This standard is part of a set of operational standards which set the expectations regarding how
government is managed. Standards may include both mandatory and advisory elements.
The following conventions are used to denote the intention:

<table>
<thead>
<tr>
<th>Term</th>
<th>Intention</th>
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<tbody>
<tr>
<td>shall</td>
<td>denotes a requirement: a mandatory element.</td>
</tr>
<tr>
<td>should</td>
<td>denotes a recommendation: an advisory element.</td>
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<tr>
<td>may</td>
<td>denotes approval.</td>
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<tr>
<td>might</td>
<td>denotes a possibility.</td>
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<tr>
<td>can</td>
<td>denotes both capability and possibility.</td>
</tr>
<tr>
<td>is/are</td>
<td>denotes a description.</td>
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</tbody>
</table>

The meaning of words is as defined in the Shorter Oxford English Dictionary, except where
defined in the Glossary in Annex B.

It is assumed that legal and regulatory requirements are always met.
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Figure 1. The structure of this functional standard.
1 About this government functional standard

1.1 Purpose of this government standard
The purpose of this standard is to set expectations for the leadership and management of human resources across-government, ensuring people are recruited, developed and deployed to meet the government’s needs.

This standard provides direction and guidance for:
- permanent secretaries, Directors General, Chief Executive Officers of arm’s length bodies and suppliers
- devolved administrations, where the context permits
- practitioners in the Civil Service HR profession
- all civil servants involved in the delivery of human resource management, including business leaders and line managers

1.2 Scope of this government standard
The standard applies to all government departments, their non-ministerial departments and executive agencies, where civil servants are employed.

The standard may be used entirely or in part by wider public sector organisations, including the devolved administrations, according to their needs and particular terms and conditions of employment.

The structure of this standard is shown in Figure 1 in relation to the Civil Service human resources process taxonomy [1].

1.3 Government standards references
This following standards are necessary for the use of this standard:
- GovS 001: Government functions
- GovS 002: Project delivery
- GovS 005: Digital
- GovS 006: Finance
- GovS 007: Security
- GovS 008: Commercial
- GovS 009: Analysis
- GovS 011: Communications

2 Principles
At all times, those engaged in human resource management shall ensure:

1. human resource objectives align to UK or devolved government policy and organisational objectives
2. they operate within governance and management frameworks and controls, which are proportionate and appropriate to the work and the level of prevailing risk
3. accountabilities and responsibilities are defined and are mutually consistent and traceable across all levels of management
4. they act in the best interests of the public and the public purse
5. they undertake work using a multidisciplinary approach where
beneficial, and assign work to people with appropriate capability and capacity

6. they always seek continuous improvement

7. they act as role models for the Civil Service’s values

8. they recognise the intrinsic value of people working on behalf of the organisation and respect their protections under the law

9. public service codes of conduct and ethics and those of associated professions are upheld

3. Context

All cross-government human resource activity is governed by an agreed Civil Service human resource governance framework, which involves representatives from a wide range of government organisations.

The Minister for the Civil Service – typically the Prime Minister of the United Kingdom – has the power to manage the Civil Service, including agreeing remuneration for civil servants and the conditions on which a civil servant may retire.

The Cabinet Office, on behalf of the Minister for the Civil Service, oversees the Civil Service Management Code [2], which sets out regulations and instructions for the terms and conditions of service for civil servants. The management code also sets out delegations that have been made by the Minister of the Civil Service to Ministers or office holders in charge of departments. The latter includes delegations to devolved administrations.

The independent Civil Service Commission upholds the Civil Service Code [3] and regulates recruitment to the Civil Service, providing assurance that appointments are made on merit following fair and open competition. Commissioners chair open recruitment competitions for the most senior posts in the Civil Service.

The Cabinet Office oversees the statutory Civil Service Compensation Scheme [4] on behalf of all organisations, outlining the terms and parameters of what departments and arm’s length bodies may pay their employees in compensation for loss of office for example in the event of redundancy.

Devolved administrations have their own dedicated codes of conduct, delegated terms and conditions and delegated decision making.

The most senior Civil Service HR management board is the HR Executive Group, chaired by the Government Chief People Officer. The HR Executive holds accountability for the overall performance of the function and is the lead on people matters for Civil Service boards. The HR Executive reports into Civil Service People Board, a Civil Service management board. The decisions made by the HR Executive are supported by discussions held, and decisions made by a number of sub-boards, some with a less formal reporting relationship. At the time of publication of this standard these included: People Impact Board, HR Leadership Group, Talent Forums and the HR Capability Board. Together, these comprise the cross-government management bodies for human resource activity.

The centre of government (predominantly the Cabinet Office) influences decision-making and activity related to human resource management through governance, controls and the publication of standards, strategies and guidance.

Much of human resource administration, including managing payroll, is typically outsourced to third party suppliers.
4 Governance

4.1 People strategy

4.1.1 Cross-government human resources strategy

The senior officer accountable for cross-government human resource management should define and maintain a mid- and long-term human resources strategy, which should cover governance, objectives, operating model, services and delivery plans. This strategy should support wider government priorities, strategy and direction.

