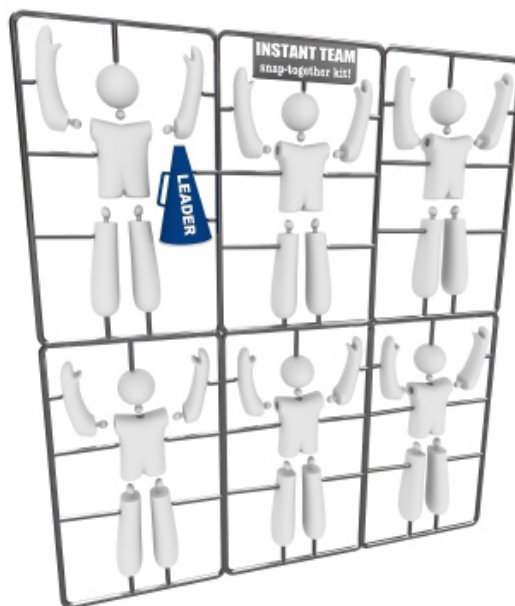
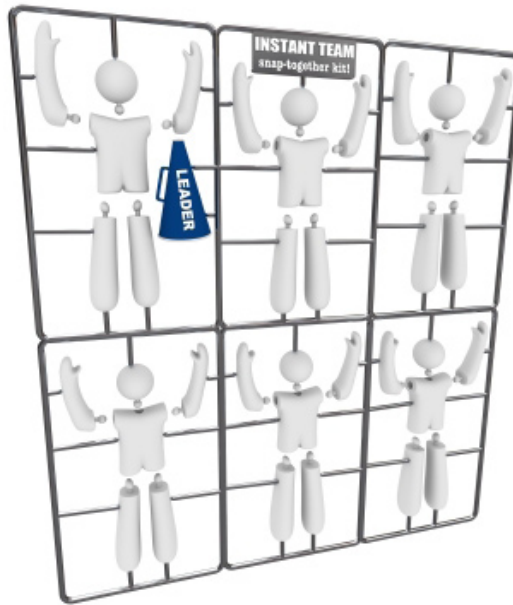




Ministry
of Defence

Induction Pack for Line Managers New to Managing Civilians

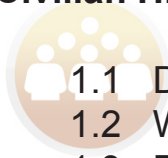




Induction Pack for Line Managers New to Managing Civilians

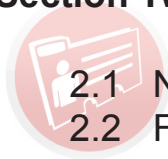
This induction package aims to provide new line managers of civilian staff the key tools to enable them to complete HR tasks and manage their staff effectively.

Section One: Structure and Functionality of Defence Business Services Civilian HR



- 1.1 Defence Business Services (DBS)
- 1.2 Where can a new Line Manager get help?
- 1.3 Roles and Responsibilities

Section Two: Responsibility of a New Line Manager



- 2.1 New to Managing Civilians?
- 2.2 Frequently Asked Questions
- 2.3 Top Tips on Proactive Line Management

Section Three: Getting Started



- 3.1 Are you registered on HRMS?

Section Four: The Line Manager's Toolkit and Other Useful Tools



- 4.1 What is the Line Manager's Toolkit?
- 4.2 What does the Line Manager's Toolkit contain?
- 4.3 What is the Line Manager's Planner?
- 4.4 What training is available?

Section Five: The People Services Website and How to Use it.



- 5.1 People Services website

Section Six: Other Useful Information



- 6.1 Where can I find out about changes?
- 6.2 Useful websites to know about
- 6.3 Acronyms
- 6.4 How to contact DBS Civilian HR

All of the information in this Induction Pack is collated for the line manager's convenience, it is however available separately on the People Services website.

Thank you to all the line managers who provided feedback and suggestions, it has been invaluable.

Please check the People Services website for news and updates.



