Civil Service
Human Resources

Level 3 Process Splits (RACI)

Global HR Design

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Global HR Design: Setting the standard for future focused, technology enabled and user centric HR services in Government

Level 3 process splits (RACI)

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Civil Service HR

This document summarises Level 3 process splits (RACI) breakdown across areas of focus within Phase 2 Global HR Design. The following components will be highlighted within this document:

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Introduction and approach

Introduction

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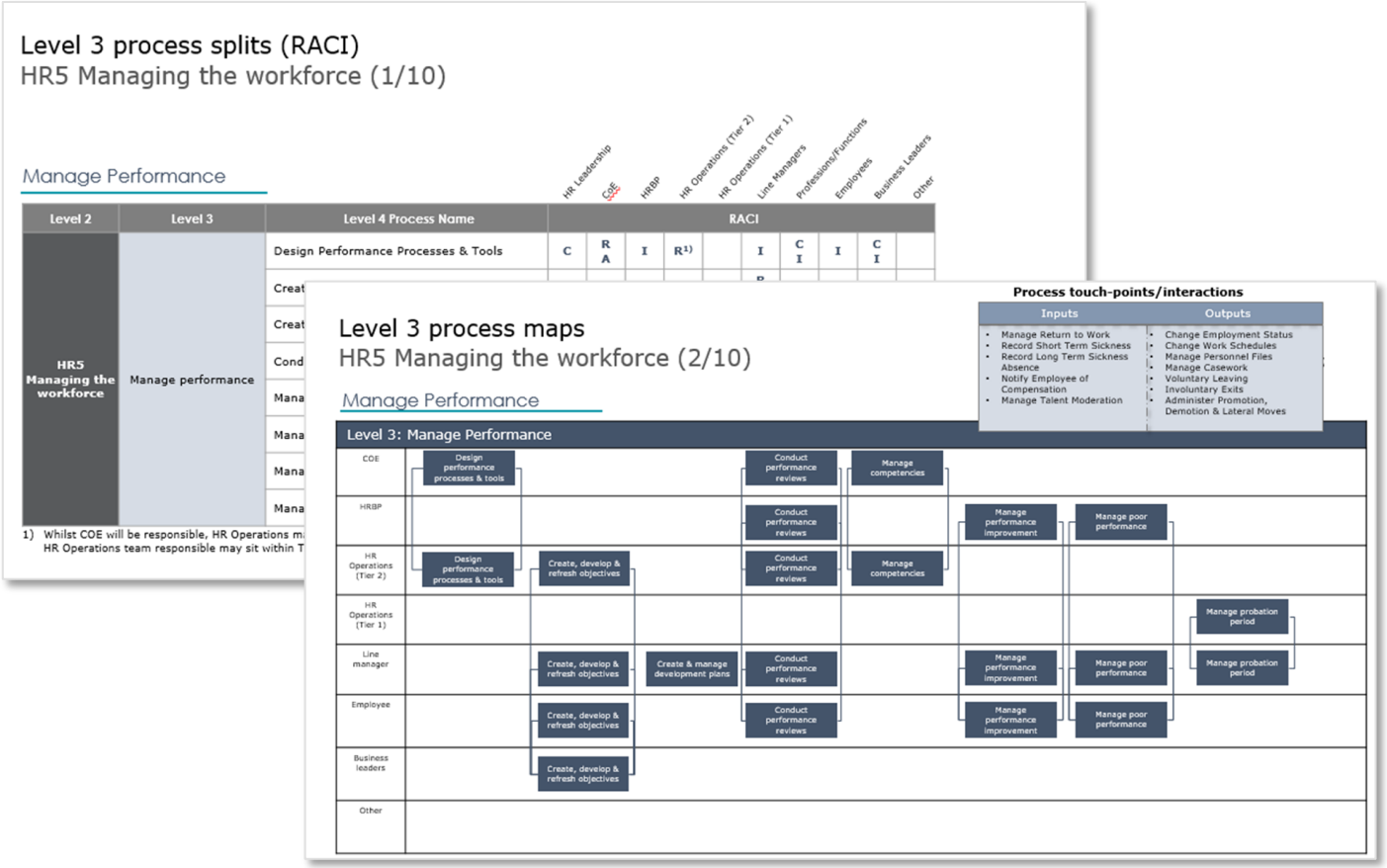
Highlighted below is a short overview and purpose of future Level 3 process splits (RACI).

