



Global HR Design: The Service Delivery Model

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The Service Delivery Model

Purpose and Contents



Civil Service HR

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

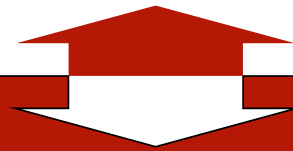


Civil Service HR

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

High level HR Operating Model role descriptions

A consistent definition across the Civil Service HR Operating Model



Civil Service HR

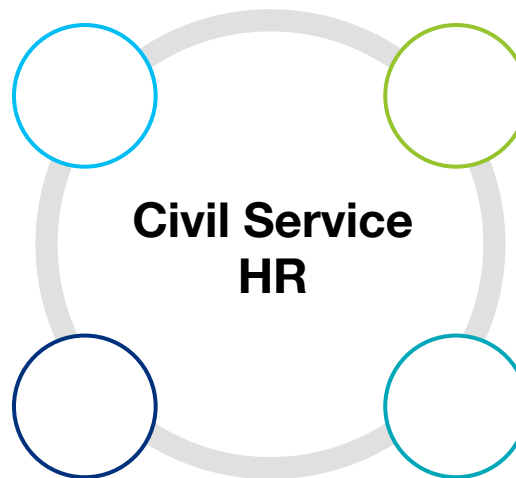
In order to shape the future HR Operating Model, a consistent definition of HR roles is required.