Section One: Structure and Functionality of Defence Business Services Civilian HR

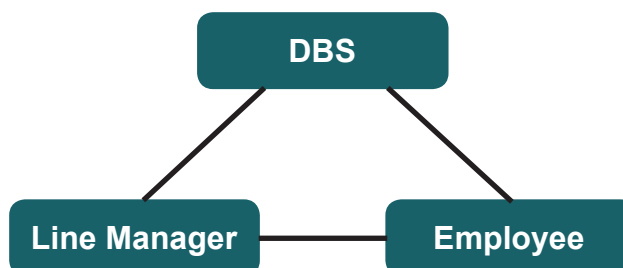
1.1 Defence Business Services (DBS)

The DBS was established on 4 July 2011 to deliver a range of corporate services across the MOD which includes:

- Civilian HR
- Finance
- National Security Vetting
- Knowledge and Information
- Information Systems
- Programme Management
- Business Management

1.2 Where can a new Line Manager get help?

Civilian HR Management is a three way relationship between employees, line managers and the Defence Business Services (DBS) Civilian HR Department's shared service provider.



1.3 Roles and Responsibilities:

- DBS Civilian HR – Provides relevant HR and Pay Services to civilian employees and line managers of civilians.
- Line managers – Are to follow the processes and guidelines as stated in the relevant Policy, Rules & Guidance to fulfil their managerial obligations.
- Employees – Are to follow the processes and guidelines as stated in the relevant Policy, Rules & Guidance to fulfil their contractual obligations.

The types of HR Services provided by DBS Civilian HR are as listed in the table below:



Working Patterns

- Alternative working patterns;
- Working Time Regulations; and
- Leave entitlements

Leaving

- Resignation
- Extended Special Unpaid Leave; and
- Interchange

Expenses

- Short Term Detached Duty;
- Fee Payments; and
- Personal Payments

People Service Centre

- HR People Services Centre;
- Pay People Services Centre; and
- Employee Wellbeing Service Centre

Payroll

- Salary;
- Overtime payments; and
- Voluntary deductions

Learning and Development

- Career Consultancy;
- Development schemes; and
- Performance Management

Resourcing

- Recruitment;
- Assessment Centres; and
- Managinf Posts and Post Holders

Relocations

- Moving home in the UK; and
- Moving home to/from Overseas

Conduct and Wellbeing

- Absence Management;
- Conduct Case Management;
- Employee Wellbeing Service;
- Harassment and Bullying; and
- Standards of Conduct & Behaviour

Below is an example of a key HR Service and what you need to know about it, as a manager of civilian staff:

The Employee Wellbeing Service - As a manager, you have a responsibility towards the wellbeing of your staff. The Employee Wellbeing Service (EWS) provided by DBS Civilian HR can support both you and your organisation.

The EWS offers a variety of support, to help civilians to cope with personal, health and work related issues, and supports staff deployed on operations, serving overseas or afloat and those who have been exposed to traumatic incidents in the workplace.



Section Two: Responsibility of a New Line Manager

2.1 New to Managing Civilians?

If you have never managed civilians before, it can feel like a daunting task to find out what you need to do.

Provided below is a simple checklist, in stages, that will take you through the steps you need to consider when managing civilian staff. You can access the full Line Manager Checklist [here](#).

The key tasks to action for new employee starters:

Prior to Arrival

- Notify security of employee's arrival;
- Ensure computer/e-mail account and job related equipment set up; and
- Arrange Dii / IT system training, if applicable.

Day of Arrival

- Arrange for your employee to be met on arrival;
- Review employee's identification documents and forward copy to the recruiter at DBS Civilian HR; and
- Conduct a familiarisation tour of building(s).

Within First Week of Arrival

- Ensure the new employee updates HRMS with their bank details (for those staff new to MOD);
- Discuss duties and Terms of Reference with employee;
- Review induction information with employee; and
- Arrange MOD site and vehicle passes, if applicable.

Within Six Weeks of Arrival

- Agree objectives and create the employee's PADR;
- Discuss their training needs; and
- Plan any mandatory training requirements.

At Eight Weeks After Arrival

- Discuss induction completion.

