Global HR Design:
The Role of the Line Manager

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Global HR Design: Setting the standard for future focused, technology enabled and user centric HR services in Government
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
Introduction
The implications of Global HR Design on Line Managers

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.
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

<table>
<thead>
<tr>
<th>User Focused</th>
<th>Consistent Outcomes</th>
<th>Clear Accountability</th>
<th>Strong Foundations</th>
<th>Empowered Employees</th>
<th>Functional Excellence</th>
</tr>
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<tbody>
<tr>
<td>The user experience is positive, intuitive and consistent for all</td>
<td>HR Service Delivery is characterised by common features, measures and outcomes</td>
<td>Roles and accountabilities are clearly defined and communicated effectively</td>
<td>Technology is up to date, secure and high quality, underpinned by robust data</td>
<td>Line Managers and Employees are empowered, motivated and able to self-serve</td>
<td>The HR function is capable, high performing and joined up, facilitating business outcomes</td>
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### Implications of the Design Principles on the role of the Line Manager

- **Simple and easy to use technology to maximise the use of efficient and intuitive self-service**
- **Meaningful SLAs and KPIs to enhance the performance of Line Managers and employees**
- **Giving Line Managers autonomy to make decisions, reflected in approvals, escalations and workflows built into technology design**
- **Using insightful people data and analytics to complete Line Manager activities**
- **Line Managers and employees empowered to drive their own people actions through clear accountability from the use of self-service**
- **Capabilities of Line Managers assessed against role definition and responsibilities**
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.

<table>
<thead>
<tr>
<th>Lack of communication from HR</th>
<th>Inconsistencies of Line Managers between departments</th>
<th>Insufficient Line Manager training</th>
<th>Insufficient support for Line Managers</th>
<th>Upskilling of capability needed</th>
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<tbody>
<tr>
<td>• Lack of communication when employees join a department&lt;br&gt;• Inaccurate advertisements of the role, leading to the wrong person being hired for the role&lt;br&gt;• Employee working patterns are not communicated to HR e.g. employees who cannot travel are hired into a role where travel is required&lt;br&gt;• Managers are not being informed when employees have been approved to transfer departments, affecting workforce planning&lt;br&gt;• Line Managers often use personal connections to get advice on employee matters; those without connections often do not get support for their queries&lt;br&gt;• Line Managers often use their discretion, causing inconsistencies in areas such as absence recording&lt;br&gt;• Inconsistencies in approvals and visibility for transfers, e.g. if Line Manager approval is required&lt;br&gt;• 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&lt;br&gt;• New or transferring managers are not given adequate training to be able to fully understand their day to day role&lt;br&gt;• Managers do not feel well supported on how to effectively manage teams&lt;br&gt;• Easily digestible refresher training courses are required instead of referring managers to lengthy guidance materials&lt;br&gt;• Specific training should be made available for Line Managers on a broad range of topics to support them in dealing with different scenarios&lt;br&gt;• Line Managers require more support to deal with sensitive situations&lt;br&gt;• 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&lt;br&gt;• Along with leadership training, Line Managers need further support and guidance in process and system training&lt;br&gt;• Managers require upskilling to support new joiners through induction, currently there is a gap in capability for managers being able to properly induct candidates&lt;br&gt;• 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</td>
<td></td>
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</tbody>
</table>
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.

7 disruptors

Technology is everywhere
2.6 bn smartphones worldwide

AI, Cognitive Computing, Robotics
Cost $500,000 in 2008
$22,000 today

Automation and Replacement of Jobs
35% UK jobs at high risk in next 15-20 years
2.7m net UK job creation, 2001-2015

Explosion in Contingent/temporary Work
US contingent workers in 2020 = 40%

Tsunami of data
9x more in last 2 years

Diversity and Generational Change
Graduates 40% of UK workforce
Africa supplying 25% of global workforce in 2050

Change in nature of a Career
2.5 - 5 years: half-life of skills
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.

**THINK Differently**

- 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

**ACT Differently**

- 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

**REACT Differently**

- 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

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.