LEVEL 3 PROCESS SPLITS (RACI)

Level 3 process splits (RACI) are used to assign responsibility to specific HR processes. It is an acronym for 'Responsible', 'Accountable', 'Consulted' and 'Informed'. Every process should have one clear owner who is 'Accountable', while multiple owners can be 'Responsible' 'Consulted' or 'Informed'.

The Level 3 process splits (RACI) will:

- ✓ Provide clarity on relevant responsibility within each process
- ✓ Feed as an input to detailed process and organisational design activities
- ✓ Provide an indication of improvement opportunities across role involvement within the process



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Guiding Principles and Templates

Guiding principles and templates

RACI definitions

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Highlighted below are definitions used within the RACI matrix. These definitions will guide the overview of RACI across relevant process areas highlighted within this document.

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 within this document 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.

Guiding principles and templates

Level 3 process splits (RACI) map template

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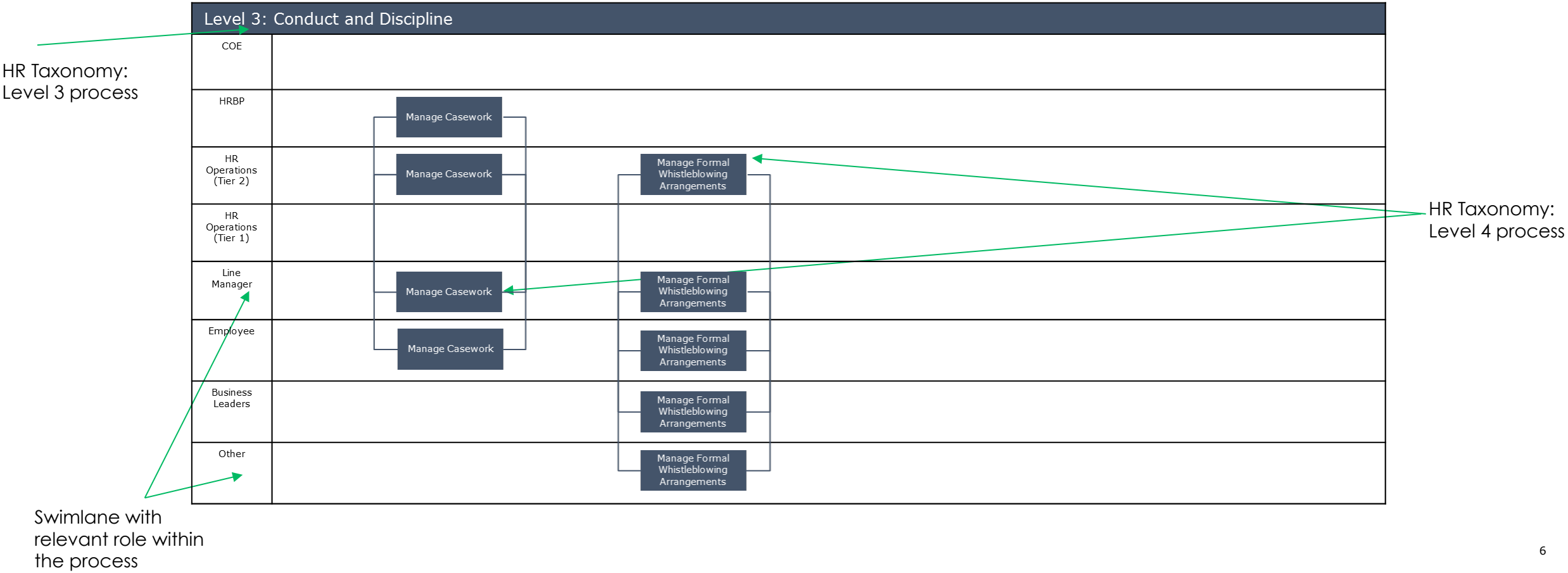
Highlighted below is an example view of how a Level 3 process splits (RACI) may be represented as a process map. Relevant RACI annotations will be based on agreed level 3 process splits (RACI) definitions.