2.2 Frequently Asked Questions:

Q. What do I do if my employee calls in sick?

A. Guidance is available on People Services, see **Sickness Absence – A Guide for Managers** for information.

Q. How do I find out information on long term sickness?

A. Guidance is available on People Services, see **The Guide to Managing Long Term Sickness** for information.

Q. How do I find out about the Restoring Efficiency Policy for Attendance?

A. Guidance is available on People Services, see **Restoring Efficiency for Attendance** for information.

Q. How do I find out about the Restoring Efficiency Policy for Performance?

A. Guidance is available on People Services, see **Restoring Efficiency for Performance** for information.

Q. How do I report an unauthorised absence for a member of my team?

A. Guidance is available on People Services, see **Reporting and managing unauthorised absence** for information.

Q. Do I contact the DBS Civilian HR Contact Centre before checking the People Services website?

A. No, the first point of call should be the **People Services** website as the information should be available through the site search facility. If for any reason you can't find the answer then please do call the Contact Centre for advice.

Q. How do I provide development for my employees?

A. You can encourage them to participate in learning and development courses. You can provide shadowing and mentoring opportunities.

For further ideas look at the **Guide to Development Opportunities; Defence Academy** website; **Defence Learning Portal (DLP)** or **Civil Service Learning**.

2.3 Top Tips on Proactive Line Management

- Ensure you have visibility of your employees on HRMS
- Take time to get to know your staff
- Lead by example, be a role model
- Set meaningful and measurable objectives for your teams
- Ensure all mandatory training is attended and entered onto HRMS
- Ensure you cascade HR and work information briefs to your staff
- Where appropriate talk to your local Trade Union Representative for clarification / advice relating to employee's work related issues
- Use the People Services website via Defence Intranet for information or contact the DBS Civilian HR Contact Centre, if clarification is required
- Update HRMS for absences relating to holidays or sickness
- Provide handover notes to new Line Manager when new posting is known
- If you are a military line manager, and you are moving to a new post, you will need to get your HRMS record updated, to remove your current position number. To do this you will need to contact DBS Civilian HR Contact Centre.
- Provide encouragement for career development for your employees



Section Three: Getting Started

3.1 Are you registered on HRMS?

HRMS LOGIN

User ID:

Password: [Forgotten your password?](#)

New to HRMS? If you are a new HRMS user and don't have a password please contact the DBS Civ HR PSC on the phone number above.

WARNING: BEFORE USING ONLINE SERVICES YOU MUST BE SURE YOU HAVE READ THE RELEVANT POLICY, RULES & GUIDANCE AVAILABLE ON THE PEOPLE SERVICES CHANNEL

HRMS is the Human Resources Management System. This system is a tool used by DBS Civilian HR to maintain accurate staff records. Both employees and their line managers are responsible for maintaining this information.

Before you can start to manage your staff there are a few things you will need to do, one of which is to ensure you are registered on HRMS and you can access the Manager Self Service option within HRMS.

All civilian line managers will be automatically added to HRMS when joining the Civil Service, however military line managers of civilians will need to ensure they are added onto HRMS.

This can be done by completing a **HR Form 019: MOD HRMS Non Employee Record Form** or if you are unable to complete this online you can contact the **DBS Civilian HR Contact Centre**.

Your position number should be found on your Job Posting Letter.



Handy Tip:

Are you confused by HRMS? Don't know what it is used for or how to use it?

Then the HRMS Help! Leaflet is here to help.

Can you view your civilian staff records?

If the answer is no, check that you are in the correct position number for your new job / tour. Your member of staff could still be linked to the previous line manager.

You can check your position number through HRMS, following the steps below:

HRMS Log In > Employee Self Service > Job Information > Position Information.

Your position number is in the top left.

Contact the People Service Centre for help.

What is a position number?

The position number is a term for a job post; this unique number identifies a specific Job Role for an employee.



Section Four: The Line Manager's Toolkit and Other Useful Tools

4.1 What is the Line Manager's Toolkit?

The **Line Manager's Toolkit** is a single document that contains a number of products to help you manage your team effectively. It is held on the front page of the People Services website under Useful Links.