The human resources strategy should:

- be developed in collaboration with human resource specialists cross-government, and with departments and arm’s length bodies, taking into account their needs, objectives and priorities
- consider external best practice, as well as previous learning from within the Civil Service
- consider user research conducted internally and externally, and address user needs
- be communicated to organisations in order that it can be successfully implemented
- be maintained for relevance and its implementation monitored and measured

The human resources strategy may be divided into discrete policy and delivery areas, and may also cover the roles of technology, communications, change management and delivery methodologies. The strategy should set out the ambition and, where applicable, requirements, for human resource management and employee initiatives across the Civil Service, and be taken into account in decision making by all organisations.

Human resource experts should provide input to the development of business strategy and should seek and adapt to business insight across all strategies.

4.1.2 Cross-government human resources operating model

The senior officer accountable for cross-government human resource management should, in consultation with organisational leaders and human resource experts, define and continuously improve a standard process taxonomy, reporting framework and delivery standards for use by all organisations.

Communities of expertise, covering human resource specialisms should be established and operate cross-government, providing expertise, best practice insight and practical advice to all organisations. See 4.5.3.

Note: communities of expertise can cover any defined human resource related topic, such as pay and reward, learning and development, and employee relations

4.2 Organisational human resource governance

Governance comprises authorising, directing, empowering and overseeing management. The governance of human resource management should be an integrated part of an organisation’s overall governance and management.

Each government organisation should have a senior officer with accountability for human resources in their organisation. A governance framework shall be established within the organisation, which complies with government and organisational human resource strategies, policies and directives, and with this standard.

The governance framework should include the authority limits, decision making roles and rules, degree of autonomy, assurance needs,
reporting, accountabilities and responsibilities together with the appropriate management frameworks, management bodies, support systems and processes for undertaking the practices defined in this functional standard.

4.3 Assurance

Assurance is the systematic set of actions necessary to provide confidence to senior leaders and stakeholders that human resource management is controlled and aligned with government policy or the organisation’s strategy.

4.3.1 Three level assurance

Organisations shall include the assurance of human resource management activities within their organisational approach to assurance, which should be aligned to government assurance guidance and arrangements.

In accordance with government audit procedures and roles, human resource activity should be assured at three levels:

- first by human resource managers operating within established frameworks to the organisation’s risk threshold
- second by risk, quality and compliance professionals within the organisation
- third by cross-government audit experts

Senior officers with accountability for human resources within their organisation should comply with requests from audit experts for access, data and reports relating to human resource management activities.

4.3.2 Annual assessment against process design standards

Organisations should assess themselves against the prevailing Global HR Design standards [1] to a schedule agreed by the human resources management bodies. Organisations should assess the extent to which cross-government standard human resource policies and processes have been implemented and established within their organisations, reporting into the cross-government human resource management bodies (see 4.5.2).

4.3.3 Risk assessment

Senior officers with accountability for human resources within their organisation should escalate workforce, or human resource, related risks to the cross-government management bodies, to facilitate escalations and enable effective mitigations to be put in place. Lower level risks should be mitigated and managed within the organisation. Shared and high level risks should be mitigated and managed by the cross-government human resource governance framework.

4.4 Decision making

Decisions relating to human resource management should be made and approvals given in a timely manner, in accordance with the organisation’s human resource governance and management framework. Government policy, the human resources strategy, HM Treasury approvals and the Cabinet Office controls for external recruitment, redundancy and compensation payments and learning and development expenditure [5] should be complied with. Decisions should be made by assessing options against defined criteria and in consultation with stakeholders and subject matter experts. Decisions might relate to:

- approving human resource strategy
- approving human resource policies
• approving organisation design
• approving changes to human resource structures
• approving escalation of disputes to higher authority (such as a tribunal or court)
• hiring employees
• setting rewards and compensation
• contracting contingent workers
• setting the human resource management operating model, design principles and delivery and capability standards (see 4.2)
• defining cross-government roles and bodies, and the management framework for developing, communicating and implementing human resource strategy and policies (see 4.5.2)
• managing strategic relationships with third party suppliers, professional associations and service providers with a focus on human resource management

4.5 Roles and responsibilities

Roles and responsibilities for those engaged in human resource management shall be defined at cross-government and organisational levels in the respective governance and management framework. This should include, but not be limited to, who each is accountable to and what activities, outputs or outcomes they are responsible for. The Success Profile Framework [6] should be referenced.

Roles may be allocated to more than one individual and be supported by a team of specialists as appropriate.

The head of profession for human resources and the function leads cross-government and within organisations for human resources should comply with GovS 001.1: Government Functions on roles, practices and building capability.

4.5.1 Senior officer accountable for cross-government human resource management

The senior officer accountable for cross-government human resource management is accountable to the Chief Executive of the Civil Service for:

• defining cross-government human resource vision, strategy and policy (see 4.1)

Note: known as the Government Chief People Officer.

Note: this role may serve as both the head of HR profession and HR function lead.

4.5.2 Human resources management bodies

The human resources management bodies, i.e. the HR Executive Group and its sub-boards, are accountable to the senior officer accountable for cross-government human resource management. The management bodies exercise the collective decision making of senior, professional human resource representatives in government. The management bodies, as a collective, are accountable for contributing to and assuring the design, development, implementation and on-going improvement of human resource policies, design principles, process taxonomy, delivery plans and associated guidance, as well as the performance of the function.
4.5.3 Communities of expertise

Communities of expertise provide specialist advice, policy and decisions on human resource management and related services required by stakeholders.