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

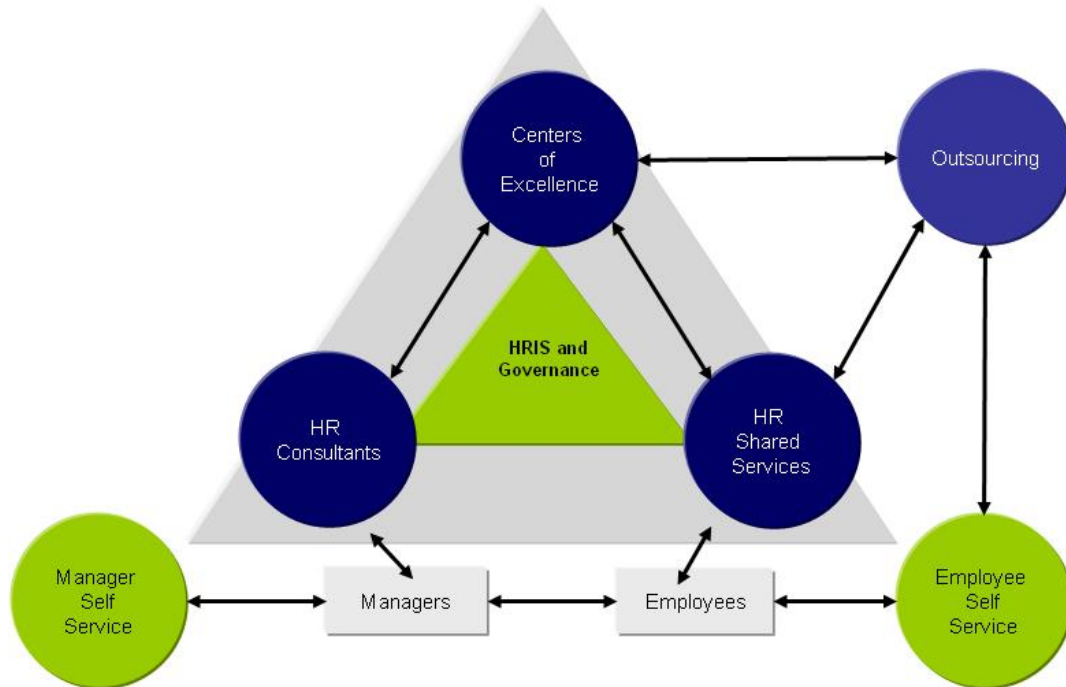
Putting the employee at the centre



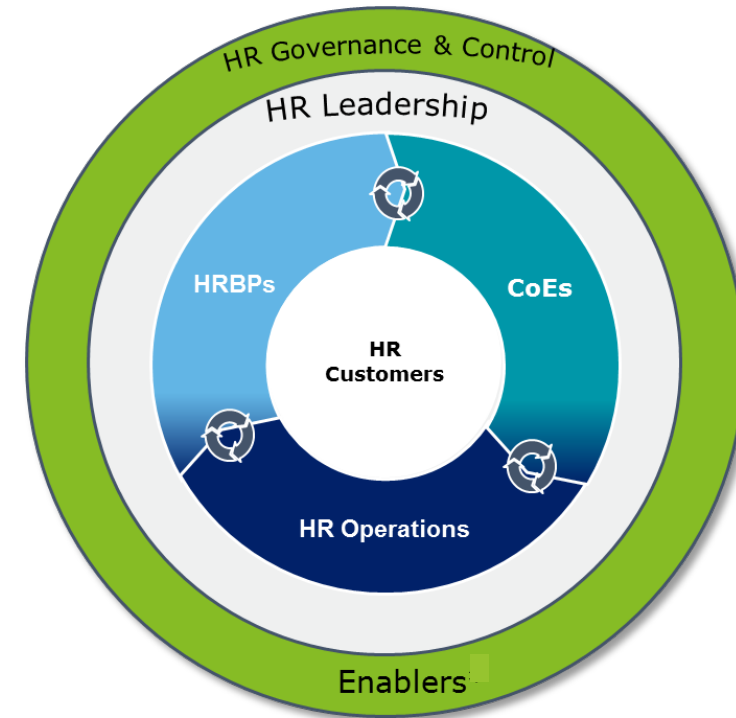
Civil Service HR

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

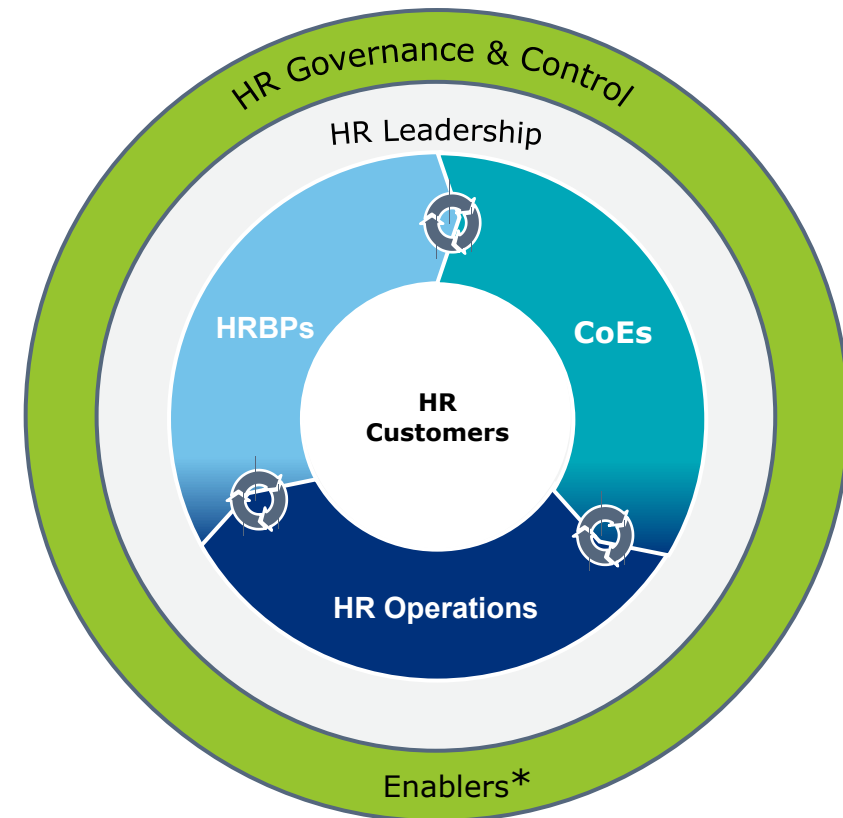