KEY TOOLS AND PUBLICATIONS				
Defence People				
KEY POLICY AND PROCESSES				
Report and Record Sick Also see: <ul style="list-style-type: none"> Conduct a Welcome Back Discussion 		 	Holiday Entitlements Also see: <ul style="list-style-type: none"> Maternity and Family Absence 	
Appraise Performance Also see: <ul style="list-style-type: none"> Developing Staff Training 			Maintaining Your Team <ul style="list-style-type: none"> Manage Posts and Post Holders Complete Post Skills Profiles Post Mapping 	
Recruit Staff For new joiners, also see: <ul style="list-style-type: none"> Basic Principles of working in Defence Starting and Their First Year 			Staff Leaving For Voluntary Early Release see: <ul style="list-style-type: none"> VERS 2011 VERS 2012 - 2014 	
USVF Supplement Managers of UK civilian personnel stationed on USVF bases 		View Employee Claims Online 		KEY INDEXES
Redeployment Pool 		Health, Safety & Security <ul style="list-style-type: none"> MOD Health & Safety Handbook The Defence Manual of Security 		
		Restoring Efficiency <ul style="list-style-type: none"> Performance Attendance 		
		Promotion, Progression and Advancement		

4.2 What does the Line Manager's Toolkit contain?

The LM Toolkit contains embedded links to key processes to help new and existing line managers to manage their civilian members of staff, and includes links to a number of tasks, such as:

- Conduct a Welcome Back Discussion
- MOD Voluntary Early Release Schemes
- Performance Appraisal Process
- The Redeployment Pool
- View and Update Post and Post Holder details for your team
- View Employee Claims Online

It also contains links to helpful sites and documents, such as:

- Line Manager's Year Planner
- Guide to Development Opportunities
- What's new this month on People Services
- 60 Second Digest
- Defence People Magazine



and links to:

- Leaflets
- Policy, Rules & Guidance
- HR Forms
- HRMS

The LM Toolkit is an active document and the tasks will change to reflect updated policy and process.

As well as viewing this online you could print it off and use it as a visual aid, if needed.



4.3 What is the Line Manager's Planner?

As a busy line manager you may need to plan ahead to meet HR deadlines and manage your staff.

The Line Manager's Planner, available through the LM Toolkit, allows you to add key events into your Outlook calendar and be prompted by automatic reminders.

As well as setting up reminders, you could also print this document off to use as a visual aid, if required.

Line Manager's Year Planner		Use this planner to see key events and link to tasks you should complete throughout the year. At the bottom of the page are links to other tasks that you may need to perform as a line manager during the year.	
January 2013 No scheduled activity this month, so why not ... View and update your Post and Post Holder details for your team?	February 2013 No scheduled activity this month, so why not ... Read up on the Individual and Manager Behaviours?	March 2013 Report Against Objectives and Complete PADR for all Grades	April 2013 Set Objectives for the Start of the Reporting Year for all Grades
60 Second Digest Released - 7 Jan	60 Second Digest Released - 4 Feb	60 Second Digest Released - 4 Mar	60 Second Digest Released - 8 Apr
May 2013 New Civilian Leave Year starts	June 2013 No scheduled activity this month, so why not ... Review and update your or your team's Contact Details?	July 2013 No scheduled activity this month, so why not ... Read up on Health, Wellbeing and Sickness?	August 2013 No scheduled activity this month, so why not ... Ensure your staff have completed their Mandatory Training for the year?
60 Second Digest Released - 29 Apr	60 Second Digest Released - 3 Jun	60 Second Digest Released - 1 July	60 Second Digest Released - 5 Aug
September 2013 No scheduled activity this month, so why not ... Review your team's Claims and Expenses?	October 2013 Mid Year Development Review for all Grades MOD Civilian Your Say Survey out	November 2013 No scheduled activity this month, so why not ... Read up on the MOD's Standards of Conduct and Behaviour?	December 2013 MOD Civilian Your Say Survey results released Why not ... Read up on the MOD's Harassment and Bullying Procedure?
60 Second Digest Released - 2 Sep	60 Second Digest Released - 7 Oct	60 Second Digest Released - 4 Nov	60 Second Digest Released - 2 Dec
Report Absence and Manage Long Term Absence	Approve Annual / Domestic / Special Leave	Deal with Poor Performance - Attendance & Other Issues	Consider Special Bonuses
Recruiting Staff	Handle Resignations or Retirements	Voluntary Early Release Schemes - 2012 - 14	View Employee Claims