Specific roles in the communities of expertise are accountable for delivery of strategic cross-government work in their specialist area. They are accountable to the cross-government human resources management bodies, and should additionally determine appropriate local governance as required.

Larger organisations may have their own communities of expertise working across the breadth of their organisation, working in alignment with the cross-government communities of expertise.

Specialist human resource management roles should be defined to suit the needs of the activity being undertaken. This can be for managing a variety of human resource practices in accordance with this standard and the organisation’s human resource governance and management framework. Such roles may be either advisory, as part of a team or taking a leadership or executive role, with accountability assigned.

Note: communities of expertise can include those who are professional experts outside of human resources but who contribute to the management of human resources (e.g. finance, commercial, project delivery).

Note: examples of a specialist practice would be conducting policy development and employee relations activity, or providing horizon scanning and advisory activities on organisation design and development, learning and talent, workforce planning, diversity and inclusion, and reward.

Note: the human resources Career Framework for the profession [7] includes the professional standards for a range of human resource management roles operating at different levels.

4.5.4 Accounting officer

The Accounting Officer is the senior executive in a central government organisation, accountable to Parliament and the public for the stewardship of public resources, ensuring they are used effectively and to high standards of probity in accordance with the law. The Accounting Officer has ultimate accountability for human resource activities in their organisation.

Note: the permanent head of a government department is its Principal Accounting Officer, also known as a permanent secretary. The Principal Accounting Officer will generally appoint the most senior executives in organisations under the department’s ambit as Accounting Officer.

4.5.5 Senior officer accountable for human resources within an organisation

The senior officer accountable for human resources within an organisation is accountable to the organisation’s accounting officer (or equivalent in an arm’s length body) for people issues, including:

- defining and delivering the organisation’s overall human resources strategy and objectives, aligned to business strategy (see 4.1)
- defining and implementing the organisation’s human resources governance and management framework (see 4.2)
- overseeing delivery of human resource services to employees, line managers and business leaders in line with quality standards defined by the management framework

The person undertaking this role should normally be a human resources professional.

Note: the role is often called an HR Director or Director General, Chief People Officer, People Director or Organisation Development Director.
Note: this role is normally the function lead for the organisation for human resources.

Note: this role may additionally be accountable for other corporate services activity not within the scope of human resources, for example, estates, health and safety, information technology.

4.5.6 Human resource business partners

Human resource business partners are accountable to the senior officer who is accountable for human resources within an organisation. Human resource business partners support business leaders and line managers in:

- identifying, developing and delivering employee-focused interventions to meet business challenges and deliver business objectives
- implementing people strategies and solutions that support business objectives
- mitigating people-related risk and increasing HR policy and process adherence, championing the human resource service delivery model
- providing insight and challenge to business leaders on all strategic people-related subjects

Human resource business partners should have both business and human resource management expertise.

4.5.7 Operational human resource management

Operational human resource management is delivered by dedicated teams, who are accountable to the senior officer accountable for human resources within an organisation for providing support to line managers and employees. Support may be tiered to reflect different levels of service, for example:

- tier 0 for self-service through online systems and automated workflow
- tier 1 for support with routine enquiries and transactions
- tier 2 for more specialist and complex casework

Operational human resource services may be provided by a combination of in-house, cross-government and outsourced teams and should be delivered with a focus on customer service, employee experience, operational excellence and continuous improvement.

4.5.8 Business leader

Business leaders define and deliver overall strategy and objectives for their respective business area or organisation. Senior business managers are accountable to their organisation’s accounting officer and ultimately to the Cabinet Secretary for the management of the organisation’s workforce.

Note: business leaders include the accounting officer (or equivalent in an arm’s length body) and their reports, such as directors general and their senior teams. These roles vary depending on the scale of the organisation.

Note: heads of government professions and function leads are additionally responsible for conducting a degree of human resource development and deployment activity and should therefore adhere to this standard as business leaders. For additional responsibilities see GovS 001: Government functions.

4.5.9 Line manager

Line managers are accountable to their respective business leader for the human resource management activities that are delegated to them within their organisation and should:

- follow their organisation’s human resource policy and procedures
- make use of business intelligence and analytics
- comply with requests for data and approvals on online systems
Line managers should exercise discretion within the bounds of the organisation’s human resource policies and treat employees with respect and trust.

*Note: line managers typically use centrally provided self-service, human resource management systems to action their human resource related transactions.*

### 4.5.10 Employee

Employees are accountable to their respective line manager for their own personal and professional data, their development, raising and seeking resolution to employment and career-related issues, and proactively seeking the necessary information to meet their own responsibilities relating to human resource management. Employees should:

- comply with all reasonable requests made to them by management to conduct human resource activities, such as in the areas of performance and attendance
- keep their personal and professional data updated, and understand the implications of non-compliance

*Note: employees normally use centrally provided self-service, human resource management systems to action their human resource related transactions.*

### 4.6 External governance

Those engaged in human resource management shall ensure that they comply, and guide their organisations to comply, with:

- prevailing employment law
- the Civil Service Commission [3] [8]
- the human capital standards developed by the British Standards Institute (BSI) [51]

Human resource management professionals should comply with the Chartered Institute for Personnel and Development’s Code of Professional Conduct [52].

