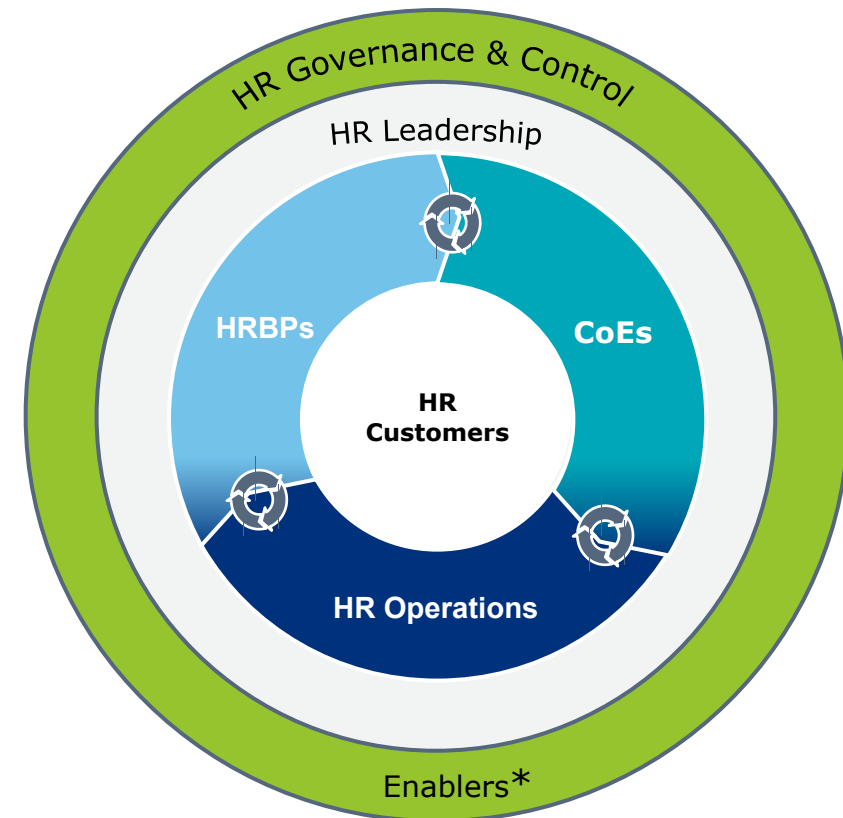


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The future focused HR Operating Model is an evolution of the current framework, designed to support Civil Service organisations and drive high performance in HR through increased agility, flexibility and co-ordination, putting HR customers at the centre.

Model Overview

- The illustration depicts the different components across the future HR Operating Model
- HR Customers (Employees, Line Managers & Leadership) are at the centre of the model reflecting the user centric focus
- HR Customers will primarily be using self-service (Tier 0) to open cases and for HR support
- The initial interaction point with HR for HR Customers is with HR Operations, this is defined as 'Tier 1' in the Service Delivery Model
- HR leadership sits across all areas of the model, and illustrates the continuous integration / interaction between HR Leadership and the rest of HR
- HR Governance & Control, in the outer mode, depicts how the HR function is directed and controlled through aligning the leadership across the HR components and the delivery of services and technology
- Key enablers that support the overall model include data & analytics, enabling technologies and HR capabilities



