



Civil Service HR

Global HR Design:

The Role of the Line Manager

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The role of the Line Manager

Purpose and content



The purpose of this document is to provide some background, guidance and a framework about what the Line Manager role looks like in the Global HR Design.



Introduction



Current trends impacting the role of the Line Manager



Role of the Line Manager in the Civil Service



The Changing Role: Change interventions and lessons learnt



Employee role definition



Appendix





What is the Global HR Design?

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



Global HR Design drivers

The drivers for Global HR Design are:

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



Implications of Global HR Design on the role of the Line Manager

The Line Manager role is a key role in many Global HR processes.

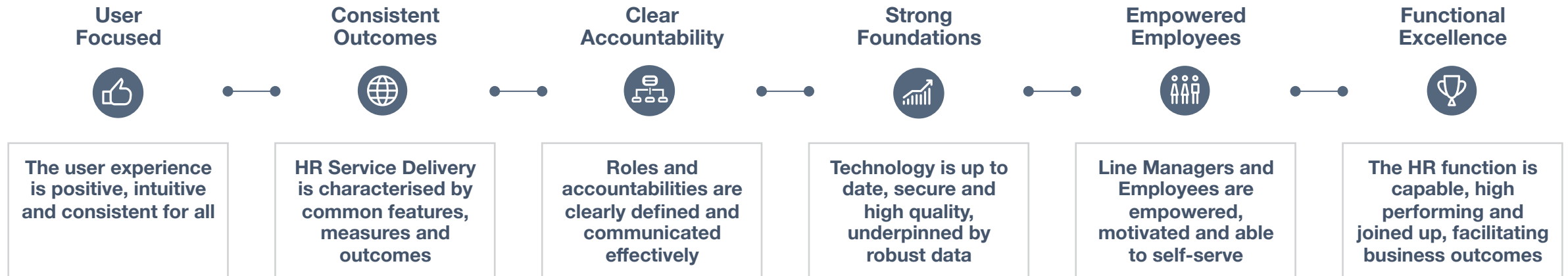
This document aims to provide advice and support around standardising the evolving role of the Line Manager across the Civil Service.

Guiding Global HR Design Principles

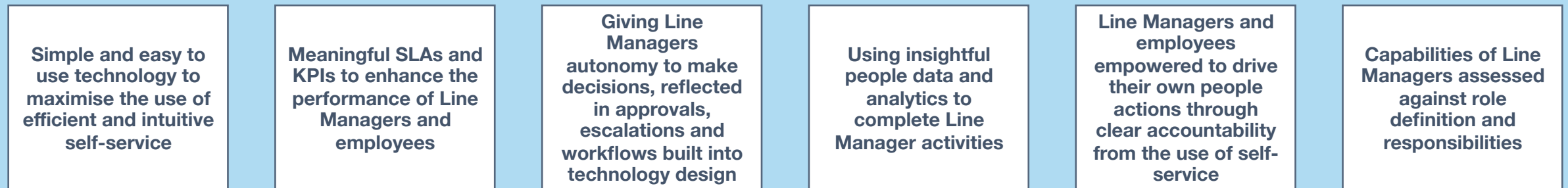
Implications on the role of the Line Manager

Civil Service Global HR Design Principles were established to enable the delivery of world class HR services. In aligning to these principles there is an impact on the role of the Line Manager.

Overarching Design Principles



Implications of the Design Principles on the role of the Line Manager



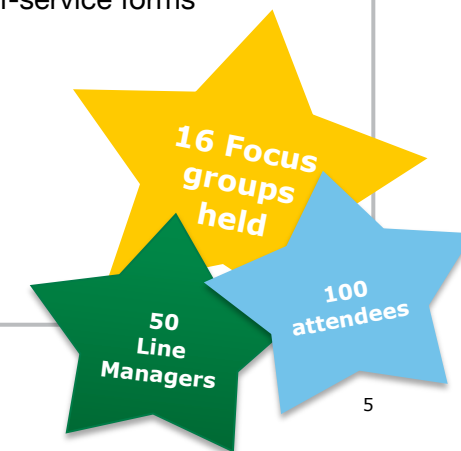
The current role of Line Managers across the Civil Service

Insight from focus groups August – September 2017



Five key themes arose about the role of the Line Manager during HR and employee focus groups with departments. The feedback provided has been used as input to defining the role of the Line Manager in the future.

Lack of communication from HR	Inconsistencies of Line Managers between departments	Insufficient Line Manager training	Insufficient support for Line Managers	Upskilling of capability needed
<ul style="list-style-type: none"> • Lack of communication when employees join a department • Inaccurate advertisements of the role, leading to the wrong person being hired for the role • Employee working patterns are not communicated to HR e.g. employees who cannot travel are hired into a role where travel is required • Managers are not being informed when employees have been approved to transfer departments, affecting workforce planning 	<ul style="list-style-type: none"> • Line Managers often use personal connections to get advice on employee matters; those without connections often do not get support for their queries • Line Managers often use their discretion, causing inconsistencies in areas such as absence recording • Inconsistencies in approvals and visibility for transfers, e.g. if Line Manager approval is required • Often Line Managers do not want to lose high quality individuals so do not communicate career progression or development opportunities as well as they should 	<ul style="list-style-type: none"> • New or transferring managers are not given adequate training to be able to fully understand their day to day role • Managers do not feel well supported on how to effectively manage teams • Easily digestible refresher training courses are required instead of referring managers to lengthy guidance materials • Specific training should be made available for Line Managers on a broad range of topics to support them in dealing with different scenarios 	<ul style="list-style-type: none"> • Line Managers require more support to deal with sensitive situations • Managers currently do not have the right toolkits to deliver good quality inductions to new joiners. Many employees see the manager as a crucial element of the induction process • Along with leadership training, Line Managers need further support and guidance in process and system training 	<ul style="list-style-type: none"> • Managers require upskilling to support new joiners through induction, currently there is a gap in capability for managers being able to properly induct candidates • A need for appropriate training to teach managers how to perform these ‘HR like’ activities was identified e.g. helping employees fill in self-service forms