Differences between the statutory obligations of United Kingdom, devolved administrations, and any other jurisdictions should be considered.

### 5 Organisation design and development

#### 5.1 People and workforce

##### 5.1.1 Organisation design

Organisations should ensure their workforce is designed, structured and developed to deliver their organisation’s objectives, the collective objectives of the Civil Service and government policy.

Structures should comprise formal reporting lines in addition to any less traditional working models such as matrices or networked organisations. Organisation design should include the roles, structures, tools and processes to manage and maintain such structures (see 5.3).

##### 5.1.2 Workforce planning

Future workforce requirements in terms of headcount, efficiency, locations, competencies and skills should be determined. A workforce plan should be developed in accordance with the organisation’s defined workforce planning and skills framework included in the human resources management framework (see 4.2). The workforce plan should be aligned with, and cover the same time periods as, the organisation’s business plan.
Headcount, efficiency, locations and skills should be tracked and analysed alongside strategic objectives to ensure the workforce strategy remains aligned to business objectives and forward plan, whether short, medium or long term.

5.1.3 Business supply and demand

The supply and demand for human resources should be assessed over the time period of the organisation’s business plan and any constraints and associated risks understood.

A comprehensive view of future human resource needs should be developed and maintained, with possible shortfalls identified and addressed, in addition to identifying critical roles. Resources should be acquired or developed to meet planned needs, and solutions developed in consultation with business and human resource specialists cross-government, in order to support the organisation’s objectives and government requirements.

Resources may be sourced from existing supply within government, through recruitment activity or from contingent labour. Where human resources are not available, alternative strategies should be explored.

5.1.4 Analysis and insight

The relevant management information, together with external research, should be gathered to inform workforce strategy and planning at all levels, so that the appropriate workforce shape, size and capabilities needed across the Civil Service can be built. This information should be used to model different scenarios and outcomes against the long-term strategy of the organisation, in order to determine the optimum workforce needed.

Analysis should be conducted in accordance with GovS 009: Analysis.

5.2 Organisational development

5.2.1 Management framework

Strategies, policies, tools, process and frameworks should be defined and monitored to:

- manage and measure the organisation’s effectiveness in fulfilling its business objectives
- measure the organisation’s efficiency in achieving its objectives
- manage and facilitate change across the organisation

5.2.2 Business change

The purpose of managing change is to prepare, equip and support individuals within organisations to change their approach and, where appropriate, behaviours. Human resource specialists should work alongside business leaders to provide strategic facilitation of change activity.

Activity may include:

- developing a vision and plan for the future state of their transformed organisation
- assessing the current state of the target groups within their organisation
- using appropriate techniques to design and manage the required changes
- continually assessing the readiness of the target groups to accept the changes
- tracking progress towards achieving the future state

Significant changes should be managed in accordance with GovS 002: Project delivery.
Once a transformed operating approach has been implemented, the effectiveness and efficiency of the transformed organisation should be monitored to ensure objectives are being met and that behaviours and practices are positively embedded.

5.3 Organisational structures and positions

Organisations should adopt a position management approach to structuring their workforce, by creating and maintaining a consistent organisational hierarchy within their human resource management system. Changes to the structure should be subject to an approval process defined in the organisation’s human resource management framework.

Attributes should be associated to each position to enable reporting and analysis for workforce management and planning. Attributes should include:

- job
- skills
- profession
- location
- work schedule
- manager
- organisation
- approval level
- level of security clearance – in accordance with GovS 007: Security

6 The employee life cycle

6.1 Joining work

Effective recruitment activity should ensure:

- the organisation is established as a competitive and attractive place of work
- organisations can secure the necessary knowledge, skills, expertise and qualifications in their people resource
- candidates’ strengths and values are aligned with those of the organisation
- that the prevailing approach on diversity and inclusion is consulted

Human resource specialists, business leaders and line managers should work in collaboration to ensure the organisational outcome is met and that the cost of recruiting is proportionate to the value the successful candidate brings to the organisation.

Recruiters should be sensitive to the high impact nature of recruitment activity on candidates and maintain contact and engagement throughout, to facilitate a positive experience.

The necessary materials, systems, frameworks and training should be provided for line managers to attract and retain talent and experience through the method most appropriate for the role. This may include sourcing candidates through external search or advertising/use of approved job boards.
Recruitment should take into account the future needs and diversity of the organisation, identifying individuals with potential for development. Recruitment and resourcing professionals should always be aware of, and take account of, organisational strategy and the implications this has for resourcing.

6.1.1 End-to-end recruitment

Recruitment shall be on merit on the basis of fair and open competition. The Civil Service Commission Recruitment Principles [8] shall be adhered to in all recruitment activity.

Recruitment panels shall be diverse and, in organisations where it is mandatory to do so, panellists should complete unconscious bias training. Current policy on diversity and inclusion shall be complied with.

Recruitment campaigns shall be designed using the Success Profile Framework [6] to attract the best available candidate for the role, using transparent and fair screening and selection methods to test relevant skills, strengths and values. All reasonable adjustments required under the Equality Act 2010 [53] should be put in place.