Handy Tip:

To add the reminder to your calendar select the yellow 'Add to Calendar' logo > select 'Open' on the dialogue box that appears > you can add any additional notes to the reminder, if required > select 'Save and Close'.

4.4 What training is available?

As a new or existing line manager, training is a vital tool to help you understand what tasks are expected of you in managing your civilians.

Guide to Development Opportunities

All employees have a responsibility to develop their skills to enable them to undertake their role effectively both through work based learning and more formal development opportunities. The department investment in learning and development is primarily focused on meeting its business needs now and in the future and we encourage individuals to work with their line managers and functional leads to identify and plan their personal development.

The Guide to Development Opportunities has been designed as a tool to facilitate the development review process, to signpost to mandatory training, provide direction by way of recommended training and also as a useful reference source to highlight other elective interventions. It should help individuals take the initiative in diagnosing learning needs, formulating learning goals, identifying resources for learning, and choosing appropriate learning methods.

This guide provides details of the current learning and development opportunities available and should be used as part of the Development Review process. The learning interventions are defined by grade and the proposed Civil Service Competences allowing individuals to choose the most appropriate intervention (where individuals have already undertaken similar training in their career they should only look to refresh training if there is a specific development need).

As part of identifying development needs individuals should complete and regularly maintain their HRMS Post and Personal Skills Profiles which provides an outline individual Training Needs Analysis which supports corporate workforce planning. You should consider what you see as your key strengths and development areas, for your current role and future aspirations, which should form part of any development discussion with your Line Manager.

There are a range of high quality interventions available through the Defence Academy and Civil Service Learning both on line and face to face to help your development. The availability of some interventions will be limited reflecting funding priorities.

- **Indicative costs of each learning intervention are provided, but you should check with the provider before booking.**
- **All Face2Face learning will also incur T&S costs on top of any specified course costs.**
- **E-learning, or work-based learning is funded centrally.**



The Guide to Development Opportunities contains a list of training courses, mandatory and elective, offered through Civil Services Learning, Defence Academy and the Defence Learning Portal, that can help you as a line manager, and include:

New to Managing People in Defence (R064), focusing on:

- your responsibilities of a manager in the PADR process including: SMART objectives, working within and assessing against Single Skills Framework & Super Seven Behaviours;
- understanding procedures relating to instances of poor performance, discipline issues and managing attendance;
- giving constructive feedback and reward & recognition;
- explaining the RDP process and manager responsibilities; and
- the communication skills necessary to conduct constructive discussions with staff.

Delivery: Face-to-Face Workshop

Costing: T&S

Provide: Defence Academy

The Experienced People Manager in Defence (R090), focusing on:

- the qualities and behaviours associated with 'good' and 'bad' line managers;
- relating MOD policy, processes and best practice to a range of line management scenarios;
- relating best practice in managing civilian staff to managing Military personnel;
- understanding factors which impact good line management and formulate practical strategies for overcoming obstacles;
- sources of help and support available; and
- practising some of the skills useful for dealing with difficult management scenarios

Delivery: Face-to-Face Workshop

Costing: T&S

Provider: Defence Academy

Managing Civilian Staff (F101) NB: Military Specific, focusing on:

- your responsibilities as a manager of MOD civil servants;
- steps to take when recruiting MOD civil servants;
- your role in the Performance Management process;
- your responsibilities in respect of developing MOD civil servants;
- how to enhance the effectiveness of the MOD civil servants by managing attendance, monitoring work patterns and leave; and
- the values, standards and behaviour expected of MOD civil servants

Delivery: Face-to-Face Workshop

Costing: T&S

Provider: Defence Academy

To access the Guide to Development Opportunities, click [here](#).