***Powered by:**

Data and Analytics



Enabling Technology



HR Capabilities



High level HR Service Delivery Model

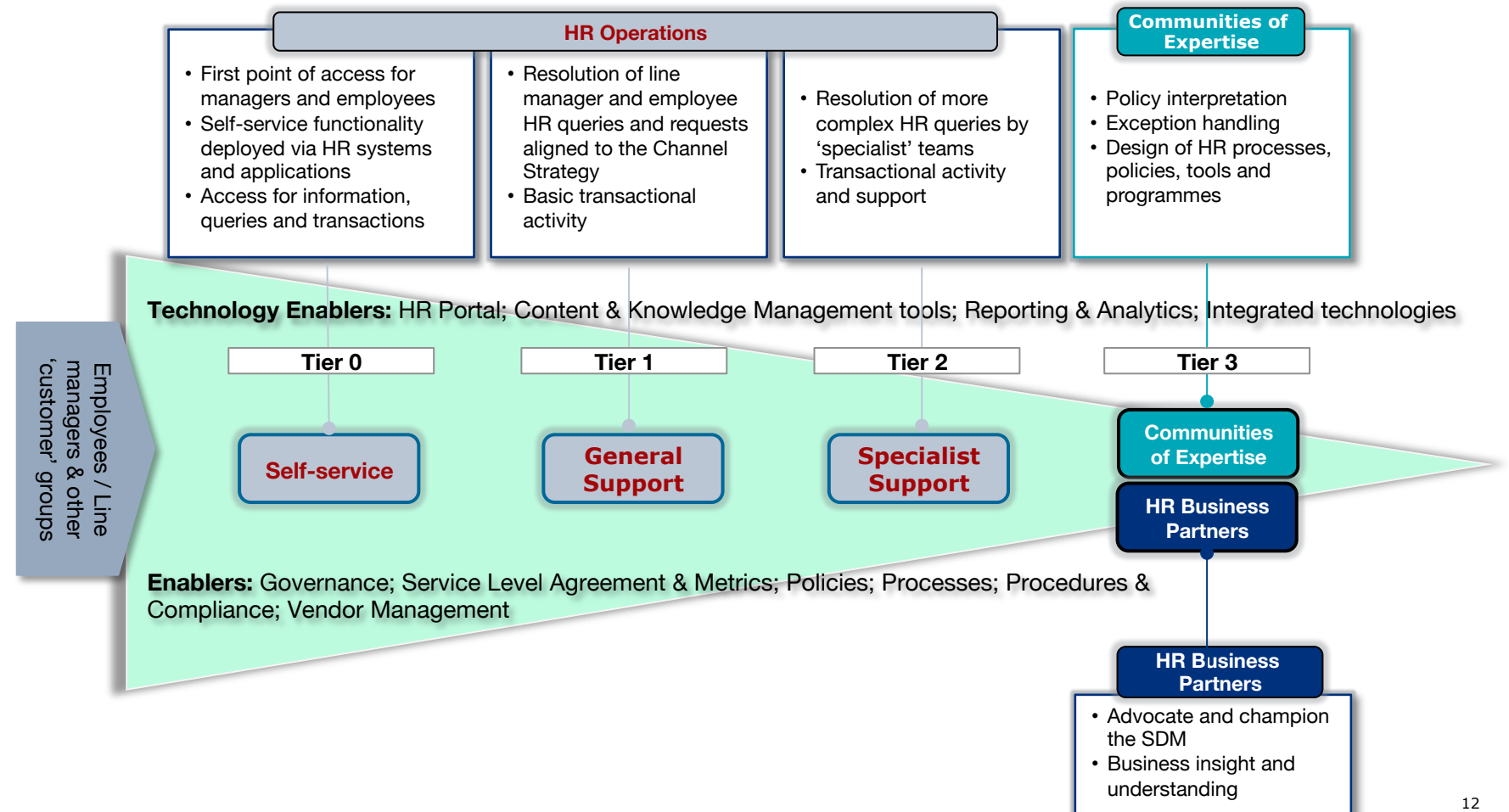
A tiered approach



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The Service Delivery Model (SDM) outlines the way in which HR services may be provided to Civil Service organisations from an end to end customer (employee and Line Manager) perspective. The illustration below depicts how work is distributed through the different tiers within the model.

- The SDM visually depicts the major HR building blocks and interactions to provide the guiding structure for how services are delivered to the different customer segments
- A SDM should focus on:
 - Simplicity, consistency and connected services with clear ownership
 - Utilising a tiered approach to managing HR enquiries
 - Considering everyone who receives HR services, providing clear structures and roles for service delivery
- **Channels** are the methods that employees, managers and HR use to access information and initiate queries and transactions with (e.g. portal, webchat, phone etc.)
- **Tiers** refer to how work is structured and organised within HR Operations