Recruitment should be anonymised for all grades, including the senior civil service, by removing or not requiring personally identifiable information. Current policy should be consulted, with regard to anonymising applications.

Note: personally identifiable information may include data such as name, age and gender.

Senior civil service roles shall be advertised externally by default.

External hires shall be vetted pre-appointment in line with the assessed security requirements of their role and location, meeting the Baseline Personnel Security Standard (BPSS) at a minimum and in accordance with GovS 007: Security.

Job offers should be managed by the hiring manager in accordance with the organisation’s management processes, including offer confirmation (with draft contract of employment), generation of offer, issue, withdrawal (where necessary) and reserve lists, with data managed and updated appropriately.

Recruitment data shall be collected on the success rates of job applicants, by protected characteristic (under the Equality Act 2010 [53] or later equivalent), set out as a comparative at key points in the recruitment process to generate insight for further improvement.

6.1.2 On-boarding

On-boarding should include, but not be limited to, ensuring the necessary facilities are made available, including any reasonable adjustments required under the Equality Act 2010 [53] (or later equivalent), a briefing on the work, the role being undertaken, behavioural norms, services available to employees, necessary policies and processes to be followed and training required (see 6.2.3 on training and development), as well as granting appropriate security and systems access in accordance with GovS 007: Security.

The new hire should be monitored through their contractual probation period and any shortcomings in performance managed appropriately. The new hire shall be formally notified of the outcome of the probation period.

Once in post, induction activity should ensure employees are working effectively as soon as possible through being briefed on the organisational context and their work. A mentor, buddy or other support should be offered as standard.
6.2 Building the workforce

Investing in the workforce through talent management and learning development interventions helps to develop and engage individuals in their own career journeys as well as prepare the business for long-term success. These activities should be conducted with the best interests of both employees and the business in mind, thereby facilitating better outcomes.

6.2.1 Aligning with business needs

Career frameworks and structured learning and development should be designed and provided in a way that develops breadth, and depth where required, of experience cross-government and within organisations.

Employees should be supported in developing their professional capability, managing their careers and identifying development opportunities across departments and functions. See GovS 001.1 Government functions.

6.2.2 Talent and Succession

The purpose of talent and succession management is to drive development at all organisational levels to build, sustain and improve Civil Service capability and to help civil servants achieve their potential.

Cross-government and organisational human resource teams should draw up integrated talent strategies and pipelines, which promote diversity of talent and are inclusive of those with protected characteristics across all professions and functions. See GovS 001.1: Government functions.

Senior and critical roles, as a minimum, should have effective succession plans in place, drawing on both organisational and cross-government talent pools.

Tools required to deliver a sustainable and inclusive talent strategy, including succession plans, talent reviews and specific programmes, should be used in order to harness top talent for the benefit of the organisation and individuals’ development.

Mentoring, internship and outreach programmes should be developed to grow and diversify the talent pool and network.

The delivery and effectiveness of talent initiatives should be monitored and analysed in order to continuously improve talent development initiatives.

6.2.3 Learning and Development

The purpose of learning and development is to build capability, both cross-government (for example, in professions and for functions) and within organisations, particularly in agreed priority skill areas. Learning and development activity should be conducted in line with the results of capability and learning needs analyses, as well as according to organisational objectives. Where applicable, employees shall complete, and maintain a record of completing, statutory training required by their role.

All employees should have a clear development plan agreed with their line manager that is actively pursued as part of on-going performance management activity, including encouraging individuals to participate in secondment schemes. Development plans should include any mandatory training that is outstanding or coming up for review, as well as any necessary work-related training to improve or assure the individual’s performance in their role.

Learning plans, tools and associated governance and process required to deliver the learning (e.g. specific programmes or initiatives) should be provided and take accessibility into account.
Opportunities should be created to develop leaders at every level of the Civil Service to be inspiring, confident and empowering [9].

Oversight of the management and retention of apprentices should be managed at a strategic level, including their learning and development in line with outlined apprenticeship standards.

Learning content and programmes should be developed and offered so that a full curriculum of learning interventions (learning catalogue) is available to employees, relevant and up to date. Learning content should be aligned to organisational and professional career frameworks. Where justified, learning interventions which are not part of the learning catalogue should be provided on a case-by-case basis.

Duplication of effort and spend in relation to the development and provision of learning interventions should be avoided. External providers of learning content and delivery should be managed to ensure value for money and to facilitate adoption of new learning methods and technologies. Contracts with third party suppliers should be managed in accordance with GovS 008: Commercial.

The success of learning initiatives should be measured and evaluated from a value for money and customer satisfaction perspective to measure the effectiveness and impact of the learning curriculum and initiatives.

6.3 Managing the workforce

The purpose of managing the workforce is to manage employees in a sustainable and secure manner that promotes the health and wellbeing of individuals, a healthy ‘work-life balance’, and a positive performance culture.

The senior officer accountable for cross-government human resource management should enable the Civil Service to manage its workforce through the development and implementation of model policies. The risks associated with non-compliance with the law should be minimised and mitigated, and cross-government consistency maximised.

The senior officer accountable for human resources within an organisation should adhere to the Civil Service Employee Policy model policy [10].

Acas codes of practice shall be followed [54] where relevant.