Civil Service Learning

Civil Service Learning provides courses and resources for skills common to all UK civil servants in all Civil Service roles. Find e-learning, online resources and face-to-face learning to give you the tools you need to develop your career. Including:

- Managing People - Regular Performance Discussions;
- Managing People - Constructive Conversations; and
- Managing People - Managing Team Conflict

These three courses are delivered through face-to-face workshops by Civil Service Learning. The cost for each of these workshops is £134 per delegate.

To view the current courses available through Civil Service Learning click [here](#).

The Defence Academy

Numerous courses and workshops, including helpful line manager courses, such as:

Welcome back discussions (VG03), focusing on:

- the purpose of Welcome Back (WBD) Discussions;
- the benefits of conducting WBD discussions;
- appropriate approaches which could be taken; and
- typical adjustments which could be made when a member of staff returns to work

Delivery: E-learning

Costing: No cost

Provider: Defence Academy

Defence Learning Portal

Defence Learning Portal (DLP) provides e-learning courses across the MOD.



Section Five: The People Services Website and How to Use it.

5.1 People Services website

The People Services website is your first port of call for all information and announcements on HR and Pay Services relating to civilian matters across the MOD.

You can access the People Services website through the Defence Intranet > Personnel > Civilian tab.

The screenshot shows the Defence Intranet Home page. The browser title is 'Defence Intranet Home - Microsoft Internet Explorer'. The address bar shows 'http://defenceintranet.dfr.mil.uk/Pages/MODHome.aspx'. The page has a dark blue header with the Defence Intranet logo and a search bar. Below the header is a navigation menu with 'Personnel' selected. A red box highlights the 'Civilian' link under the 'Personnel' menu. The main content area features several news articles, including 'Paratroopers endure attacks during exercise', 'TA LIVE - live adverts from live operations', '£11 million training boost to improve NHS care for war veterans', 'Royal Marines return early from Afghanistan', 'UK Admiral takes over NATO's new Maritime Command', 'Defence in the Media - 18 February 2013', 'Transforming Defence', 'Doing it Better - Maritime Equipment Transformation team saves Defence millions', and 'Doing it Better: new training course for Personal Assistants helps them to transform Defence'. The right sidebar contains 'Search help', 'Useful Links', and 'Job Finder'.

Using this site you can learn about the policies, processes and guidance that relate to the services.