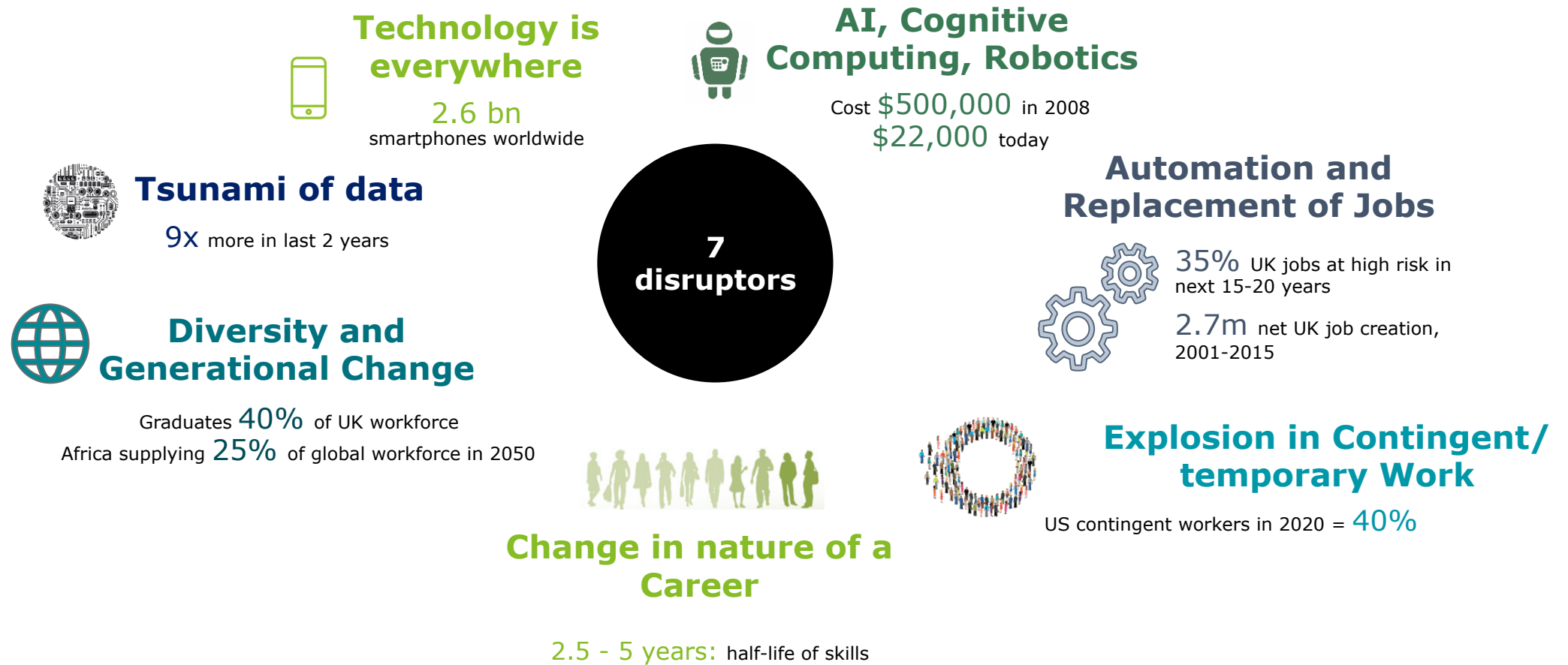


Current trends impacting the role of the Line Manager

Current Trends

The future of work

Technological, demographic, political and economic shifts are disrupting the world of work.



Current Trends

The evolving role of the Line Manager in a digital landscape



With the technological, demographic, political and economic shifts in the workplace, there is a need for Line Managers to evolve their **skills** and **behaviours**.



The changing work environment means that Managers need to be **agile** and **creative** to effectively adapt, and interpret information as it is provided to them



With an increasing shift to **'self service'** managers and employees must change their behaviours to become less reliant on HR



Managers will need to **drive culture**, innovation and continuous improvement with an employee centric mind-set



The culture of work is complex and ever changing, Managers need to be able to effectively **navigate** and **engage** with a number of generations now within the workplace



Managers are required to **take ownership** of people issues such as performance management – no longer can managers say 'HR have told me to do this'



With new technologies and ecosystems managers need to be able to **lead segmented workforces** keeping people connected and engaged

Current trends

Leaders need to think, act and react differently to enable success in a digital world



Leaders also need to adapt their behaviours to effectively navigate organisations in this new digital world.



- Conceptualising possibilities in a virtual world
- Handling ever-increasing cognitive complexity
- Thinking divergently about new ways of doing things
- Making decisions quickly without all of the information



- Adapting to constantly shifting power and influence
- Collaborating with ease across many different teams
- Valuing the contribution of new work partners and different interest groups
- Investing huge amounts of energy into getting things right; try, fail, try again



- Tolerating an environment of risk and ambiguity
- Showing resilience in the face of constant change
- Being brave in challenging how things are being done
- Having the confidence to take the lead in driving change

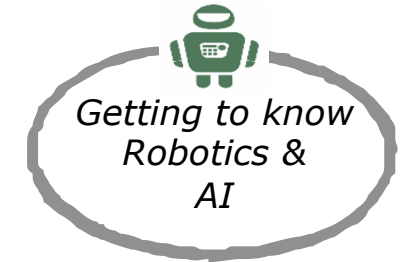
Current Trends

The impact of technology



Civil Service HR

The increased use of technology in the workplace accelerates the need for the role of the Line Manager to evolve; this includes the ways in which Line Managers currently work.



Positive impact	<ul style="list-style-type: none"> ✓ Line managers can quickly access information, perform basic transactional tasks and resolve queries at the click of a button through self-service 	<ul style="list-style-type: none"> ✓ Access to the HR Portal through mobile technology ✓ Flexibility accessing data and information from different locations ✓ Better collaboration - easy access to file sharing software 	<ul style="list-style-type: none"> ✓ Easy access to data and reports to aid decision making ✓ Wider range of reports with a breadth of data available ✓ Greater insights for managers to leverage ✓ Comprehensive dashboard analytics 	<ul style="list-style-type: none"> ✓ Automated notifications can be used to prompt Line Managers with key information e.g. reminders to schedule catch ups ✓ Less time spent on repetitive mundane work
Possible challenges	<ul style="list-style-type: none"> ❖ Perception that more time will be spent filling out self-service forms ❖ Reliance on HR to explain process for basic activities on self-service 	<ul style="list-style-type: none"> ❖ Product updates originating from cloud providers may cause system changes and impact capability ❖ Civil Service security must be upheld 	<ul style="list-style-type: none"> ❖ Quality of the data in the system will determine the quality of outputs ❖ Ensuring data ethics is abided to 	<ul style="list-style-type: none"> ❖ Initial implementation of automation may take time ❖ The migration of processes could be disruptive ❖ Human aspect of HR may be less visible
Managing the change	<ul style="list-style-type: none"> ➤ Training and guidelines on how to conduct processes and use the platform ➤ HR Portal to have guidelines around when HR support is necessary ➤ User friendly channels can be used to access self-service, e.g. mobile 	<ul style="list-style-type: none"> ➤ Assess changes and select optional features as appropriate ➤ Technology is separated from service in Government Shared Service Strategy, leading to greater autonomy to manage relationship with provider; providers will be engaged to ensure security is upheld 	<ul style="list-style-type: none"> ➤ Ensure data cleansing activities are built into implementation planning ➤ Up-skill / review capability of managers to appropriately leverage insights from reports ➤ Only necessary data will be collected and will be transparent 	<ul style="list-style-type: none"> ➤ Plans for pilot processes and further roll out should be included in implementation timelines

Enabling the new role of the Line Manager

The impact of technology



Technology enablers will support driving a positive Line Manager experience.