6.3.1 Performance Management

The purpose of performance management is to maintain and improve employee performance in line with an organisation’s objectives, to ensure that employees contribute positively to business objectives. Effective performance management activity can highlight individuals’ learning needs (see 6.2.3) or opportunities and potential for career advancement (see 6.2.1).

Performance management policies and procedures, together with associated systems, should be designed and implemented, with human resource specialists supporting line managers in their use. Current policy on diversity and inclusion shall be complied with.

Line managers, supported by human resource specialists, should comply with departmental policy and guidance and assess an employee’s progress throughout the year against the performance objectives and measures agreed at the beginning of the year, and should actively manage poor performance. In organisations where it is mandatory to do so, line managers should complete unconscious bias training before conducting performance management activity.

Data should be collected on performance management outcomes and poor performance measures, analysed by protected characteristic (under the Equality Act 2010 [53] or later equivalent), to generate insight for further improvement.
Line managers should ensure that standards of expected performance are set and clearly articulated for all employees and that regular performance conversations take place, taking appropriate, prompt action to address performance when necessary.

New employees should be monitored during their probationary period (see 6.1.2).

6.3.2 Absence, health and wellbeing

The effectiveness of any employee wellbeing initiatives should be monitored, including implementing and overseeing employee assistance programmes and employee occupational health.

Line managers should comply with organisational policy and procedures relating to absence management, including requests for leave or flexible working to support a healthy ‘work-life balance’, and returns to work.

Line managers should ensure both short and long term sickness absences are recorded accurately and promptly. If there is concern over the employee’s well-being, the line manager should make an occupational health referral and/or consult human resource specialists for advice. The line manager should manage an employee’s return to work sensitively so that they can resume their duties within an appropriate timescale.

6.3.3 Employee changes

A secure, online system should be provided for human resource specialists, line managers and employees to submit, maintain and extract employee information. Data should include personal information, work schedules, promotions, demotions and lateral moves, personnel files and employment status.

6.3.4 Global mobility

Systems, policies and processes for line managers’ use should be provided to enable them to manage staff loans and secondments, reservist commitments, relocations, transfers between Civil Service organisations, TUPE (Transfer of Undertakings (Protection of Employment) [55]) or COSoP (Cabinet Office Statement of Practice [11]).

Where employee movement involves more than one government organisation, common policies and processes should be adhered to, in order to ensure a consistent and efficient experience for employees.

6.3.5 Contingent workforce management

Line managers should manage the contingent workforce (including fee-paid and seasonal workers) in accordance with organisational guidance on best practice for managing the contract workforce.

Business leaders and line managers must comply with prevailing legislation about contingent workers (contractors, interims and consultants).

Note: at the time of writing, IR35 [56] is the legislation that relates to off-payroll workers and intermediaries working in the public sector.

6.3.6 Employee engagement

Initiatives and activities should be designed and implemented to encourage civil servants to be passionate, engaged and committed to delivering public services. Employee engagement should be considered holistically and systemically in conjunction with initiatives on health and wellbeing, estates and locations, and talent and succession.

Engagement communications should be managed in accordance with GovS 011: Communications.

Note: engagement activities can include pulse surveys and other types of feedback mechanisms, and engaging with employee councils or networks.
### 6.3.7 Industrial Relations

Constructive and mutually beneficial working relationships should be built and maintained with trade union colleagues and relevant legal requirements must be fulfilled.

Trade union engagement activity should be undertaken on matters affecting trade union members, whether through information sharing, consultation or negotiation.

The legal and regulatory environment should be understood, including monitoring and analysing intelligence to resolve or pre-empt complex issues which pose risks to the organisation.

*Note: refer to the Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992 or any subsequent, relevant legislation.*

### 6.3.8 Conduct and discipline

Business leaders and line managers should facilitate, encourage and promote an organisational culture where speaking up about any issue is considered normal and it is safe to do so. Business leaders should set and uphold clear expectations that concerns will be addressed sensitively, appropriately and proportionately and should ensure such expectations are met.

Line managers should monitor and manage employee conduct consistently, fairly and sensitively. Line managers should address any disputes, grievances or appeals, and take prompt action when required. Organisational policy and procedures shall be followed at all times.

In cases of workplace dispute, the line manager or responsible officer should firstly conduct informal action. Human resource expertise should be consulted where informal advice and action has not resolved the issue or dispute, and in particular where the situation is complex or contentious. Referrals to employment tribunal should be escalated to complex casework specialists. Human resource specialists should oversee formal investigations and ensure they are conducted in a timely and professional manner by trained individuals.

*Note: an example of informal action is mediation.*

Procedures should be in place to permit and enable employees to raise concerns relating to conduct or legal standards. Employees who raise concerns shall be afforded protection, and genuine concerns should be handled responsibly, professionally and in a positive manner.

Civil Service organisations shall uphold the Civil Service Code’s core values through clearly setting out the organisation’s policy on political activity and business appointments. All employees shall adhere to their organisation’s policy in these matters.

### 6.4 Rewarding the workforce

Pay and benefits packages should be designed to attract, retain and motivate staff. Reward packages should align with the organisation’s and employees’ needs and reflect the organisation’s purpose. Reward strategies should clearly articulate the aims of the various reward elements and how they are integrated. Any changes to the reward package should be communicated honestly and clearly, and be accessible.