Civil Service HR

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

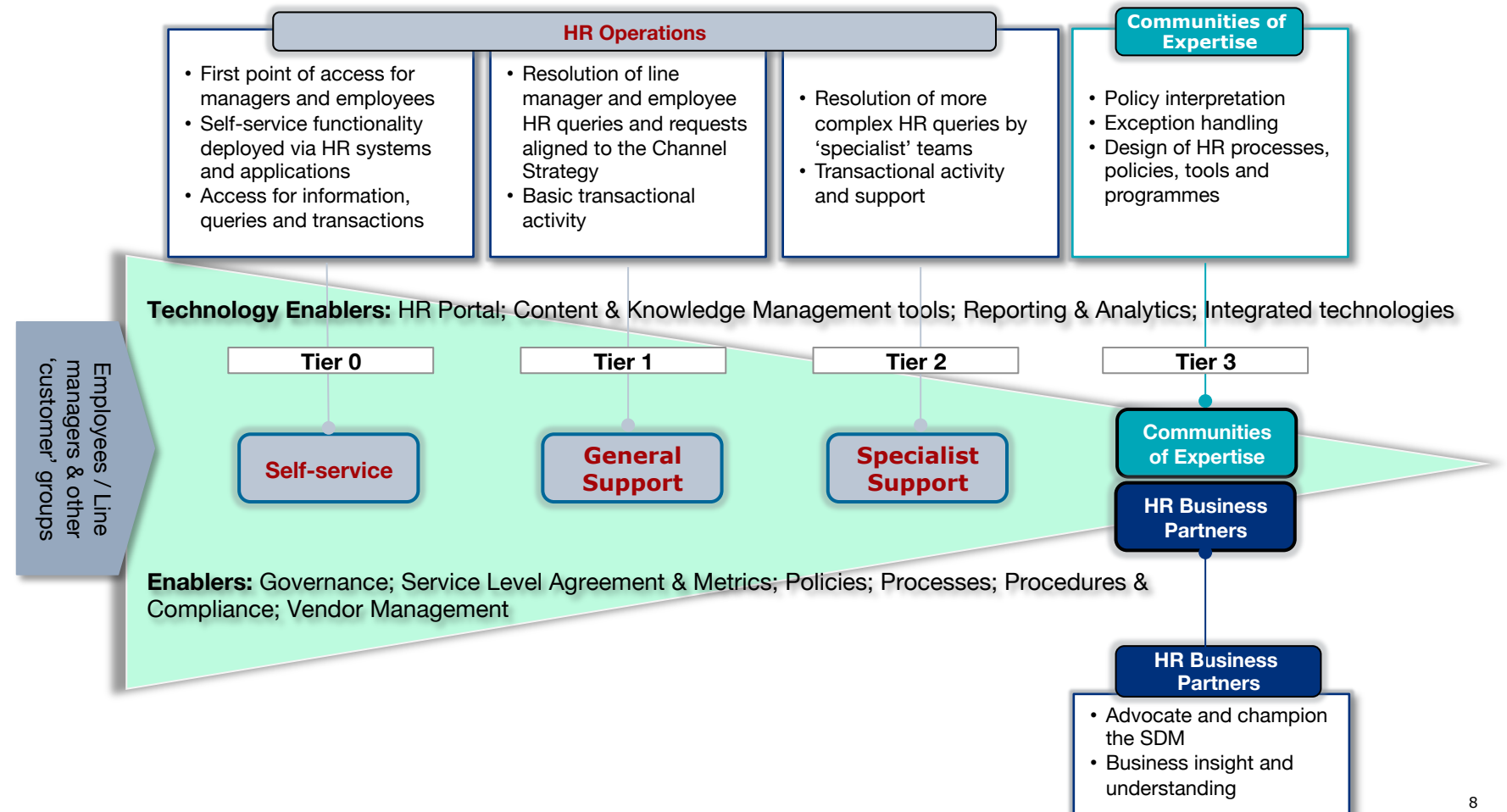
A tiered approach



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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





HR Service Delivery Model:

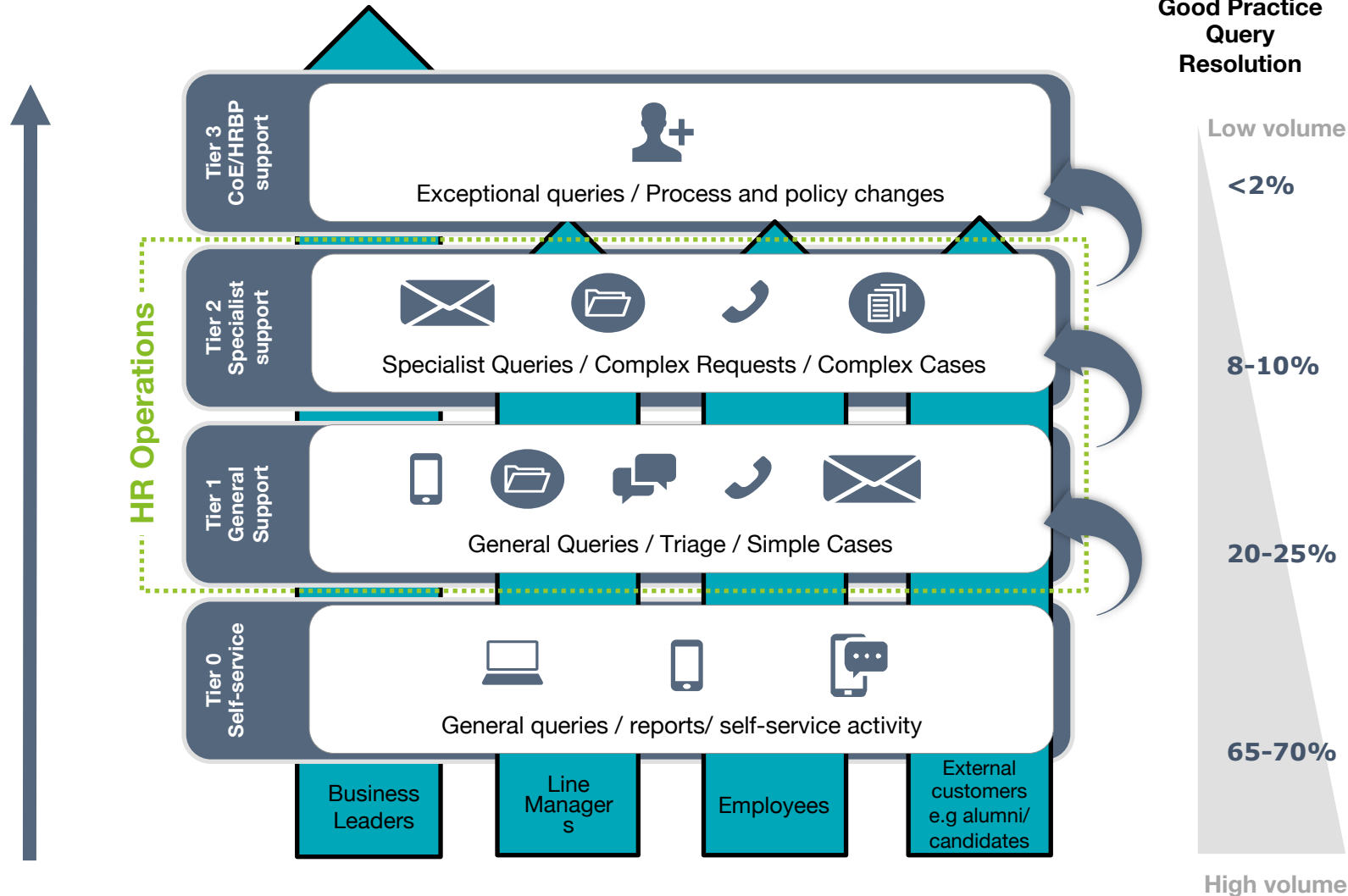
In detail

HR Service Delivery Model

HR contact strategy / query management



Civil Service HR



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