Since cloud has been implemented, my team have been able to collaborate much better. They can access the systems from home so I'm able to give my team more flexibility working across multiple locations, which helps give them a better work life balance.

I save so much time because I no longer need to chase HR for updates on my query. The portal clearly shows the status of my case with comments from the HR representative assigned to it. I also appreciate being able to check this at any time from my mobile.

The Line Manager multi-channel training courses have helped me handle difficult performance conversations with my team. I can now coach my team members to thrive.



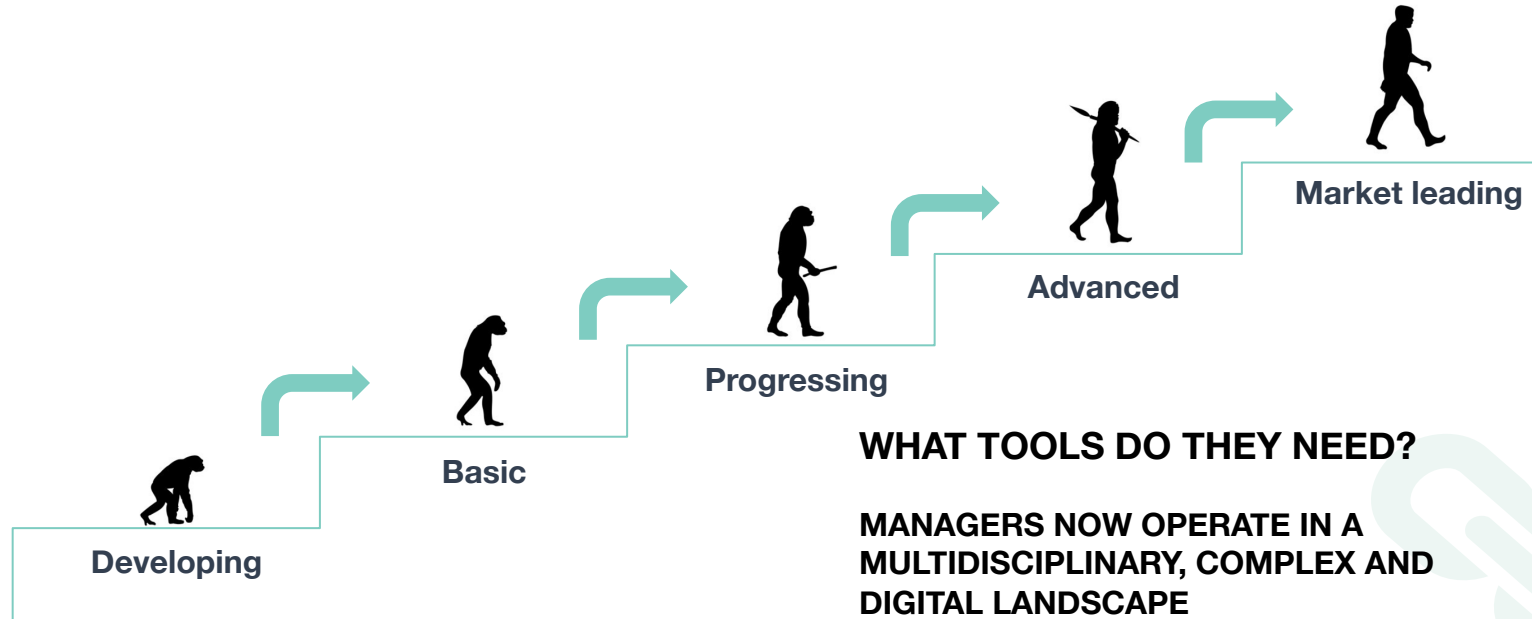
I've noticed HR has more availability to deal with my complex issues and have meaningful conversations now that I can use the system to process things myself.

HCM notifications are sent to my mobile which update me on changes to the HCM system, I am now instantly informed when a request has been approved.

Due to a lot of my queries being processed through self-service, I now have more time to focus on leading and managing my team. I am able to get more involved in our talent reviews and conversations and spend more time understanding the needs of my team.

Current Trends

The evolving role of the manager



HOW WILL THEY BE SUPPORTED?

TECHNOLOGY AND TALENT INITIATIVES UNDERPIN MANAGER ACTIVITY AND FOCUS ON MANAGER DEVELOPMENT

An effective and integrated HR system allows managers to have quick and timely support in a range of ways such as mobile. HR tools and resources are comprehensive and managers can leverage them to drive talent initiatives. Training is targeted and relevant, it is delivered in a range of ways to support and develop Line Managers in being successful in this evolving role.

WHAT ROLE WILL THEY PLAY?

THERE IS GREATER EMPHASIS ON MANAGERS TO OWN AND DRIVE THE TALENT AGENDA

Managers are now seen as the integral link between the organisation's strategic vision and employee engagement. Managers are now expected to drive talent initiatives such as Talent reviews, succession planning and wellbeing

WHAT TOOLS DO THEY NEED?

MANAGERS NOW OPERATE IN A MULTIDISCIPLINARY, COMPLEX AND DIGITAL LANDSCAPE

Managers are required to have a breadth of skills including strong functional knowledge, commerciality and pastoral skills. Being equipped in all these areas will support the organisation and the employee to navigate this complex landscape.