Guiding principles and templates

Mapping indicative roles into relevant groups

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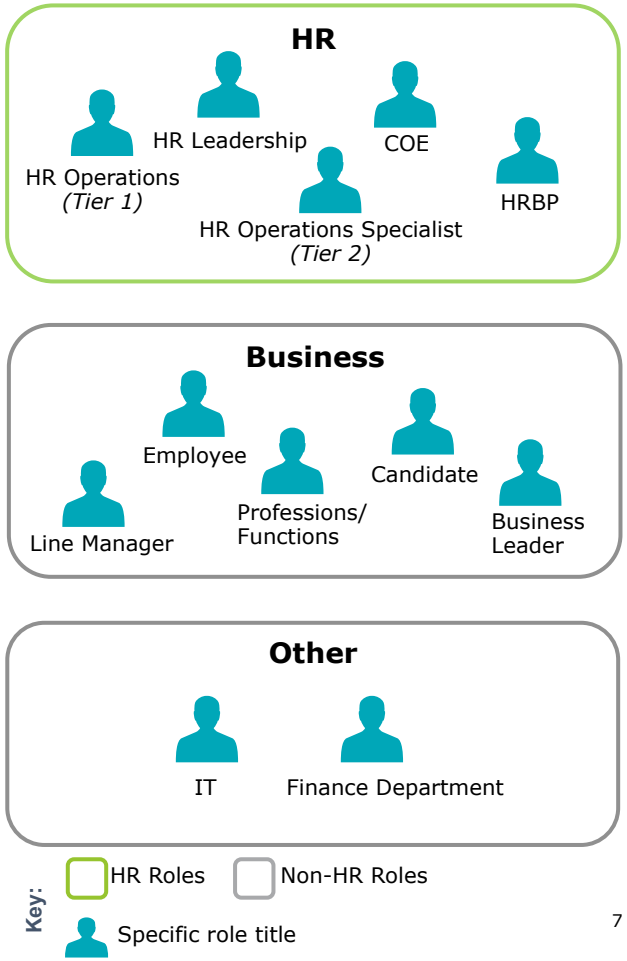
Highlighted below is a high level introduction into indicative roles and their relevant groupings based on where they sit within the organisation. Roles highlighted below will be incorporated across the Level 3 process splits (RACI).

Role	Definition
HR Leadership Team (including CoE Directors) / DGs	The HRLT hold overall accountability for HR. They also define and deliver overall strategy and objectives for their respective businesses and geographies
Community of Expertise (CoE)	Teams of subject matter experts that develop and hold deep expertise in their respective subject areas. CoEs set group strategy, policy and process for their respective area, and are accountable for all specialist activity in assuring quality, capability, standards and performance.
HRBP	Business-facing strategic HR professionals that use strong commercial and HR expertise to provide insight and challenge to business leaders on all strategic people-related subjects.
HR Operations	HR Operations teams provide HR operational service support at Tier 1 and more specialist and complex casework support at Tier 2. Support could include both queries and transactions. This can include teams supporting the Civil Service as part of an outsourced arrangement (BPO) but may also comprise in-house teams.
Business leaders	Define and deliver overall strategy and objectives for their respective business area /Civil Service organisation.
Line managers	Accountable for people management, often using systems and analytics. Use self-service/HCM systems to action transactions.
Professions/Functions	Define and deliver strategy, objectives, people and organisational development initiatives for their respective Profession/ Function.
Employees	All Civil Service employees across Departments. Use self-service/HCM systems to action transactions. Responsible for their own personal data, career-related issues, and proactively seeking necessary information.
Other	Other involved parties, including other departments. This may include other standalone third parties which may be notified and do not work as a part of an outsourced arrangement.



Guiding principles and templates

Level 3 process splits (RACI) assumptions

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The following assumptions underpin the Level 3 process splits (RACI) development:

- At least one role has been included for every process / relevant swimlanes in the process
- Current view of RACI is depicted based on typical market practice
- RACI overview has been developed at a high level, it is assumed that further refinement to achieve the next level of detail will continue throughout the detailed process design
- For each process there is only one process owner, i.e. ‘A’ can only be designed to one role for the overall process
- Multiple roles can be 'R' in any one process, however there may also be additional responsibilities for information sharing and feedback which fall outside of the formal process
- Assigned responsibilities only capture the regular process and do not include exceptional cases
- HR Operations Tier 1 and Tier 2 roles may also be referred to as HR Operations Representatives and Specialist roles respectively

Level 3 Process Splits (RACI)

Civil Service HR

HR3 Joining Work

Level 3 process splits (RACI)

HR3 Joining Work (1/8)