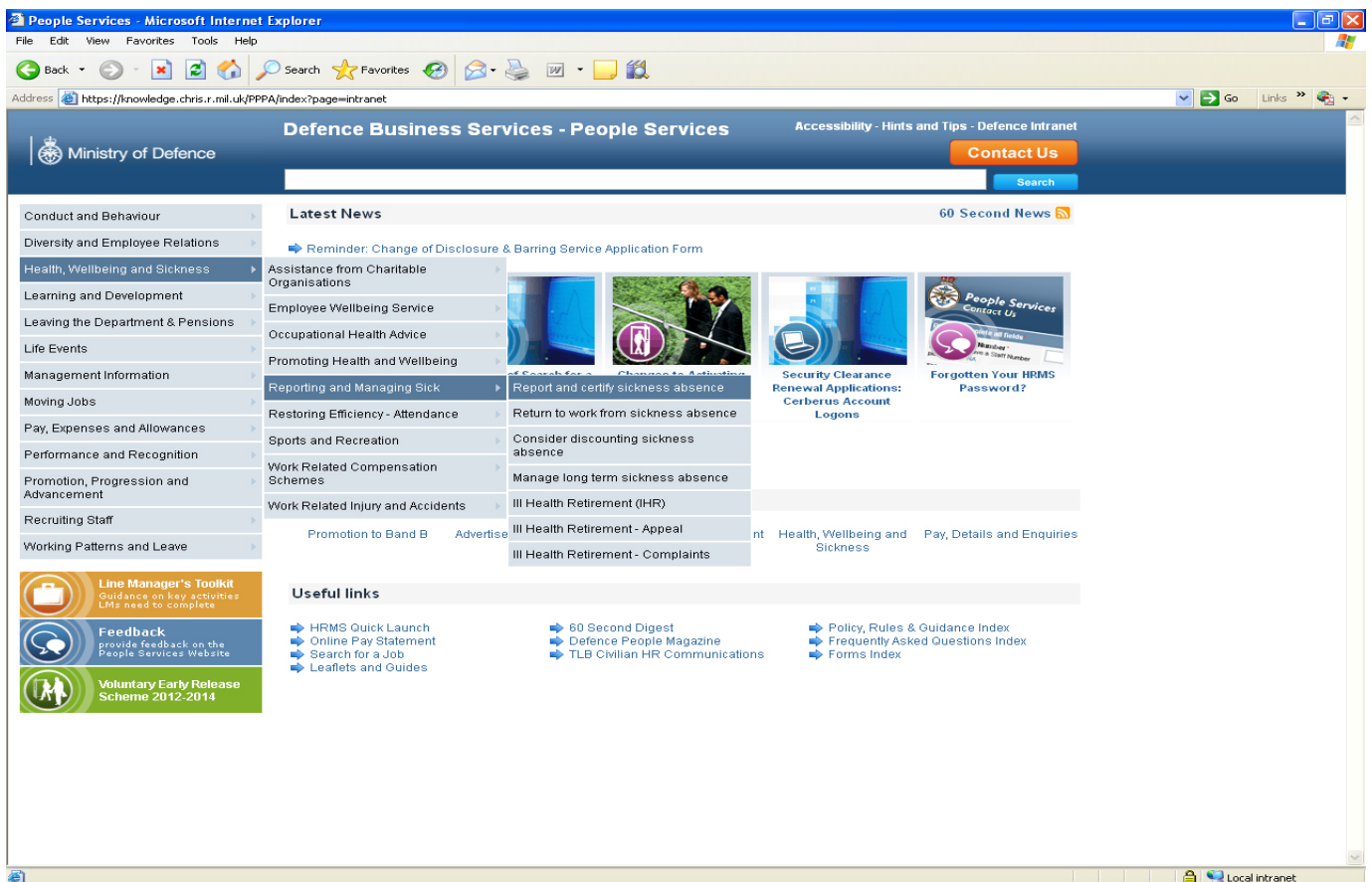
You can navigate around the site a number of ways:

Hovering over the menu on the left will reveal further steps to take you to a specific topic containing links to the policy, process and any related documents or websites.

You can utilise the search menu to look for a particular topic, search for an answer to a question, or look for a document.

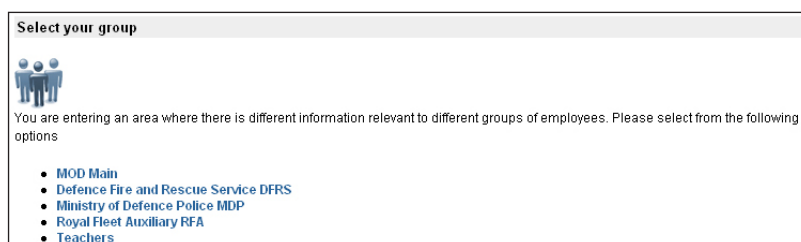
The People Services front page contains quick links to HRMS; the Line Manager's Toolkit, Forms, Policy, Rules & Guidance documents, Publications such as 60 Second Digest, etc, as well as Hot Topic News Items and Frequently Asked Questions.

So, if your member of staff calls to say they are off sick... what do you do?



You can navigate through the menu by hovering over Health, Wellbeing and Sickness > Reporting and Managing Sick > and then select Report and certify sickness absence.

You will then be given an option to select which employee group you want to view.



Once you have selected the group, you will be taken to the task that tells you what you need to do to report that your member of staff has called in sick.