- **Self-service support**
  - Line managers can quickly access information, perform basic transactional tasks and resolve queries at the click of a button through self-service

- **Utilising cloud technology**
  - Access to the HR Portal through mobile technology
  - Flexibility accessing data and information from different locations
  - Better collaboration - easy access to file sharing software

- **More intuitive data & reporting**
  - 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

- **Getting to know Robotics & AI**
  - 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

**Positive Impact**

- Perception that more time will be spent filling out self-service forms
- Reliance on HR to explain process for basic activities on self-service
- Access to the HR Portal through mobile technology
- Flexibility accessing data and information from different locations
- Better collaboration - easy access to file sharing software
- 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
- 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**

- Product updates originating from cloud providers may cause system changes and impact capability
- Civil Service security must be upheld
- Quality of the data in the system will determine the quality of outputs
- Ensuring data ethics is abided to
- 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**

- Training and guidelines on how to conduct processes and use the platform
- Assess changes and select optional features as appropriate
- Ensure data cleansing activities are built into implementation planning
- Plans for pilot processes and further roll out should be included in implementation timelines

- HR Portal to have guidelines around when HR support is necessary
- 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
- 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
- Only necessary data will be collected and will be transparent

- User friendly channels can be used to access self-service, e.g. mobile
- 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’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.

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.

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.

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.

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

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.

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.
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.
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.

**Level of Line Manager ownership**

**Example scenario**

| Dependent | 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 |
| Informed | 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 | 

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**Civil Service HR**
The Employee Journey

Key moments for an employee during their Civil Service journey

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

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

Joining Work

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

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

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
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

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

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
Rewarding the Workforce
The role of the Line Manager

Managing your pension

Expectations of the Line Manager role:
• Understand where to seek help and information on pension related queries

Understanding the total reward package

Expectations of the Line Manager role:
• Acknowledge high performance and recognise individual achievement

Rewarding the Workforce

Applying for benefits i.e. season ticket loans

Expectations of the Line Manager role:
• Understand where to seek help and information on benefit related queries

Joining work:
Induction
First day/week at work

Managing the workforce:
Monitoring your performance
Staying healthy in the workplace

Joining work:
Applying for a role in the Civil Service

Building the workforce:
Identifying talent/high potential

Completing professional training

Perform & Develop
Seek & Explore

Managing Service: Accessing and interacting with HR Operations.

Leaving Work:
Leaving the Civil Service

Trade Union representation

Employee Journey

1
2
3
4
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6
7
8
9
10
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

Rewarding the workforce:
Applying for benefits i.e. season ticket loans
Understanding the total reward package

Managing the workforce:
Monitoring your performance
Staying healthy in the workplace

Joining work:
Applying for a role in the Civil Service

Building the workforce:
Looking for development opportunities
Completing professional training
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
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.

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.

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.

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.

**Change Management**
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.

**Training**
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.

**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.

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

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

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

**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.

**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.
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 functionally
• 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 interested 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)