Civil Service HR

Joining Work

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR3 Joining Work	Recruitment (Executive, Specialist, Volume, Apprentice)	Design Recruitment Processes, Tools & Programmes	C	R A	I	C			C		C[6]	
		Create/Edit Job Description/Requisition			C	R[2]		R[2] A[2]	R[2] A[2]			
		Close Job Description/Requisition[1]			C	R[3]		A[2] I	R[2] A[2]			
		Attract & Source Candidates		A		R		C	C			
		Create/Update Candidate Profile										R[4] A
		Manage Candidate Pool				R A						C
		Reinstatement				C	R[5] A	R				I[7]

1) Assuming that the job description aligns to corresponding professional career pathway/job library
2) Line Manager can typically initiate the process. In a situation where there is a cross-governmental campaign required, a Profession/Function may be accountable There will only be one accountable party on any one occasion
3) HRBP involvement in terms of budget consultation
4) Actions related to reinstating the employee in the system
5) Consultation with Business Leaders may be required in exceptional cases, when there are external factors which may required their involvement, e.g. changes to strategic direction
6) Department who candidate resigned from / candidate

Level 3 process splits (RACI)

HR3 Joining Work (2/8)

Civil Service HR

Joining Work

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR3 Joining Work	Recruitment (Executive, Specialist, Volume, Apprentice)	Screen Candidate				R A		I	I			
		Select Candidate				R		R A	R A			I[1]
		Manage Job Offer/Contract		C	C	R A		I	C			C[1] I[1] I[2]
		Conduct Pre-Employment Checks[4]				R A		C	C			C
		Security Vetting				I						R[3] A[3] I[1]
		Manage Job Offer Withdrawal/Candidate Withdrawal		C		R A		R	R			I[1] R[1]

1) Candidate (internal or external)
2) Finance involvement for any extraordinary circumstances
3) UKSV checks
4) Pre-employment checks include BPSS

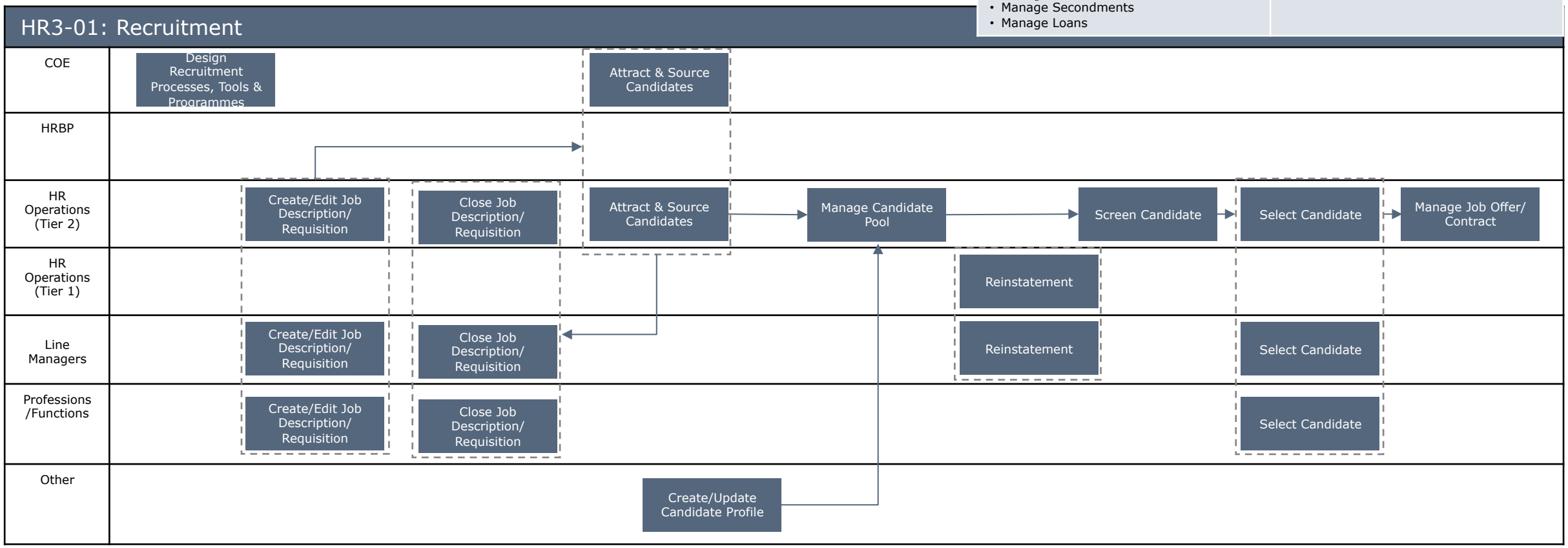
Level 3 process maps

HR3 Joining Work (3/8)