The impact on roles across the future focused HR Operating Model

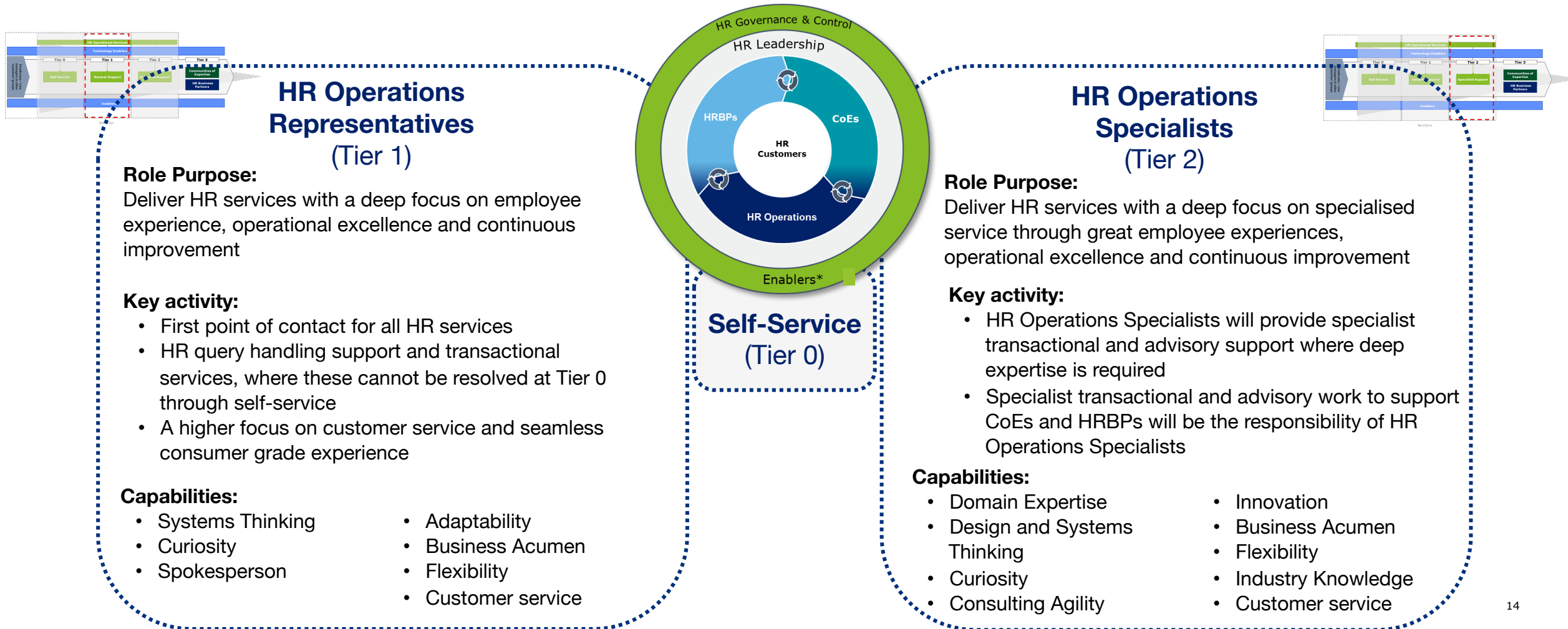
The new role of HR Operations

HR Operations driving efficiency, value and employee experience



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In the new model, HR Operations will play a pivotal role in driving a positive employee experience as well as creating efficiency and value in providing HR Services.



Impact of HR Operations on the HR Operating Model

Transactional and advisory activity



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Roles across the future HR Operating Model will be enabled through transactional, advisory and analytical activity in HR Operations

Transactional Activity

Key changes



Standardisation of processes and the introduction of technology to enable fluid transactional activity, including administrative and repetitive tasks.



Residual transactional activity often performed by HR Business Partners will move to HR Operations. This will give HR Business Partners more capacity to utilise their capability and perform a more strategic, evidence-based role



Transactional activity supporting CoEs is moved into the HR Operations function; this could include organisation and management of talent programmes, and data and analytics on pay and reward



Advisory Activity

Key changes



Where HR queries cannot be resolved through self service, they are initially handled by an HR Operations representative utilising Knowledge Management through Tier 0 and Tier 1. Queries are escalated to HR specialists as required, and managed through a case management tool.



Business Partners and CoEs do not provide basic advice and the majority of enquires are closed by HR Operations.



With more standardisation and less need for variation, CoEs focus on strategy designing HR processes, policies, tools and programmes.