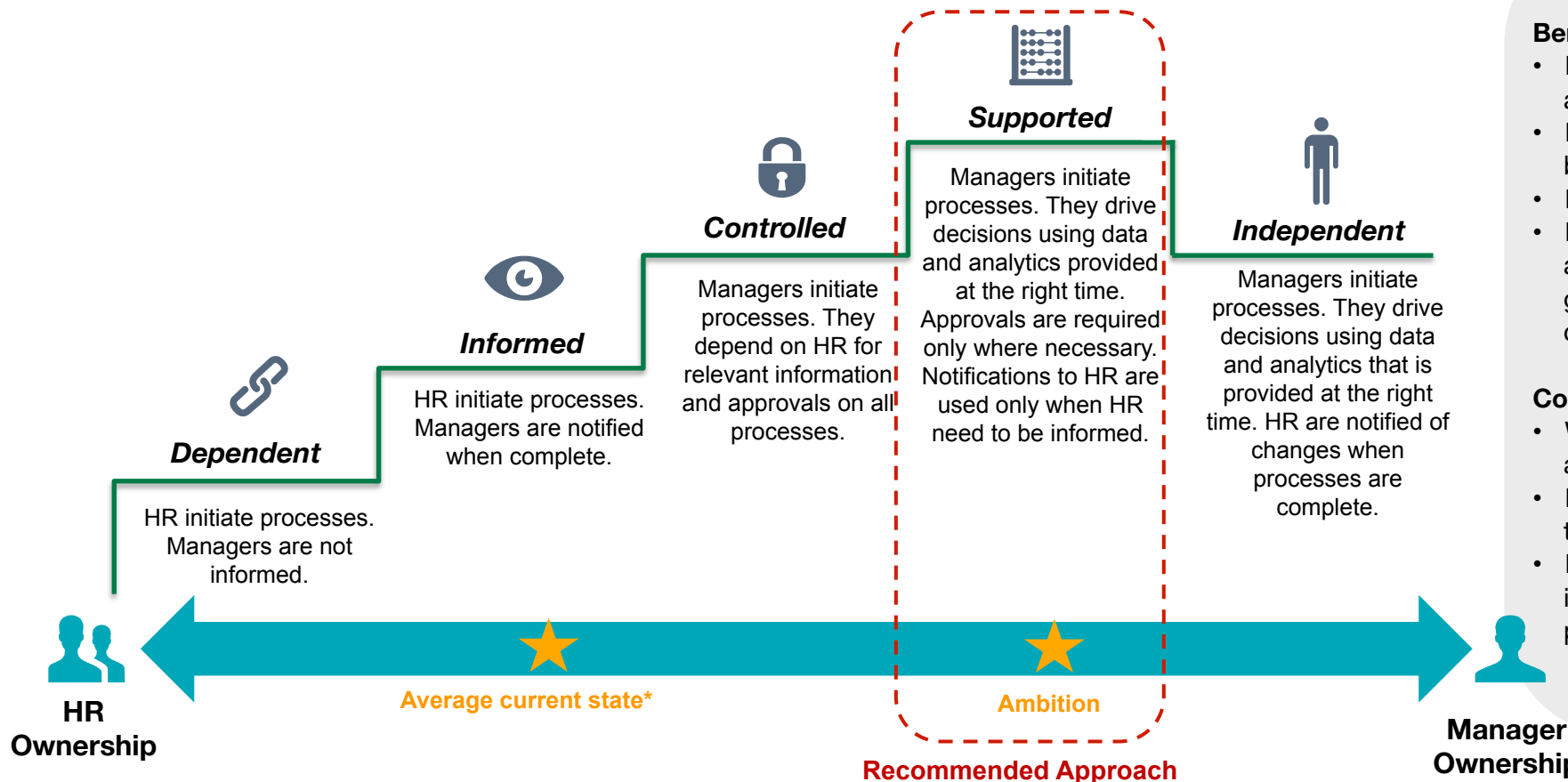
The role of the Line Manager in the Civil Service

Level of Line Manager ownership

Recommended approach



The scale below shows the suggested approach to the developing Line Manager role by considering how dependent they will be on Line Manager support.



Why is 'Supported' our recommended approach?

Benefits:

- Managers have accountability for people activities and take ownership
- Managers are able to make informed decisions based on insights
- Decision making is more efficient
- HR is informed, and guidance is provided as appropriate. HR continues to play a role in the governance of the organisation to ensure fair and consistent outcomes.

Considerations:

- With increased HR ownership managers have limited ability to steer and drive their teams forward
- Managers rely on HR for basic queries, reducing their time to work on more complex queries
- In a more independent environment there may be increased risks due to a lack of controls to ensure policies and procedures are implied with

* Each department varies. As such the current state illustrates the average level of support.

Level of Line Manager ownership

Example scenario



A Line Manager has been approached by a valued member of her team who wants to go on career break. She is aware that the length of break may be dependent on tenure but is unsure of specific details. She is also concerned about the impact on her team headcount.



Manager informs HR that Employee wants to go on Career Break



HR engages with Employee and Manager to receive details of request



HR places Employee on Career Break in the HR system



Manager informs HR that Employee wants to go on Career Break



HR engage with Employee and Manager to receive details of request



HR place Employee on Career Break in the HR system



Manager receives a notification to inform them of Leave details



Controlled

Manager speaks to HR to understand Leave balance available to Employee based on length of service



Manager places Employee on Career Break in the HR System



HR validates that the Leave request is within policy and approves accordingly



Managers receive a notification to inform them of Leave details



Supported

Manager easily accesses Career Break policy on the HR Portal



Manager places Employee on Career Break in the HR System and is presented with team headcount so they can assess resourcing impact



Validations are built into the HR System to ensure that the request is within policy



HR receive a notification in to inform them of Leave details



Independent

Manager easily accesses Career Break policy on Portal



Manager places Employee on Career Break in the HR System and is presented with team headcount so they can assess resourcing impact



Validations are built into the HR System to ensure that the request is within policy