Joining Work

Process touch-points/interactions

Inputs	Outputs
• Develop Resourcing Strategy • Develop Diversity & Inclusion Strategy • Dev. Vendor Procurement & Relationship • Strategic Workforce Planning • Develop Reward Strategy • Develop Policies & Procedures • Business Supply & Demand Capture • Create Position • Manage OGD Transfers • Manage Secondments • Manage Loans	• Manage New Hire • Manage Organisational Structures • Manage Job / Job Families • Provide HR Insights / Analytics • Collect Payroll Data • Manage Allowances • Manage Employee Engagement Activities • Manage Reserve Commitments



Level 3 process maps

HR3 Joining Work (4/8)

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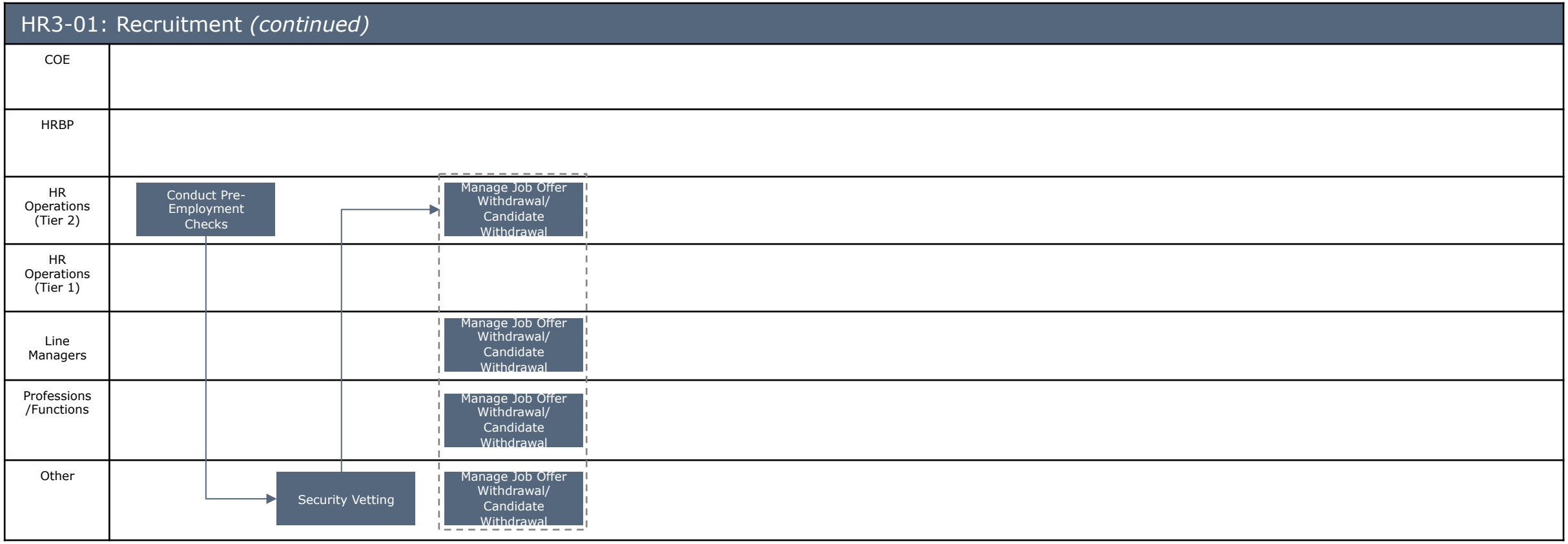
Joining Work



Level 3 process splits (RACI)

HR3 Joining Work (5/8)

Civil Service HR

Joining Work

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR3 Joining Work	Recruitment (Fast Track, Fast Stream)	Source Candidates		A/ R[1)]		R[1)]			C[2)] R		I	
		Screen & Select Candidates		A[3)]		R A[3)]						
		Bidding		A	C			R	R		R[7)]	
		Offer & Contract Management		C	C[3)]	R A	R	I	I			C[4)] I[6)]
		Pre-Employment Checks + SC Vetting		I		R					I	R[5)] I[6)]