#### 6.4.1 Reward

Organisational pay and reward programmes should align with Civil Service reward strategy, organisational objectives and wider industry comparisons and trends. Human resource professionals should prepare and distribute allowances, salary increases and adjustments, and bonuses to employees according to organisational policy.

Assessment tools should be provided to evaluate jobs to determine the corresponding compensation.
Pay policies for employees below the senior civil service grades should be set at an organisational level; these should align with any HM Treasury requirements of public sector pay. Senior civil service pay policy should be set cross-government, overseen by the Cabinet Office.

Pay review bodies, where applicable, and trade unions should be consulted in making changes to employee pay.

6.4.2 Employee Benefits

Benefit packages should be based on benchmarking current benefits against industry standards. These should be reviewed and updated, where appropriate, at both an organisational and cross-government level.

Employee benefits should be offered to help the Civil Service be an attractive and competitive employer. Organisations may develop a bespoke employee benefits package, taking into account the cross-government offer. Benefits might be offered as a tax efficient method of remuneration, and for promoting health and wellbeing.

A workplace pension shall be provided, and it shall be regularly reviewed in line with legislative changes.

Employees should be notified about their pension provision in a timely, accurate, engaging and educational manner and informed of any updates and changes. This should include guidance to employees on managing their pension arrangement leading up to retirement.

6.4.3 Payroll

Each government organisation is accountable for collecting and managing payroll data, and administering end-to-end payroll processing and exception payments. Where a third party payroll provider is engaged, the senior accountable officer for human resources should closely manage this supplier through effective contract management to carry out the above responsibilities.

Payroll should be processed in accordance with GovS 006: Finance.

Contracts with third party suppliers should be managed in accordance with GovS 008: Commercial.

6.4.4 Managing time

Employees’ working time should be recorded, including any overtime periods. Employees should record time spent on authorised activities in accordance with the organisation’s policy and procedures. Line managers should address any employee issues and ensure records are accurate.

6.5 Leaving work

All those exiting the organisation should be treated fairly and with respect and dignity. Employees can exit the workforce through voluntary or involuntary methods, including resignation, retirement, redundancy, dismissal, redeployment or death in service.

Line managers and employees should comply with all policies and procedures relating to an employee leaving the organisation. This may include payroll, security and information technology procedures.

Exit schemes and voluntary and compulsory redundancy exercises should be defined and conducted in accordance with the Cabinet Office 2016 Protocol: Civil Service Redundancy Principles [12], and the accompanying guidance. Exit schemes and redundancy exercises should be supported by a communication strategy that prioritises clear and regular communications.

The Civil Service Compensation Scheme [4] shall be adhered to when organisations determine the level of compensation to pay their employees when leaving under voluntary or compulsory redundancy.

Pre-retirement learning should be provided and offered to all employees preparing to leave the organisation through retirement exit schemes.
All civil servants shall follow the rules on accepting business appointments, as set out in the Civil Service Management Code [2], and comply with any conditions or restrictions imposed by the Civil Service employer. Permanent secretaries and directors general shall apply to the Advisory Committee on Business Appointments (ACOBA) for advice [13].

In the case of senior civil servant resignations, exit interviews shall be conducted to collect data on the reasons for leaving. These interviews should be conducted using Cabinet Office forms, and resulting data should be disaggregated by protected characteristics for analysis. Government organisations may conduct exit interviews for non senior civil service grades.

Workforce plans should be consulted to ensure the skills and knowledge needed for current and future business delivery are maintained, so that capacity and/or capability gaps do not result from employee exits.

7 Managing services

The purpose of managing human resource services is to drive positive employee experience through appropriate service provision together with reporting and analytics on human resource activity. These services are overseen and managed by human resource management bodies within organisations and cross-government.

7.1 Reporting

Reporting ensures that stakeholders are informed of human resource activities in order that corrective or preventive action can be taken and to fulfil statutory reporting requirements.

A reporting framework, including a report catalogue, schedule and reporting system, should be in place to meet the needs of stakeholders, including for statutory and Parliamentary reporting, regulatory compliance, cross-government and organisational management reporting and for ad-hoc report requests.

Reporting should be undertaken in accordance with the reporting framework. Reports should be timely and address the organisation’s needs for analysis and insight against organisational objectives. Reporting processes and systems should be able to update available reports and visualise data in real time.

Analysis should be conducted in accordance with GovS 009: Analysis.

7.2 Employee contact

Employees should be able to raise human resource queries, and complaints, through clear and straightforward contact channels that are closely managed. All employee contact channels, which may include digital, telephony and in-person services, should be performance managed and customer satisfaction levels should be defined and monitored, driving continuous improvement activity.

7.3 Data and knowledge management

Accurate and up to date people data is crucial to sound decision-making and understanding of the workforce.

Cross-government standards for reporting should be adhered to in order to support streamlined cross-government reporting, linked to the Civil Service Global HR Design [1].
Data and management information should be used by business leaders, line managers and human resource professionals to drive sound decision-making and proportionate human resource management activity.

Personal data shall be collected, handled, processed and destroyed in compliance with prevailing data protection legislation, GovS 005: Digital and GovS 007: Security.

Note: at the time of writing, the General Data Protection Regulation (GDPR) applied to all individuals within the European Union and the European Economic Area.