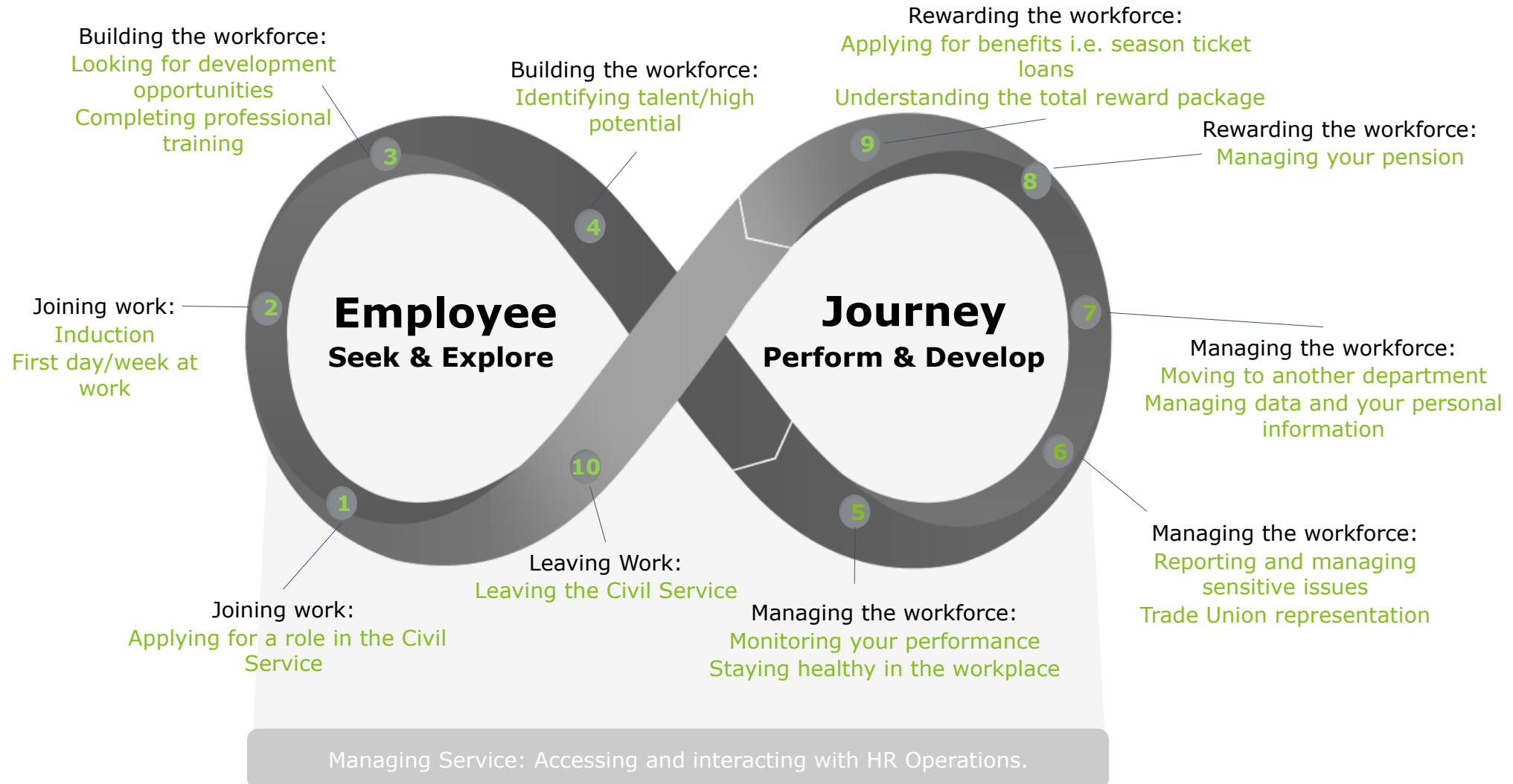
The Employee Journey

Key moments for an employee during their Civil Service journey



Civil Service HR

The employee journey below maps out the key stages in an employee's journey throughout their Civil Service career. The following slides highlight the role of the Line Manager throughout each of these stages, and take into account the recommended level of ownership.



Joining Work

The role of the Line Manager



Applying for a role in the Civil Service

Expectations of the Line Manager role:

- Use the appropriate template, tailor a standard job description to attract the appropriate candidates
- Follow the fair and open interview procedure for all candidates, both internally and externally
- Provide feedback to the recruitment team on interviews
- Once confirmation of acceptance from the candidate is received, call to congratulate the candidate on offer
- Monitor the pre-employment check and vetting process and keep in touch with the successful candidate

1

Joining Work

2

First day/week at work

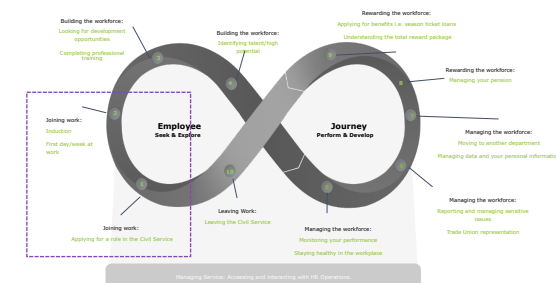
Expectations of the Line Manager role:

- Engage with the employee prior to their first day
- Provide employees with a buddy to help support them
- Be well prepared for the employee joining by completing the Onboarding checklist
- Provide time to new employees to help understand their strengths and development points to set performance objectives
- Ensure mandatory introductory training is complete

Induction

Expectations of the Line Manager role:

- Provide an insightful introduction into the organisation and team
- Explain the expectations of new employees and the support available to them
- Provide employees with the tools they need to perform their role



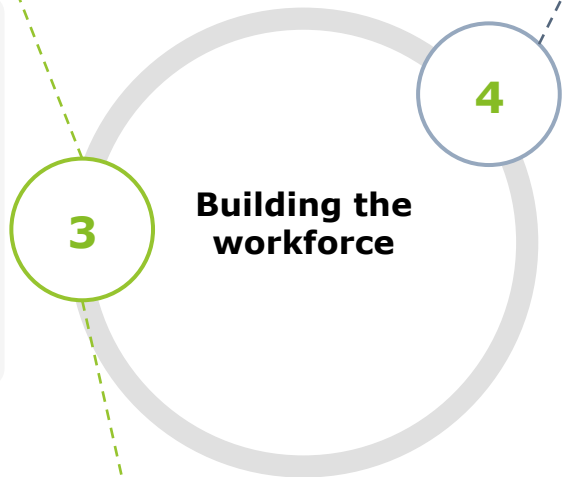
Building the workforce

The role of the Line Manager

Looking for development opportunities

Expectations of the Line Manager role:

- Proactively identify learning needs
- Have regular performance conversations and conduct the annual performance review
- Provide continuous on-the-go support and encourage informal learning opportunities such as shadowing or mentoring
- Be aware of the learning and development offering and encourage the employee to partake if relevant
- Monitor employee development plans



Identifying talent/high potential

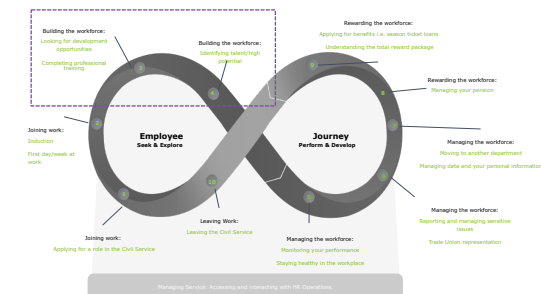
Expectations of the Line Manager role:

- Allow employees to continuously develop themselves, either through training or in their day to day roles to help employees stretch themselves and remain motivated
- Use analytics to identify high performers
- Participate in formal talent reviews across the department to represent high potential team members

Completing professional training

Expectations of the Line Manager role:

- Be aware of the learning and development professional offering and encourage the employee to partake if relevant
- Align team objectives with business priorities
- Monitor progress through Line Manager dashboard
- Monitor course completion deadlines dates for employees



Managing the Workforce

The role of the Line Manager

Monitoring your performance

Expectations of the Line Manager role:

- Provide continuous performance feedback to employees instead of a single end of year review
- Create development plans for those who need extra support, understanding if there are external reasons for underperformances
- Use dashboard analytics to help pre-empt any issues before they occur
- Prepare performance improvement plans for employees who need support with performance

Staying healthy in the workplace

Expectations of the Line Manager role:

- Understand how best to support employees with queries and issues regarding wellness in the workplace
- Support flexible working requests where possible
- Make workplace adjustments for employees who need support and reasonable adjustments for disabled team members
- Conduct return to work conversations for employees returning after sick leave, monitoring overall absence levels

Moving to another department

Expectations of the Line Manager role:

- Take accountability for driving the OGD transfer process for employees
- Have open discussions on cross-Civil Service careers and how this will be beneficial for employee development
- Comply with approvals processes and notifications in a timely way
- Discuss employee feedback before the employee moves role; uploading of feedback into the HR system

Managing the Workforce

Reporting and managing sensitive issues

Expectations of the Line Manager role:

- Understand the process for escalating sensitive issues
- Support employees in reporting and managing sensitive issues
- Ensure employees understand the appeal process should this be necessary

Trade Union representation

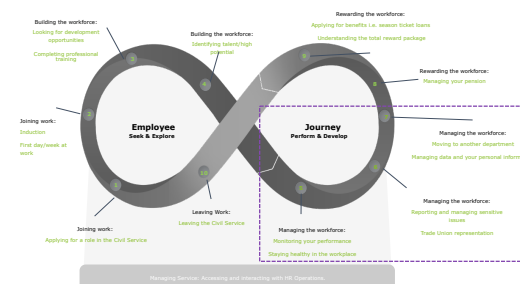
Expectations of the Line Manager role:

- Understand the trade union escalation process
- Understand the point of contact for further / additional support

Managing data and your personal information

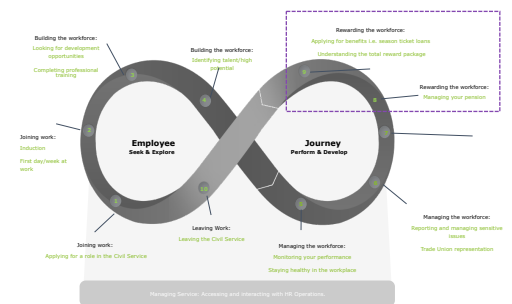
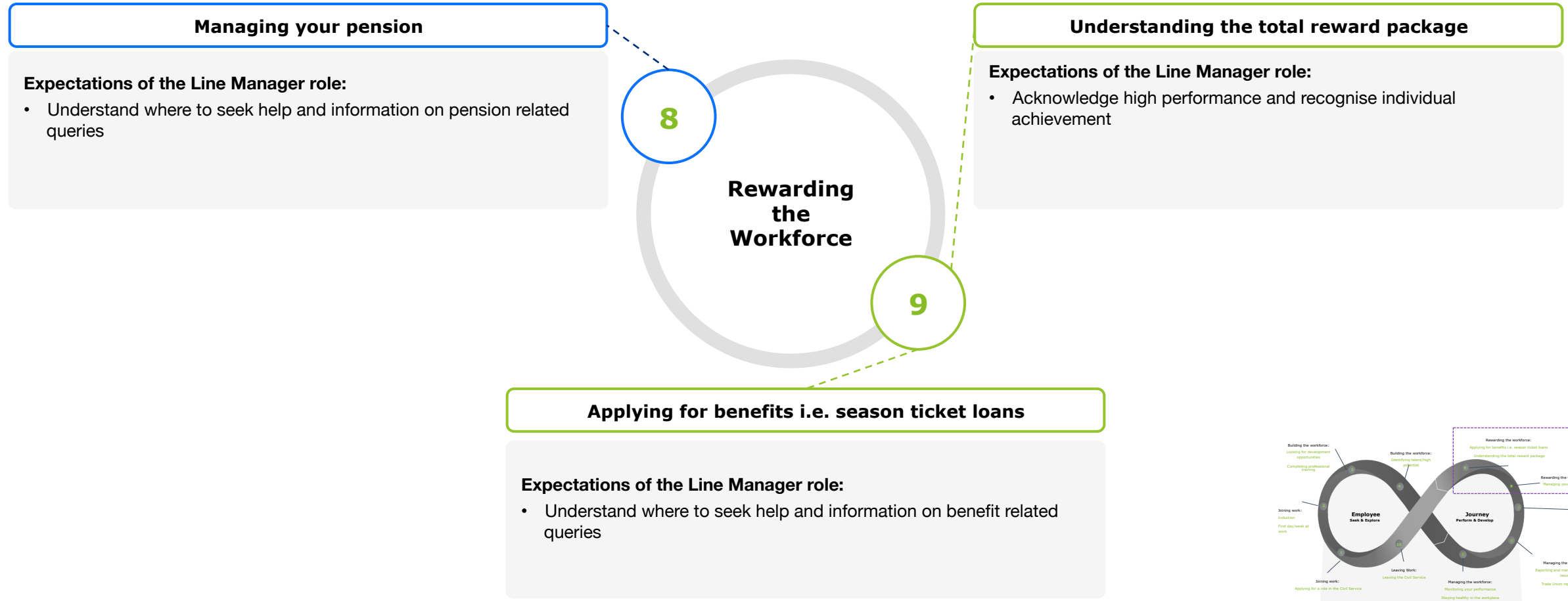
Expectations of the Line Manager role:

- Ensure accurate employee information is recorded on the HR system
- Help the team to understand their rights under data protection regulations
- Ensure only necessary data on the employee is collected



Rewarding the Workforce

The role of the Line Manager



Leaving Work

The role of the Line Manager



Leaving the Civil Service

Expectations of the Line Manager role:

- Support the employee as they exit the business
- Obtain approval for a role replacement
- Ensure employee has completed the leavers checklist
- Contact the pensions specialist in case of ill health retirement
- Complete the employee offboarding checklist to completion including ensuring the employee is taken off payroll

Voluntary Exit Scheme:

- Discuss any Voluntary Exit Schemes that are run to employees who are interested when these opportunities arise
- Score candidates on their applications for Voluntary Exit Schemes including the possible costs and impact of them leaving

Dismissals:

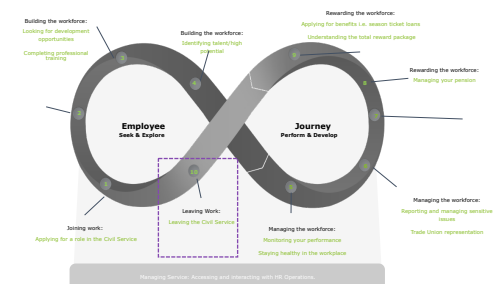
- In case of gross misconduct, follow correct disciplinary procedure including liaising with legal teams and communicating final pay
- Communicate appeal process for employees who wish to appeal a dismissal

Death in service:

- During a death in service case, write a sympathy letter to the employee's next of kin
- Ensure Civil Service funeral representation is agreed and that support networks have been offered to family and employees affected by death in service
- Put initiatives in place for transition after loss of employee

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Leaving Work



The role of the Line Manager

What is going to start, stop and continue?

Line Managers will continue to have responsibilities across numerous HR processes. However as processes are aligned to the Global HR Design, aspects of the Line Manager role will change.



Stop...