HR Service Delivery Model

HR sourcing strategy



Civil Service HR

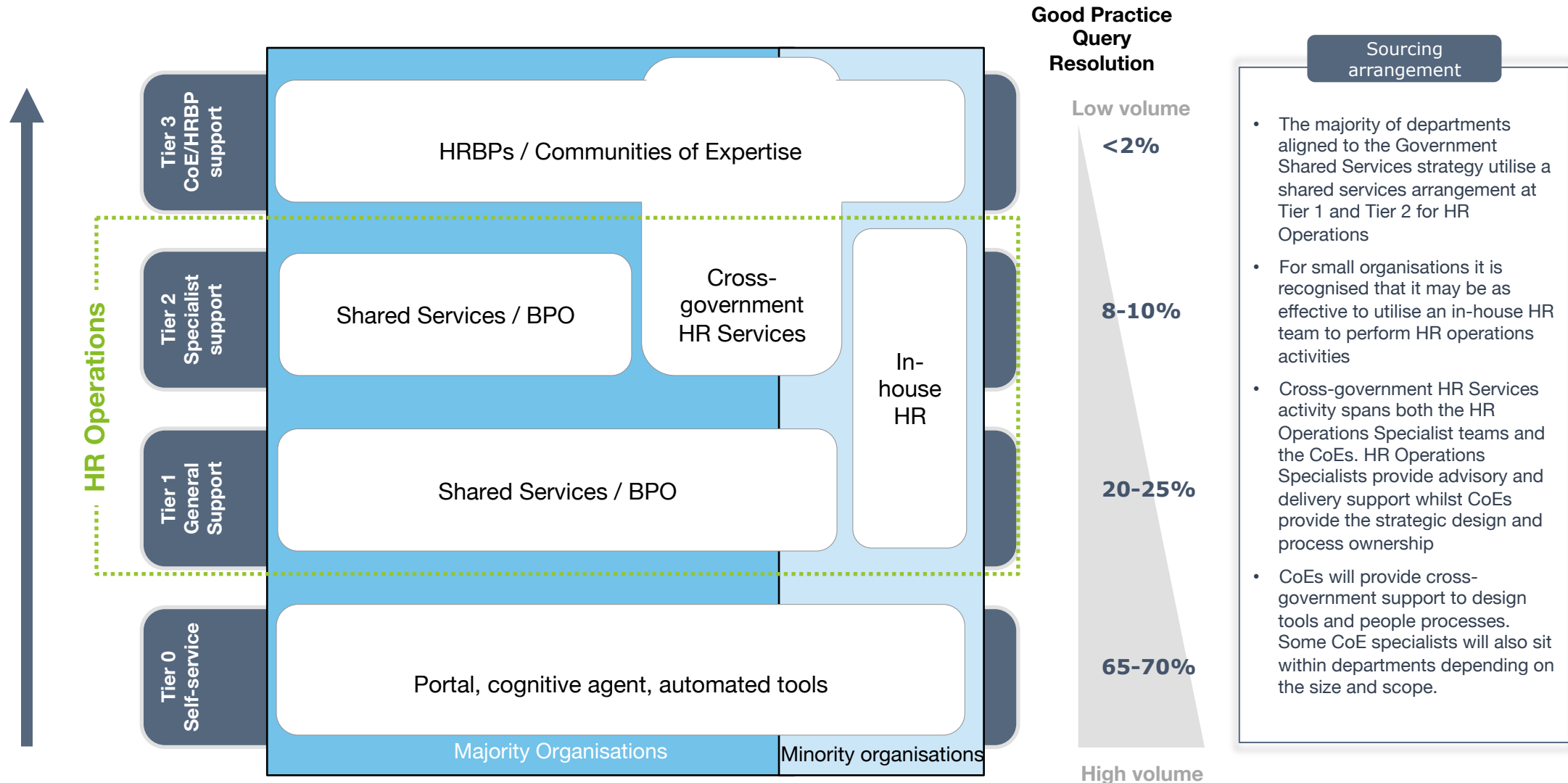


Diagram for indicative purposes only



HR Service Delivery Model:

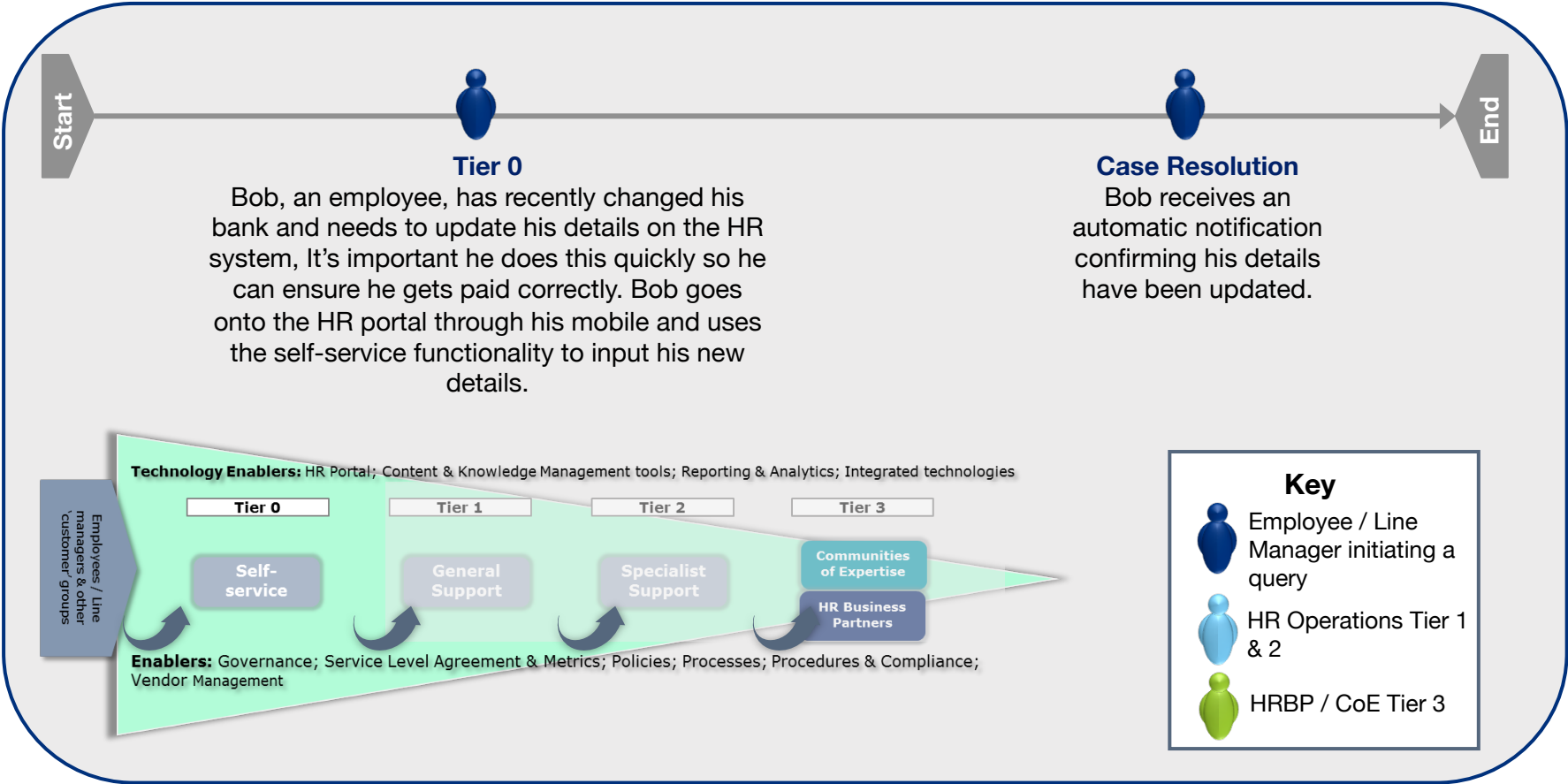
Scenarios

HR Service Delivery Model

Scenario 1: Self-service



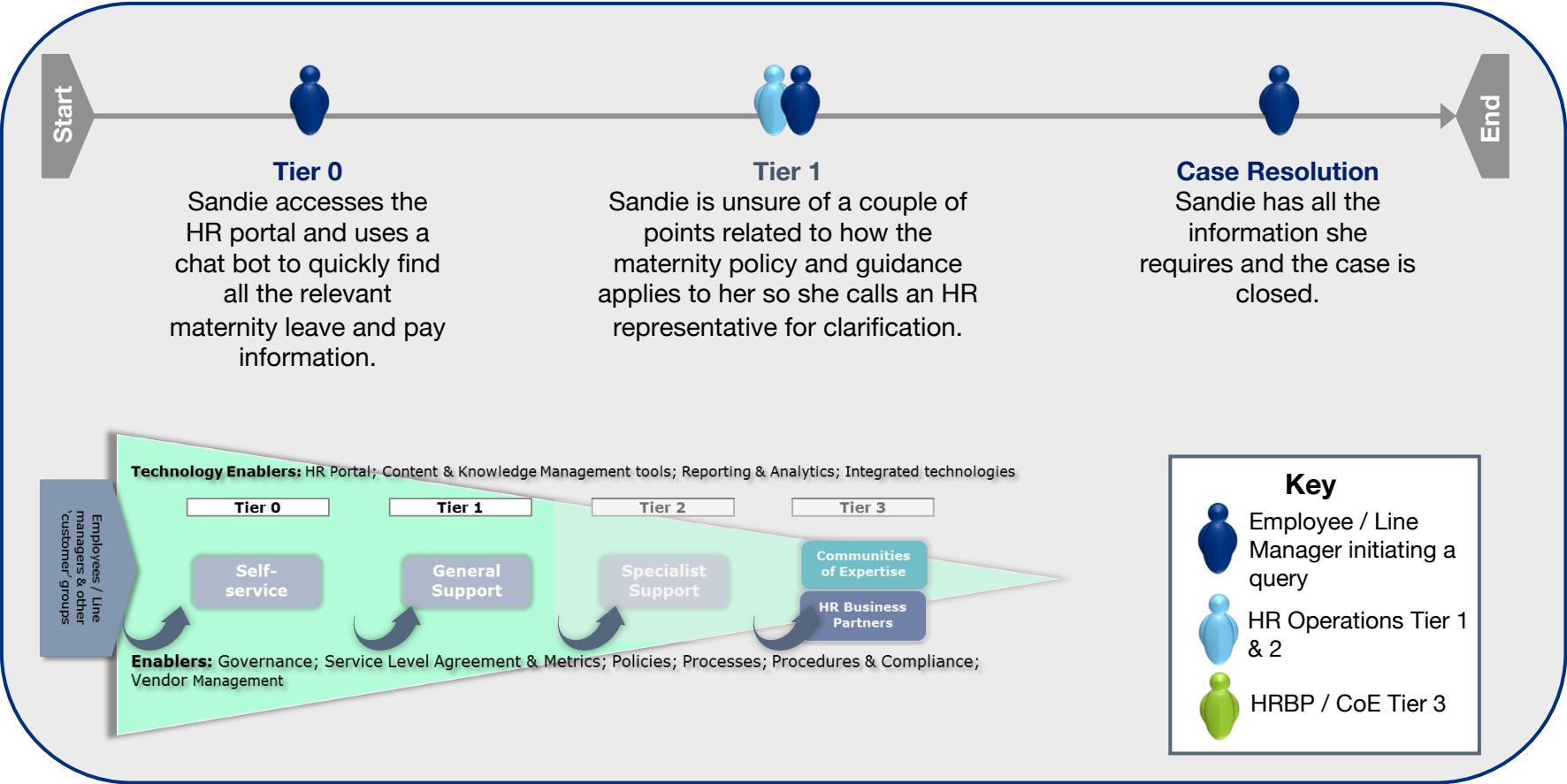
Bob has opened a new bank account and needs to update his details on the HR system.



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.