Report and certify sickness absence - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <https://knowledge.chris.r.mil.uk/PPPA/index?page=viewtask&id=TA237&group=MOD%20Main>

Defence Business Services - People Services Accessibility - Hints and Tips - Defence Intranet

Ministry of Defence Contact Us

Home > Health, Wellbeing and Sickness > Reporting and Managing Sick > Report and certify sickness absence

Report and certify sickness absence - MOD Main

Introduction | Policy Statement | End To End Process | Employee | Manager | Related Items

The actions you need to carry out to report your sickness absence to your manager, or other appropriate person, the process for closing your absence online and how to certify your sickness absence.

As a manager, you can find the actions you must complete to correctly update your Employee's sickness absence record, and where necessary report the absence to the Employee Wellbeing Service (EWS) Helpline and, if necessary, report a health issue to the Defence Business Services National Security Vetting (DBS NSV).

Close Sickness Absence
Click [here](#) for HRMS access

Add Sickness Absence
Click [here](#) for HRMS access

Updated	Details
5th September 2011	Rebranded
29th October 2012	Bath Contact Details Updated

Announcements

There are currently no announcements.

[View content in full & print](#)

Line Manager's Toolkit
Guidance on key activities
LMS need to complete

Feedback
provide feedback on the
People Services Website

Voluntary Early Release
Scheme 2012-2014

Done Local intranet

All tasks provide links to any policy and process, HRMS, HR Forms, and documents that you might need on that particular topic.



Section Six: Other Useful Information

6.1 Where can I find out about changes?

Along with the Line Manager's Toolkit, Line Manager's Planner and the training guides, there are a number of publications that keep civilians, and their line managers, up to date on HR / Pay matters.

60 Second Digest

"Bite size HR News for MOD Civilians and Line Managers"

The 60 Second Digest is designed to provide a quick and comprehensive overview of recent and forthcoming changes to HR and Pay policy and DBS Civilian HR Services. It is published on the first Monday of every month and can be accessed through the People Services website.

Defence People Magazine

"Are you civilian? Do you manage civilians? Then this magazine is for you. The magazine for Civil Servants and their managers in the Ministry of Defence."

Leaflets

There are a number of leaflets on a wide range of services available on the People Services website, including:

- **Pay Matters – A guide to getting your pay right**
- **Managing Difficult Conversations**
- **Preparing for Interviews – An applicant's guide**
- **Post Skills Profiles – A guide for Line Managers**
- **HRMS Help! – A guide for HRMS**
- **Recording and Reporting Sick Absence**

6.2 Useful websites to know about

DIN Indexes and Digests – Defence Instruction and Notices (DINs) are defence-wide instructions, guidance and notices.

Policy, Rules & Guidance (PRG) Index – Listing of all Policy, Rules & Guidance by category for quick access.

Forms Index - An index with links to forms used across Defence.

Please Note: This is NOT an exhaustive listing of all form types across Defence. Please ensure that you always use the current version of any form.

Civil Service Code – This process information provides details of what conduct of behaviour is expected of a civil servant.

6.3 Acronyms

DBS	-	Defence Business Services
TUPE	-	Transfer of Understandings (Protection of Employment)
TU	-	Trade Union
TOR	-	Terms of Reference
S2O	-	Support to Operations
HRMS	-	Human Resource Management System
PADR	-	Performance Appraisal and Development Review
HRD	-	Human Resource Directorate
PRG	-	Policy, Rules and Guidance
TOIL	-	Time off in lieu
FWH	-	Flexible Working Hours
RDP	-	Redeployment Pool
FAQ	-	Frequently Asked Questions

6.4 How to contact DBS Civilian HR

If you can't find the answers to your questions by browsing our website or using the search facility, you can contact the DBS Civilian HR via email to: peoplesservices@db.mod.uk or by telephone on 93345 7772 (Mil), 0800 345 7772 (STD) or +44 (0)1225 747772 (Overseas).

How we'll respond: All enquiries are logged and you will receive an acknowledgement email containing your unique call reference number. You should quote this number on any future, related correspondence with the DBS Civilian HR.

We aim to respond to 90% of general enquiries within 2 working days, however if your enquiry is complex it may take up to 10 working days to respond.