- Following non converging processes which deviate from the Global HR Design
- Losing time due to limited / complex self-service functionally and a lack of automation in processes
- Accessing HR support through multiple points of contact
- Relying on HRBPs for general HR advice
- Completing actions for employees where self service is available
- Waiting for HR input or approvals on areas where portal information is available or Line Manager approval is sufficient
- Relying on HRBPs for transactional processing support



Start...

- Managing teams by using simple to use, integrated workflows
- Utilising simple manager self-service (MSS), and escalating queries to HR Operations only if required
- Utilising on-the-go access to HR information through interactive services e.g. through mobile functionality
- Utilising expertise from HR Operations for appropriate people initiatives or issues
- Receiving a consistent HR service across the dep't
- Empowering their employees to complete HR actions
- Having greater responsibility for line management activity, including autonomy to make decisions about their people
- Having talent conversations enriched by robust and quality data and insights



Continue...






- Adhering to Civil Service standards
- Managing teams ethically and understanding people relationships with Line Managers and employees
- Having frequent performance, talent and coaching conversations
- Contributing to Civil Service leadership and people initiatives

The role of the Line Manager

Benefits for the Line Manager

As per the Global HR Design standards, the Line Manager role will be empowered, and the way processes are completed will change – delivering a number of benefits to Line Managers.

Benefits that will be delivered to Line Managers:

-  Simpler, quicker processes that can be initiated and resolved online through self-service
-  Access to quality people data at the right time, with reporting capability, insights, and integration across different functionalities (e.g. performance, career management, pay) to enable more informed decision making
-  Support from HR professionals who are focussed on:
 - Providing high quality solutions to queries and transactions with a great employee experience (HR Operations)
 - Giving validated, informed and deep expert advice (informed by data), coaching and consultancy (HR Business Partners)
-  Simple route into HR for support and advice
-  More time to focus on their core role and better quality employee engagement



The Changing Role: change interventions and lessons learned

The Changing Role

Change interventions



Change interventions should focus on ensuring Line Managers fully understand the system and their role. These interventions should be considered supplementary to broader development initiatives and may focus on specific priority areas.

Technical & Behavioural Training

Amend existing Line Manager training to align to required capabilities in the new world, encompassing both the technical, process aspects of their role and soft skills such as behavioural aspects required to support any changes.



Self-Service Support

Leverage user adoption tools to focus on capabilities to support Line Managers to develop their skills in a 'test' environment or view short multimedia content within a transaction to further educate them on rationale, required actions and implications.
Utilise support technologies to provide capability and system guidance



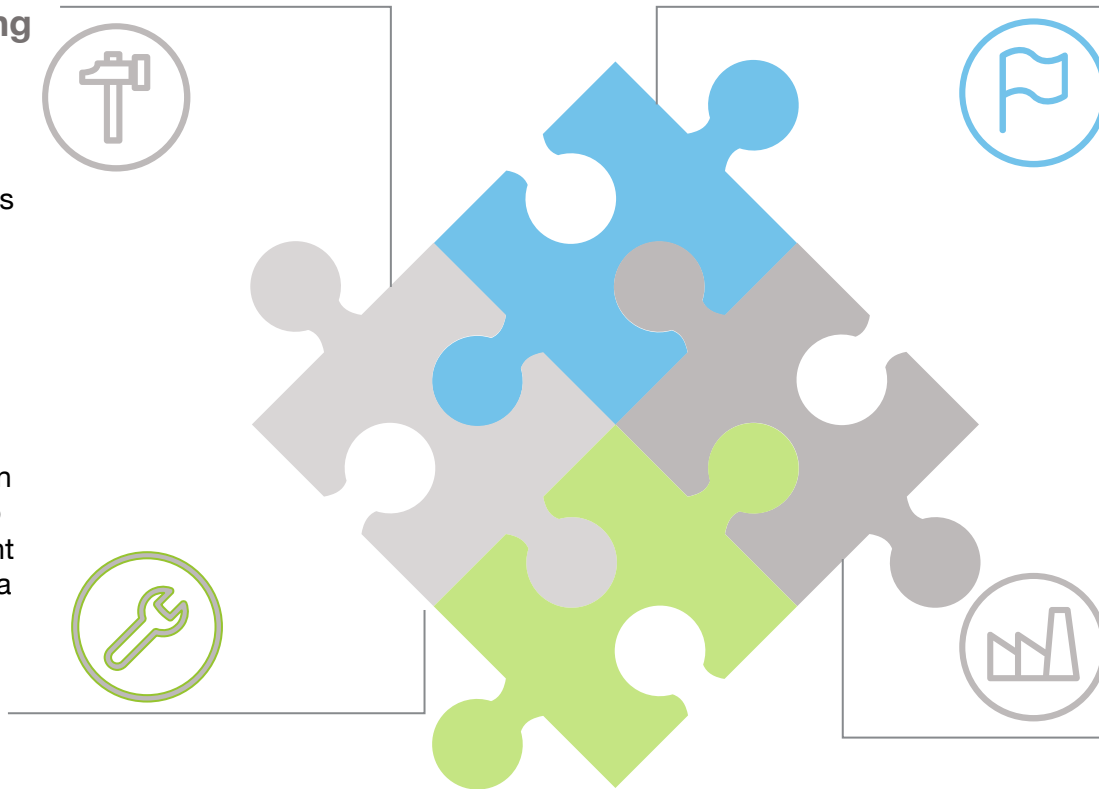
Line Manager Champions

Upskill and embed Line Manager champions within each department area for rapid knowledge transfer and sustainable, internal capability build
Centralise governance of Line Manager development to assure oversight on Line Manager.



Clear Communications

Link the changing Line Manager role to the GSS Strategy and department specific plans. This changing expectation should be set by the organisation to drive improvement and provide focus on Line Managers. The organisation should monitor performance of Line Managers against core management capabilities to support this.



The role of the Line Manager

Lessons learned from SaaS implementations

The considerations below outline lessons learnt from previous cloud, Software-as-a-Service (SaaS) implementations and may be leveraged in changing the role of the Line Manager.



With cloud software solutions, the need for effective change management is increasingly important. The frequency and quantity of product updates originating from cloud providers may exceed some organisations' ability to assimilate.



Communication

Ensure that all stakeholders are collectively engaged and providing feedback on initial implementation functionality and additional releases. Communications should be consistent.



Cloud based software is built to be intuitive, however, partnering it with a defined training methodology supports user engagement and captures the most value from the system.



Measurement

Measurements should be robust and on-going. They should ensure complete information, pursuing 'one source of truth' and understanding the end user adoption.



User Engagement

If it is not easy to use, it will not get used. Clearly defining the benefits to users will support end user acceptance. Winning hearts and minds ensures that data remains current and useful.



Function

The impetus should be to understand the desired outcome for people, the broader software capabilities should be secondary to aligning to the specific processes that it is being replaced.



Preparation

Increasing the focus on global ways of operating and managing teams can provide challenges. Having a plan for system roll outs is key.