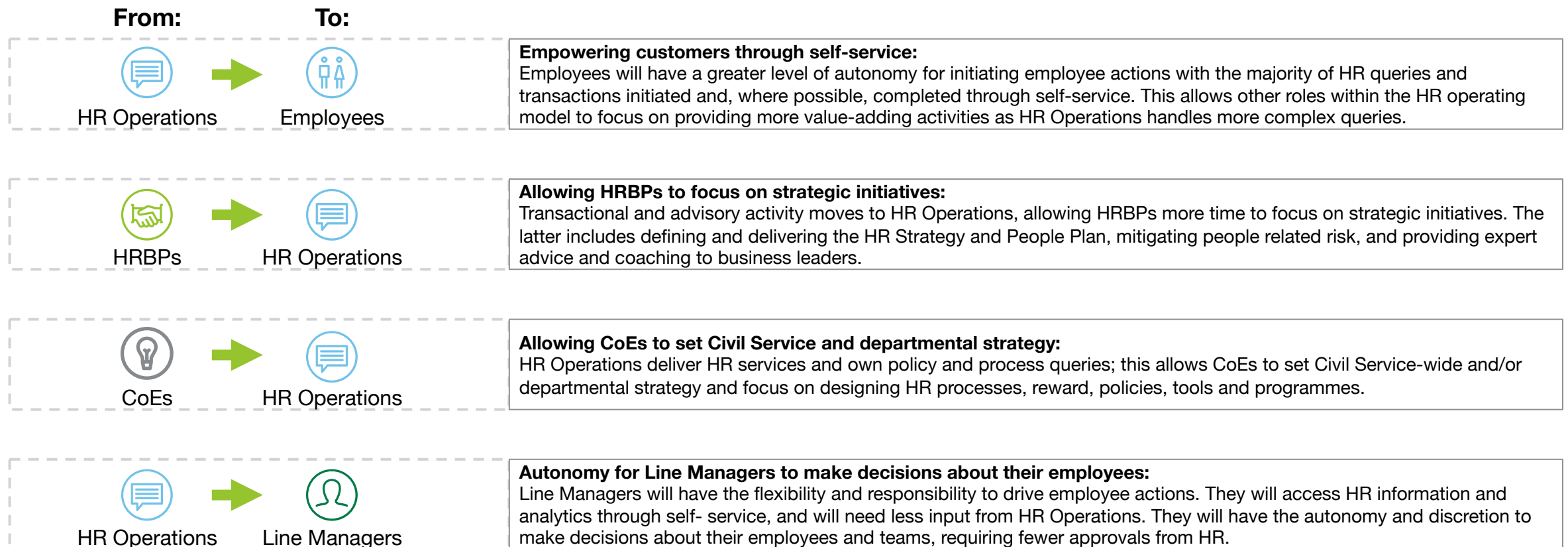
Impact of HR Operations on the future HR Operating Model

Changing responsibilities within the future HR Operating model



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The development of the future HR Operating Model is facilitated through transactional and advisory activity moving into HR Operations, enabling other areas of the HR Operating Model to work more efficiently and effectively.



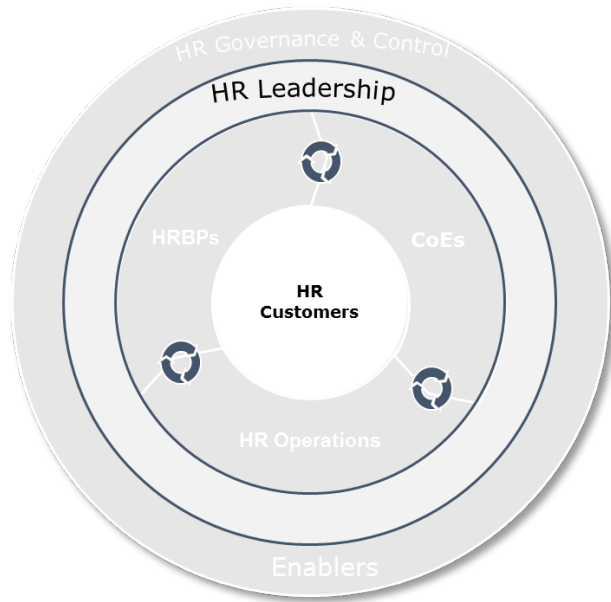
The impact of HR Operations

HR Leadership



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The role of HR Operations, as outlined in the Global HR Design, will impact all roles within the future HR Operating Model including HR Leadership.