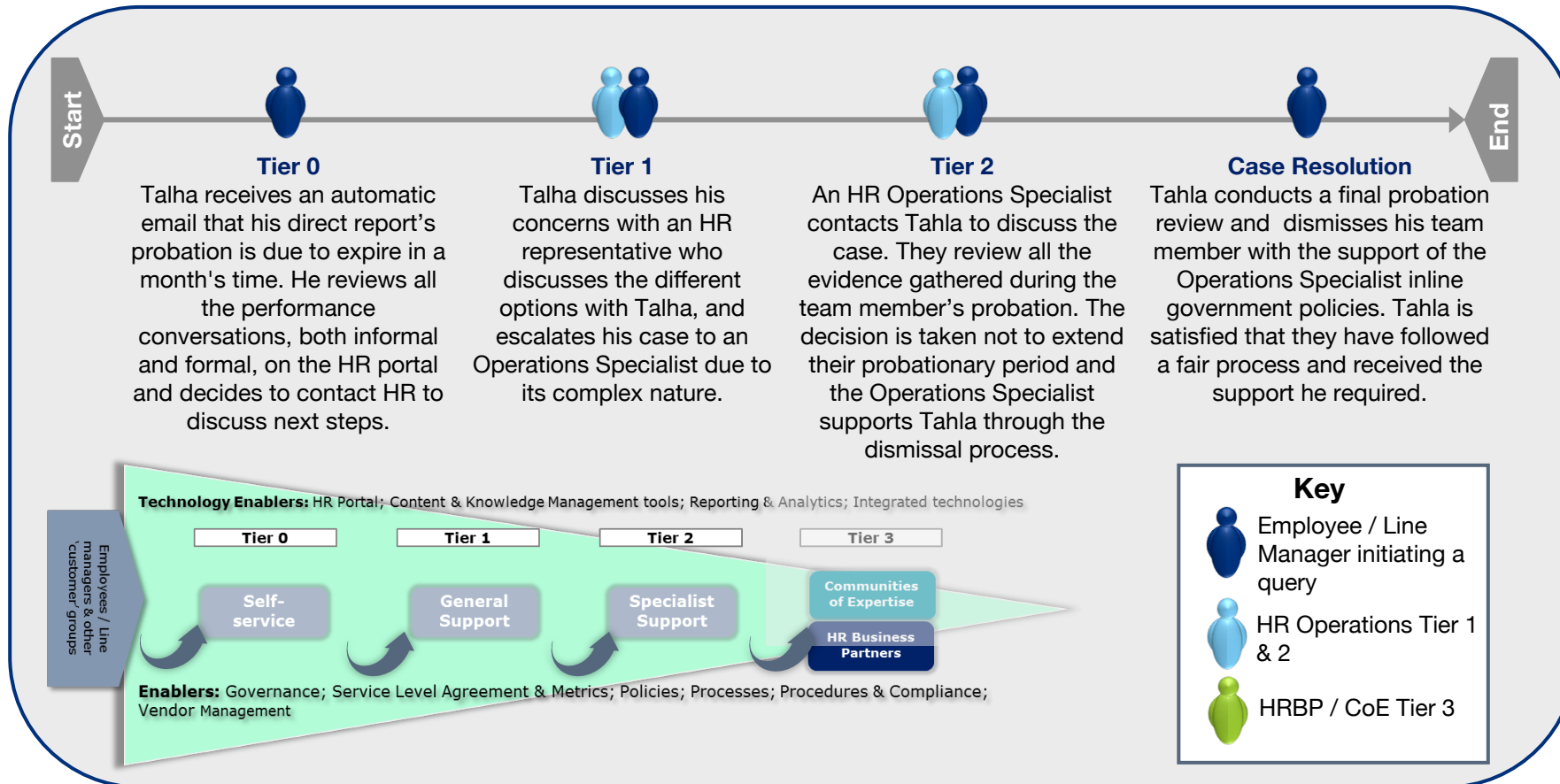


HR Service Delivery Model

Scenario 3: Probation review



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



HR Service Delivery Model

Scenario 4: Requesting a new learning offering



Jennifer, a Line Manager, feels her team would benefit from a specific training course but cant find the particular offering.

