Global HR Design:
The Service Delivery Model

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GlobalHRDesign@cabinetoffice.gov.uk
The purpose of this document is to outline a typical HR Service Delivery Model for Civil Service organisations, aligning to the Shared Services Strategy for Government. It provides a framework to show how HR services may be provided to Line Managers and Employees, to support all types of public sector organisations.

Civil Service HR Operating Model and the HR Service Delivery Model: An overview

HR Service Delivery Model: In detail

HR Service Delivery Model: Scenarios
Civil Service HR Operating Model and the HR Service Delivery Model:

An overview
HR Operating and Service Delivery Models

Overview

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

**HR Operating Model:**
The HR Operating Model outlines the high-level roles and the services provided within each area of the HR function.

**Service Delivery Model:**
The Service Delivery Model details the way HR services may be provided to Civil Service organisations from an end to end ‘customer’ (e.g. Line Manager, employees and other key customer groups) perspective.
In order to shape the future HR Operating Model, a consistent definition of HR roles is required.

**High level HR Operating Model role descriptions**

**A consistent definition across the Civil Service HR Operating Model**

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

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.
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.
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

**Technology Enablers:** HR Portal; Content & Knowledge Management tools; Reporting & Analytics; Integrated technologies

**Enablers:** Governance; Service Level Agreement & Metrics; Policies; Processes; Procedures & Compliance; Vendor Management

**Communities of Expertise:**

- HR Business Partners
  - Advocate and champion the SDM
  - Business insight and understanding

**HR Operations**

- First point of access for managers and employees
- Self-service functionality deployed via HR systems and applications
- Access for information, queries and transactions

- Resolution of line manager and employee HR queries and requests aligned to the Channel Strategy
- Basic transactional activity

- Resolution of more complex HR queries by ‘specialist’ teams
- Transactional activity and support

**Communities of Expertise**

- Policy interpretation
- Exception handling
- Design of HR processes, policies, tools and programmes
HR Service Delivery Model:

In detail
HR Service Delivery Model

HR contact strategy / query management

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**Tier 3**
- CoE/HRBP support
- Exceptional queries / Process and policy changes

**Tier 2**
- Specialist support
- Specialist Queries / Complex Requests / Complex Cases

**Tier 1**
- General Support
- General Queries / Triage / Simple Cases

**Tier 0**
- Self-service
- General queries / reports/ self-service activity

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**Business Leaders**
- Exceptional queries / Process and policy changes

**Line Managers**
- Specialist Queries / Complex Requests / Complex Cases

**Employees**
- General Queries / Triage / Simple Cases

**External customers e.g. alumni/ candidates**
- General queries / reports/ self-service activity

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**Good Practice Query Resolution**
- Low volume: <2%
- 8-10%
- 20-25%
- 65-70%

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**Escalation routes**
- **Tier 3** business leaders have direct access to their HRBPs. Only by exception will other employee queries be handled at this tier.
- **Tier 2** provides departmental and cross-Civil Service specialist support for a range of areas such as recruitment, learning, talent and casework.
- **Tier 1** provides the platform for general enquires that cannot be resolved through self-service. This includes basic policy interpretation.
- **Tier 0** provides self-service functionality to the customer. If the query cannot be answered through self-service then the customer can contact an HR Operations representative at Tier 1 through a variety of channels.

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HR Service Delivery Model

HR sourcing strategy

Diagram for indicative purposes only

- Tier 0: Self-service
  - Portal, cognitive agent, automated tools
  - Majority Organisations
  - Minority organisations

- Tier 1: General Support
  - Shared Services / BPO
  - In-house HR

- Tier 2: Specialist support
  - Shared Services / BPO
  - Cross-government HR Services

- Tier 3: CoE/HRBP support
  - HRBPs / Communities of Expertise

Good Practice Query Resolution

Sourcing arrangement

- The majority of departments aligned to the Government Shared Services strategy utilise a shared services arrangement at Tier 1 and Tier 2 for HR Operations
  - Majority Organisations
  - Cross-government HR Services activity spans both the HR Operations Specialist teams and the CoEs. HR Operations Specialists provide advisory and delivery support whilst CoEs provide the strategic design and process ownership
- For small organisations it is recognised that it may be as effective to utilise an in-house HR team to perform HR operations activities
  - Minority organisations
  - Cross-government HR Services activity provides strategic design and process ownership
  - CoEs will provide cross-government support to design tools and people processes. Some CoE specialists will also sit within departments depending on the size and scope.