Role Purpose

- HR Leadership partners with Civil Service leaders to develop an holistic business and people strategy
- They set the HR strategy and people analytics agenda, informed by the organisation's vision and strategic direction
- They are the stewards, role-models and catalysts for the Civil Service Vision and Code
- They forecast workforce needs in order to address business strategies and proactively respond to an ever-changing environment
- HR Leadership drives the employee experience as a critical priority
- They provide strategic direction for large organisation changes through improved MI
- They drive talent, diversity and positive action

What will change?

- HR Leadership will have improved access to real-time, data-driven insights which will enable them to make informed, proactive and more focused business decisions across the employee lifecycle, thereby facilitating strategic choice
- They will utilise digital technology to provide critical information to HR team members and engage them
- The HR Operating Model will be better integrated to respond seamlessly to unique business needs

Capabilities

- Visionary Leadership
- Business Fluency
- Strategic Thinking
- Visionary Leadership
- Design Thinking
- Innovation
- Relationship Management
- Change Activist
- Leader Developer
- Motivator
- Spokesperson
- Catalyst for the Civil Service-wide culture

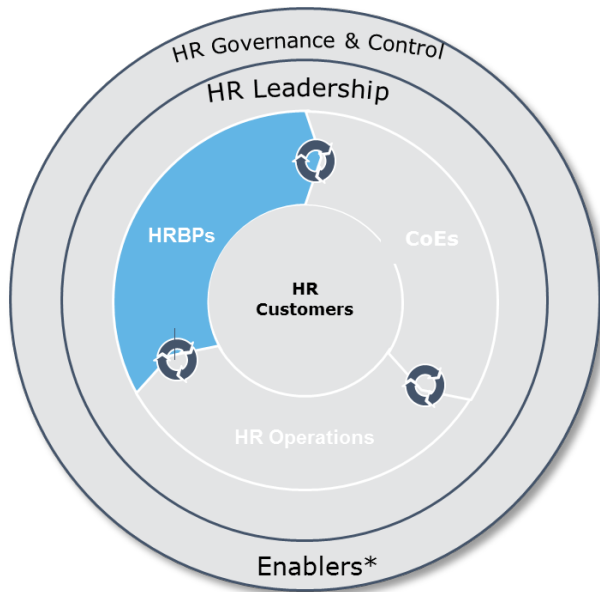
The impact of HR Operations

HR Business Partners (HRBPs)



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The role of the HR Business Partner will be enabled by the increased scope and efficiency of HR Operations.



Role purpose

- HR Business Partners implement people strategies and solutions that support business-specific objectives
- They lead initiatives that benefit Civil Service organisations through increased collaborative trust, employee engagement, leadership effectiveness, and workforce productivity
- They advocate and champion the HR service delivery model
- They mitigate people risk and increase HR process adherence

What will change?

- As transactional and advisory activity is handled by HR Operations, HRBPs focus on partnering their business to provide strategic support
- HRBPs will not be required to support employees on basic queries or transactional activities due to increased use of self-service and scope of HR Operations
- HRBPs will have strong business acumen and are responsible for staying current with cross government people activities and external trends
- HRBPs will have more time to understand market leading practices and bring learnings to their areas
- HRBPs will need to effectively interpret and leverage data and insights with an increased amount of data available

Capabilities

- Consulting Agility
- Business Fluency
- Visionary Leadership
- Emerging Trends
- Adaptability e.g. design thinking and social media savvy

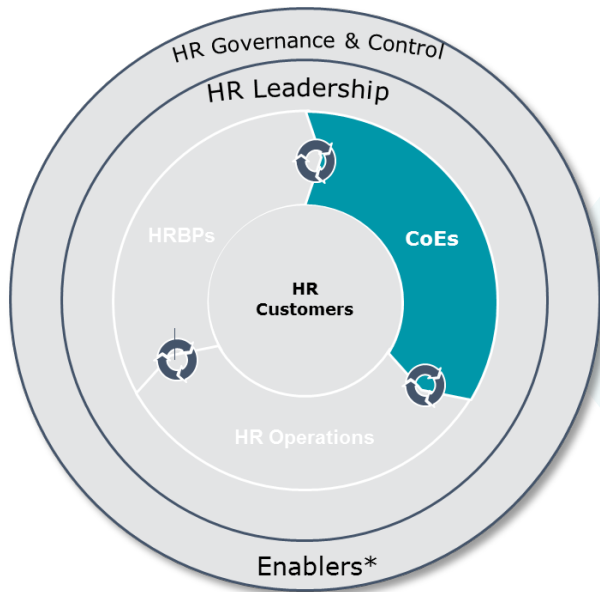
The impact of HR Operations

Communities of Expertise (CoEs)



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The role of the Community of Expertise will be impacted by the increased scope and efficiency of HR Operations.