All organisations should ensure they meet the standards set out in the Equality and Human Rights Commission statutory guidance [57].

7.4 Human resource service management

Human resource management and administration should increasingly adopt technological advancements to derive the benefits of modern user interfaces, process automation and artificial intelligence. Human resource activity may be automated in order to drive consistency across government, provide more accurate people data for sound analysis and decision-making and to manage the workforce, so that more investment can be made in higher value areas of the human resource operating model.

The definition, design and management of human resource management systems should comply with GovS 005: Digital.

Organisations should procure human resource solutions at market competitive rates through government commercial frameworks (see GovS 008: Commercial) and adhere to the Global HR Design [1] when implementing new systems. Further development of the technology solution for organisational purposes should refer to user research within the organisation, with the aim of creating a quality and intuitive employee experience.

Where the senior officer accountable for human resource management has determined to outsource human resource administration, organisations should follow the Government Shared Services Strategy [14] and GovS 008: Commercial, with respect to outsourcing.

Performance of all outsourced, in-house and cross-government human resource activity should be measured through defined key performance indicators (KPIs) and the adoption of service level agreements (SLAs), aimed at realising value for money and improved customer service. Services should be monitored end-to-end, from conception to resolution, in order to maintain a focus on user experience and achieving the desired business outcomes.
## A. References

<table>
<thead>
<tr>
<th>ID</th>
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<tbody>
<tr>
<td><strong>Internal sources</strong></td>
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<tr>
<td>4</td>
<td>The Civil Service Compensation Scheme (<a href="https://www.civilservicepensionscheme.org.uk/civil-service-compensation-scheme/">https://www.civilservicepensionscheme.org.uk/civil-service-compensation-scheme/</a>)</td>
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<td>8</td>
<td>The Civil Service Commission Recruitment Principles (<a href="https://civilservicecommission.independent.gov.uk/civil-service-recruitment/">https://civilservicecommission.independent.gov.uk/civil-service-recruitment/</a>)</td>
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<tr>
<td>10</td>
<td>Civil Service Employee Policy model policy [available internally only]</td>
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<tr>
<td><strong>External sources</strong></td>
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<td>51</td>
<td>Human capital standards developed by the British Standards Institute (<a href="https://standardsdevelopment.bsigroup.com/committees/50229635">https://standardsdevelopment.bsigroup.com/committees/50229635</a>)</td>
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<td>52</td>
<td>Chartered Institute for Personnel and Development, Code of Professional Conduct (<a href="https://www.cipd.co.uk/about/what-we-do/professional-standards/code">https://www.cipd.co.uk/about/what-we-do/professional-standards/code</a>)</td>
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| 55 | Transfer of Undertakings (Protection of Employment)  
(http://www.legislation.gov.uk/uksi/2006/246/contents/made) |
| 56 | IR35  
(https://www.gov.uk/topic/business-tax/ir35) |
| 57 | Equality and Human Rights Commission Statutory Guidance  
(www.equalityhumanrights.com) |
## B. Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>contingent worker</td>
<td>A contingent worker is a temporary worker contracted for a particular project or period of time; they are not on the payroll but provide services to the organisation. There are different types of contingent worker, including agency worker or independent contractor, each of which have different legal rights and status.</td>
</tr>
<tr>
<td>employee assistance programme</td>
<td>An employee assistance programme or EAP is an impartial service for all employees, offering counselling and other types of support.</td>
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<tr>
<td>employee engagement</td>
<td>Employee engagement activity seeks to develop and encourage a workforce that is committed, supports one another, is loyal and has job satisfaction.</td>
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<tr>
<td>employee experience</td>
<td>Employee experience is about creating a great work environment for people. It involves understanding the role that trust plays in the employment relationship and making sure people are listened to and have a voice in issues that impact them. Source: CIPD, 2019.¹</td>
</tr>
<tr>
<td>employee life cycle</td>
<td>The employee life cycle is a common, informal way of describing the key moments, experiences and interactions with services at different points in employees’ journeys and careers with an organisation. Another way of describing this is ‘hire to retire’.</td>
</tr>
<tr>
<td>employee relations</td>
<td>Employee relations focuses on both individual and collective relationships in the workplace, with an emphasis on establishing trust-based relationships with employees. Source: CIPD, 2019.²</td>
</tr>
<tr>
<td>governance</td>
<td>Governance defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation. It determines the rules and procedures through which the organisation’s objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation. Source: Corporate governance in central Government departments: Code of good practice, HMT, Cabinet Office, 2011.</td>
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<tr>
<td>management framework</td>
<td>A management framework comprises the agreed management practices adopted by an organisation (or part of an organisation). Such as portfolio management framework, programme or project management framework. Source: AXELOS Common Glossary.</td>
</tr>
<tr>
<td>organisation design</td>
<td>Organisation design involves taking decisions about how to organise the work and people in an organisation in order to best achieve its purpose (its goals, aims or strategy). Source: CIPD, 2019.³</td>
</tr>
</tbody>
</table>

**Term** | **Definition**
---|---
position management | A position is a specific occurrence of one job, fixed within one business unit or organisation. Position management involves maintaining all of the positions identified within the business unit or organisation, usually within a digital resource planning system.