- Low volume: <2%
  - Majority Organisations
  - CoEs will provide cross-government support to design tools and people processes. Some CoE specialists will also sit within departments depending on the size and scope.

- High volume: 65-70%
  - Majority Organisations
  - CoEs will provide cross-government support to design tools and people processes. Some CoE specialists will also sit within departments depending on the size and scope.

- Medium volume: 8-10%
  - Majority Organisations
  - CoEs will provide cross-government support to design tools and people processes. Some CoE specialists will also sit within departments depending on the size and scope.

- Very high volume: 20-25%
  - Majority Organisations
  - CoEs will provide cross-government support to design tools and people processes. Some CoE specialists will also sit within departments depending on the size and scope.
HR Service Delivery Model:

Scenarios
Bob has opened a new bank account and needs to update his details on the HR system.

**Scenario 1: Self-service**

Tier 0

Bob, an employee, has recently changed his bank and needs to update his details on the HR system. It's important he does this quickly so he can ensure he gets paid correctly. Bob goes onto the HR portal through his mobile and uses the self-service functionality to input his new details.

Case Resolution

Bob receives an automatic notification confirming his details have been updated.

**Key**

- **Employee / Line Manager initiating a query**
- **HR Operations Tier 1 & 2**
- **HRBP / CoE Tier 3**
HR Service Delivery Model
Scenario 2: Maternity process

Sandie has recently found out that she is pregnant and she wants to understand the department’s maternity process.

Start

Tier 0
Sandie accesses the HR portal and uses a chat bot to quickly find all the relevant maternity leave and pay information.

Tier 1
Sandie is unsure of a couple of points related to how the maternity policy and guidance applies to her so she calls an HR representative for clarification.

Case Resolution
Sandie has all the information she requires and the case is closed.

Key
- Employee / Line Manager initiating a query
- HR Operations Tier 1 & 2
- HRBP / CoE Tier 3

Technology Enablers: HR Portal; Content & Knowledge Management tools; Reporting & Analytics; Integrated technologies

Enablers: Governance; Service Level Agreement & Metrics; Policies; Processes; Procedures & Compliance; Vendor Management

End
Talha is concerned one of his team members is underperforming and is not on target to pass their probation.

Talha receives an automatic email that his direct report’s probation is due to expire in a month’s time. He reviews all the performance conversations, both informal and formal, on the HR portal and decides to contact HR to discuss next steps.

An HR Operations Specialist contacts Talha to discuss the case. They review all the evidence gathered during the team member’s probation. The decision is taken not to extend their probationary period and the Operations Specialist supports Talha through the dismissal process.

Talha conducts a final probation review and dismisses his team member with the support of the Operations Specialist inline with government policies. Talha is satisfied that they have followed a fair process and received the support he required.

**Key**
- Employee / Line Manager initiating a query
- HR Operations Tier 1 & 2
- HRBP / CoE Tier 3
Jennifer, a Line Manager, feels her team would benefit from a specific training course but can’t find the particular offering.

HR Service Delivery Model
Scenario 4: Requesting a new learning offering

Jennifer goes onto the HR portal to search for learning offerings for her team but cannot find what she is looking for.

Jennifer opens a webchat with an HR Operations Representative to discuss her team’s learning requirements.

The Operations Representative escalates her case to a HR Operations Specialist to discuss Jennifer’s learning needs in more detail.

The HR Operations Specialist contacts Jennifer to discuss the learning requirement. The specialist explains that they don’t currently have the learning offering but gives Jennifer advice around the different offerings her team can access to support. He logs the learning requirement.

The Operations Specialist analyses that a number of similar requests have come in across government and reports the needs to the Learning CoE. The CoE review the demand against budget, business requirements and developments in the market and design a new learning offering. Jennifer is advised a new offering is now available.

Jennifer is happy that her team are being provided with the appropriate development to support them to deliver in their roles effectively.

Key
- Employee / Line Manager initiating a query
- HR Operations Tier 1 & 2
- HRBP / CoE Tier 3