Role Purpose

- CoEs create and own sustainable and scalable workforce programmes and HR solutions that incorporate leading practice and user research, and enable the workforce to meet Civil Service objectives
- They drive data analytics, research leading practices, and provide thought leadership and subject matter expertise
- They collaborate and integrate across CoEs and other HR functions within the model to form connected teams of experts who construct relevant and desirable HR solutions

What will change?

- CoEs will focus on high value consultative and strategic activity in line with their functional area of expertise
- CoEs will focus on the strategic elements of HR services working closely with HR Operations to execute and deliver
- Dedicated HR Operations will deliver CoE led transactional and advisory activity
- Within the service delivery model, CoEs will not deal with basic employee queries on policy and processes, and instead will only be an escalation point for exceptional complex cases
- CoEs will have time to focus on designing and developing HR tools and programmes based on user research and real time information / data

Capabilities

- Domain Expertise
- Strategic Agility
- Design and Systems Thinking
- Curiosity
- Innovation
- Community Building
- Business Acumen
- Flexibility
- Industry Knowledge
- Thought Leadership
- Research-minded
- Collaboration
- Workforce Analytics
- Measurement
- Learning Agility

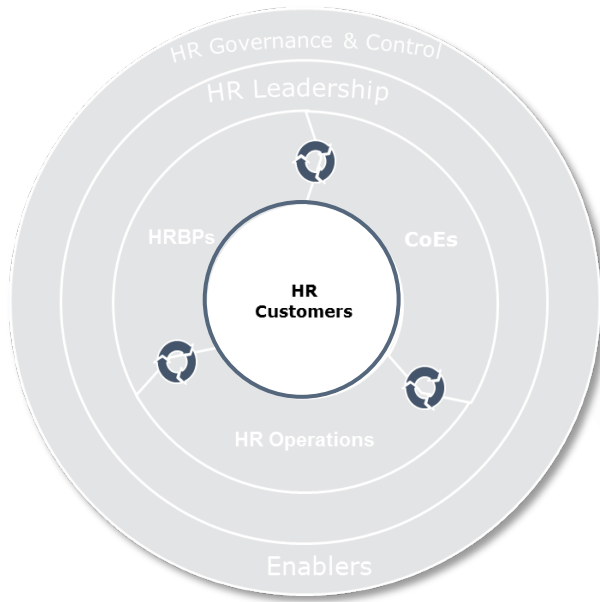
The impact of HR Operations

HR Customers (Employees, Line Managers & Leadership)



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HR's customers including employees, Line Managers and business leadership will sit at the centre of the model.



Role Purpose

- Customers are at the heart of Civil Service HR and are primary recipients of HR services
- They resolve a number of their HR queries through self-service, and take ownership of their HR and personal data via self-service in the first instance
- Line Manager's have a high level of involvement in and accountability for people management, enabled by self-service
- Their needs shape HR strategy including the services HR offers

What will change?

- Employees and Line Managers will be empowered to drive their own people actions with the use of self-service, with clear accountability and support from HR where required
- With an increasing shift to easier self service, HR Customers will be required to change their behaviours to become less reliant on HR
- They will spend less time on query management
- There will be higher quality resolutions to queries and transactions with an improved employee experience from HR Operations
- Line Managers will have autonomy and discretion to make employee decisions helped by accurate data insights to guide and support

Capabilities

- Visionary Leadership
- Business Fluency
- Design Thinking
- Innovation
- Relationship Management
- Consulting Agility
- Adaptability
- Curiosity
- Flexibility
- Agility
- Creativity

Line Manager specific

- Strategic Thinking
- Leader Developer
- Thought Leadership
- Culture Influencer
- Owner and driver of people activities
- Change Manager

Enablers

Enablers that will impact the future HR Operating Model



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There are a number of enablers that will impact the future HR Operating Model.