Evolution

Preparing the user community for rapid and ongoing change, as well as establishing a change control program for business users is critical to launch and maintain a cloud program.



Employee Role Definition

The role of the Employee

How the employee's role is changing



Self-service technology will enable employees to take ownership of their HR and personal data. Employees will resolve their own HR queries in the first instance, using the HR information that is available to them via self-service.



STOP

- Losing time due to limited self-service functionality
- Submitting queries through multiple contact points
- Receiving an inconsistent employee experience



START

- Using the clear point(s) of contact for HR queries
- Accessing up to date, accurate HR content, communications, personal and work data in the same place
- Utilising self-service functionality

Benefits that will be delivered to Employees:

- ✓ Intuitive access to personal data across mobile technologies, when they need or want it
- ✓ Increased ability to initiate requests on HR matters, and seamlessly integrated access to all aspects of employee data
- ✓ Career opportunities are maximised, due to manager's increased visibility of talent pipeline
- ✓ Autonomy and accountability for personal data
- ✓ A simple, transparent, globally consistent HR service
- ✓ Employee experience will be streamlined, user friendly and intuitive

Enabling the new role of the employee

The impact of technology



Technology enablers will drive a positive employee experience.

Since the cloud system has been implemented, I find even when I'm busy I still have time to update the system and make requests. I work flexibly and often from home, but I can access the system from anywhere including my mobile, which really helps me to fit everything into my schedule.

I didn't like waiting on the phone to speak to someone when I had a query, and now I don't have to! I just log onto the portal to find all the information I need. If I can't find it, I know there is a team on hand to support me.

I can access my performance information and other important information. This means I can effectively navigate and manage my own career.



With so many comprehensive resources at my fingertips I now know what benefits, schemes and courses are available to me. I had no idea there were so many!

I can put in requests on the system by mobile making things much easier and more efficient. I can even book my travel via mobile which is great!

I can now clearly see the progress of my case so I know where it's up to, as well as seeing who is involved. I am told how long I will need to wait to have my query resolved. This gives me confidence in the system and more time to focus on my day job.



Appendix

Guiding principles and templates

RACI definitions



Highlighted below are definitions used within the RACI matrix.

Responsible

Those who get the work done to achieve the task. This may refer to individual workers to perform the given task. There is at least one role tagged as 'responsible', although others can be delegated to assist in the work required.

Accountable

The party ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. There must be only one accountable party specified for each task or deliverable. The accountable party has the ultimate decision-making authority and oversees the work.

Consulted

Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication. This could be a stakeholder who can provide advice regarding an activity where a subjective opinion may be required.

Informed

Those who have some interest in relevant activity and are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is typically one-way communication.

Please note that the RACI highlighted provide an initial view of roles and responsibilities and are subject to change. Detailed analysis and refinement should be completed as a part of detailed process design and detailed operating model design activities.

The role of the Line Manager

Line Manager RACI splits (1/3)



	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	
Manage Human Resources	HR1 People Strategy & Planning	HR1-01 Human Resources Strategic Planning	Develop HR Strategy & Governance	Develop Policies & Procedures	Input to Business Planning	Develop Capability & Learning Strategy	Develop Reward Strategy	Develop Talent Strategy	Develop Performance Strategy	
			Develop Resourcing Strategy	Develop Vendor Procurement & Relationship	Develop Engagement Strategy	Develop Diversity & Inclusion Strategy				
			Manage Organisational Design	Strategic Workforce Planning	Business Supply & Demand Capture	Provide HR Insights & Analytics				
	HR2 Managing Organisation & Positions*	HR2-01 Manage Organisation*	Manage Organisational Structures	Manage Job/Job Families	Manage Locations					
			HR2-02 Manage Positions*	Create Position	Update Position	Close Position				
	HR3 Joining Work	HR3-01 Recruitment (Executive, Specialist, Volume, Apprentice)**	Design Recruitment Processes, Tools & Programmes	Create/Edit Job Description	Close Job Description					
			Attract & Source Candidates	Create/ Update Candidate Profile	Manage Candidate Pool	Reinstatement				
			Screen Candidate	Select Candidate	Manage Job Offer / Contract					
			Conduct Pre-Employment Checks	Security Vetting	Manage Job Offer Withdrawal/ Candidate Withdrawal					
			HR3-02 Recruitment (Fast Track, Fast Stream)	Source Candidates	Screen & Select Candidates	Bidding for Fast Track, Fast Stream	Offer & Contract Management	Pre-Employment Checks		
			HR3-03 Onboarding	Manage New Hire	Manage Onboarding	Induction	Manage No Shows			

Key:

- Responsible
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- Consulted
- Informed

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

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

The role of the Line Manager

Line Manager RACI splits (2/3)



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

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*Includes both setting organisational and individual objectives.

The role of the Line Manager

Line Manager RACI splits (3/3)



Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10	Level 11	
Manage Human Resources	HR6 Rewarding the Workforce	HR6-01 Manage Compensation	Gather Industry Comp Comparisons	Design Compensation Plans	Analyse & Evaluate Jobs	Manage Annual Compensation Review	Notify Employee of Compensation	Manage Allowances	Manage Off Cycle Compensation Changes & One time Payments		
		HR6-02 Manage Benefits	Gather Industry Benefit Comparisons	Design Benefits Processes, Tools & Programmes	Manage Pension, Benefit Enrolment & Amendments	Process Benefit Costs					
		HR6-03 Manage Payroll	Collect Payroll Data	Process Payroll	Manage Third Party Payroll	Manage Exception/ Escalation Payments	Manage Payroll Reports	Tax Year End Activities	Post Payroll To General Ledger		
		HR6-04 Manage Time	Record Employee Time Data								
	HR7 Leaving Work	HR7-01 Exiting	Manage Voluntary Leaving	Manage Formal Voluntary Exits	Manage Involuntary Exit	Manage Redundancy	Manage Outside Business Appointments	Conduct Exit Interview & Communications	Manage Exit Compliance	Manage Death In Service	Manage Redeployment
	HR8 Managing Service	HR8-01 Manage Reporting*	Manage Statutory & Parliamentary Reporting	Maintain/Update Report Catalogue & Schedule	Manage Ad-Hoc Reporting Requests	Manage Regulatory Compliance					
		HR8-02 Manage Employee Contact	Receive & Resolve HR Queries	Manage Escalations /Exceptions							
		HR8-03 Manage Data & Knowledge Management	Manage HR Information & Knowledge								
		HR8-04 Manage Service	Manage Continuous Improvement	Manage Employee Complaints	Manage Customer Satisfaction Survey	Manage Service Change Request	Maintain Systems & Configuration	Manage Critical Issue Resolution	Manage Vendors (Operational Mgt)	Manage Projects/ Change Activity	

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