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tbody>
<tr>
<td>HR1</td>
<td>HR1-01</td>
<td>HR1-02</td>
<td>HR1-03</td>
</tr>
<tr>
<td>People Strategy &amp; Planning</td>
<td>Human Resources Strategic Planning</td>
<td>People &amp; Workforce</td>
<td>Manage Organisational Development (OD)</td>
</tr>
<tr>
<td></td>
<td>Develop HR Strategy &amp; Governance</td>
<td>Manage Organisational Design</td>
<td>Define OD Tools &amp; Approaches</td>
</tr>
<tr>
<td></td>
<td>Develop Resourcing Strategy</td>
<td>Strategic Workforce Planning</td>
<td>Deliver Organisational Change</td>
</tr>
<tr>
<td></td>
<td>Develop Policies &amp; Procedures</td>
<td>Business Supply &amp; Demand Capture</td>
<td>Develop Org Effectiveness Strategy</td>
</tr>
<tr>
<td></td>
<td>Input to Business Planning</td>
<td>Develop Diversity &amp; Inclusion Strategy</td>
<td>Develop Change Management Frameworks</td>
</tr>
<tr>
<td></td>
<td>Develop Capability &amp; Learning Strategy</td>
<td>Provide HR Insights &amp; Analytics</td>
<td>Design Organisational Competencies</td>
</tr>
<tr>
<td>HR2</td>
<td>HR2-01</td>
<td>HR2-02</td>
<td>HR2-03</td>
</tr>
<tr>
<td>Managing Organisation &amp; Positions*</td>
<td>Manage Organisation*</td>
<td>Manage Positions*</td>
<td>Manage Organisational Structures</td>
</tr>
<tr>
<td></td>
<td>Create Position</td>
<td>Update Position</td>
<td>Manage Job/Job Families</td>
</tr>
<tr>
<td></td>
<td>Close Position</td>
<td></td>
<td>Manage Locations</td>
</tr>
<tr>
<td></td>
<td>Manage Job Offer / Withdrawal/Candidate</td>
<td>Manage Job Offer / Contract</td>
<td>Manage Locations</td>
</tr>
<tr>
<td></td>
<td>Manage Candidate Pool</td>
<td>Manage Job Offer / Contract</td>
<td>Manage Locations</td>
</tr>
<tr>
<td></td>
<td>Manage Pre-Employment Checks</td>
<td>Manage Pre-Employment Checks</td>
<td>Manage Locations</td>
</tr>
<tr>
<td></td>
<td>Manage New Hire</td>
<td>Manage Onboarding</td>
<td>Manage No Shows</td>
</tr>
<tr>
<td>HR3</td>
<td>HR3-01</td>
<td>HR3-02</td>
<td>HR3-03</td>
</tr>
<tr>
<td>Joining Work</td>
<td>Recruitment (Executive, Specialist, Volume, Apprentice)**</td>
<td>Manage Recruit</td>
<td>Manage Onboarding</td>
</tr>
<tr>
<td></td>
<td>Design Recruitment Processes, Tools &amp; Programmes</td>
<td>Source Candidates</td>
<td>Induction</td>
</tr>
<tr>
<td></td>
<td>Create/ Edit Job Description</td>
<td>Screen &amp; Select Candidates</td>
<td>Manage No Shows</td>
</tr>
<tr>
<td></td>
<td>Close Job Description</td>
<td>Bidding for Fast Track, Fast Stream</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage Candidate Pool</td>
<td>Offer &amp; Contract Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manage Pre-Employment Checks</td>
<td>Pre-Employment Checks</td>
<td></td>
</tr>
</tbody>
</table>

*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.

Key:
- Responsible
- Accountable
- Consulted
- Informed
The role of the Line Manager
Line Manager RACI splits (2/3)

*Includes both setting organisational and individual objectives.
The role of the Line Manager
Line Manager RACI splits (3/3)

**Level 1**
- HR8-01 Manage Compensation
- HR8-02 Manage Benefits
- HR8-03 Manage Payroll
- HR8-04 Manage Time
- HR7-01 Exiting
- HR8-01 Manage Reporting*
- HR8-02 Manage Employee Contact
- HR8-03 Manage Data & Knowledge Management
- HR8-04 Manage Service

**Level 2**
- Manager Reporting
- Manager Statutory & Parliamentary Reporting
- Manager Employee Contact
- Manage Employee Contact
- Manage Reporting
- Manage Continuous Improvement
- Manage HR Information & Knowledge
- Manage Data & Knowledge Management

**Level 3**
- Design Compensation Plans
- Analyse & Evaluate Jobs
- Manage Annual Compensation Review
- Notify Employee of Compensation
- Manage Allowances
- Manage Off Cycle Compensation Changes & One time Payments

**Level 4**
- Design Benefits Processes, Tools & Programmes
- Manage Pension, Benefit Enrolment & Amendments
- Process Benefit Costs
- Manage Pension, Benefit Enrolment & Amendments
- Manage Ad-Hoc Reporting Requests
- Manage Regulatory Compliance
- 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

**Key:**
- Responsible
- Accountable
- Consulted
- Informed

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