1) Responsibility for deciding on sourcing strategies and attraction criteria remains with the CoE, whilst sourcing should be conducted by HR Operations Tier 2 team
2) For specific Fast Track and Fast Stream campaigns related to Civil Service strategic requirements, professions, functions and business leaders may be consulted
3) Assuming that the screening and initial selection will be completed by the HR Operations team with commission for Fast Stream roles sent via the HRBP
4) Grade Manager
5) Assuming additional 'Vetting' team involvement additional vetting is required for posts outside 'standard' pre-employment checks
6) Candidate
7) Through departmental single point of contact

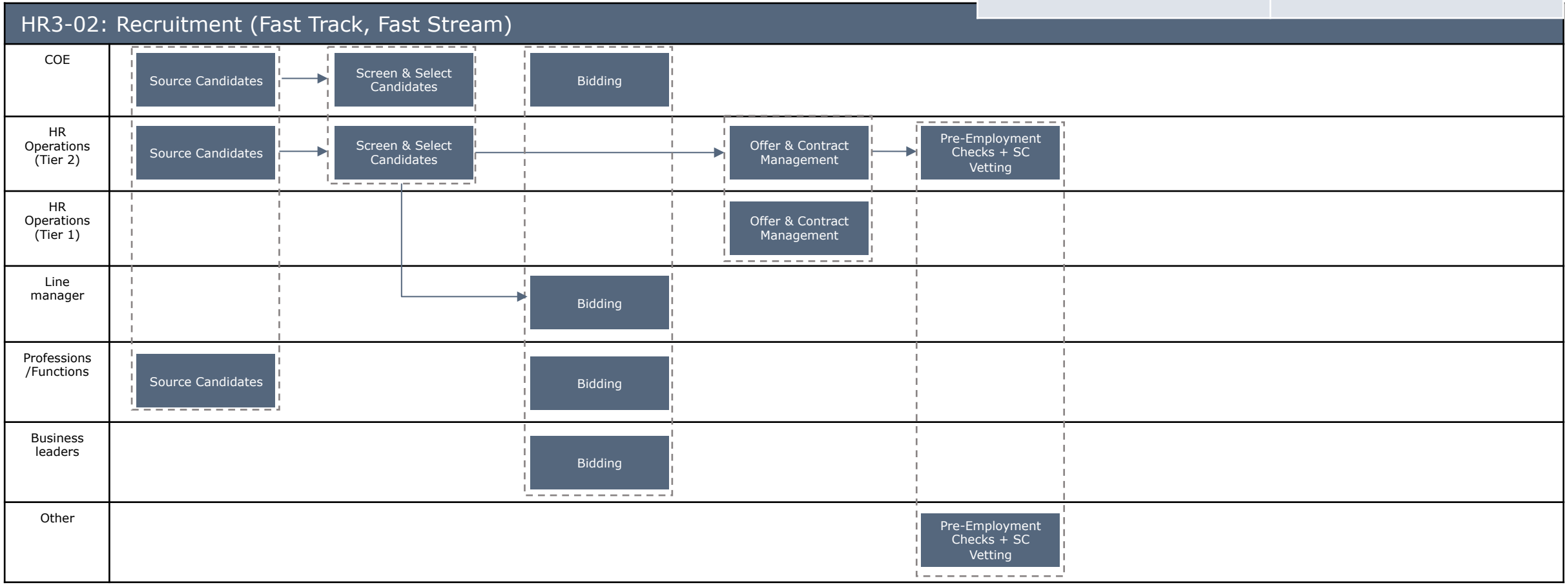
Level 3 process maps

HR3 Joining Work (6/8)

Joining Work

Process touch-points/interactions

Inputs	Outputs
• Develop Resourcing Strategy • Develop Diversity & Inclusion Strategy • Dev. Vendor Procurement & Relationship • Strategic Workforce Planning • Develop Reward Strategy • Develop Policies & Procedures • Business Supply & Demand Capture • Create Position	• Manage New Hire • Manage Organisational Structures • Manage Job / Job Families • Provide HR Insights / Analytics • Collect Payroll Data • Manage Allowances • Manage Employee Engagement Activities • Manage Reserve Commitments



Level 3 process splits (RACI)

HR3 Joining Work (7/8)

Civil Service HR

Joining Work

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR3 Joining Work	Onboarding	Manage New Hire					R	R A				I[1]
		Manage Onboarding				R		R A				I[1] R[2]
		Induction		A	C	R	I	R	I	R	I	
		Manage No Shows				I	R	R A				I[1]

1) Candidate (internal or external)
2) Estate management / IT

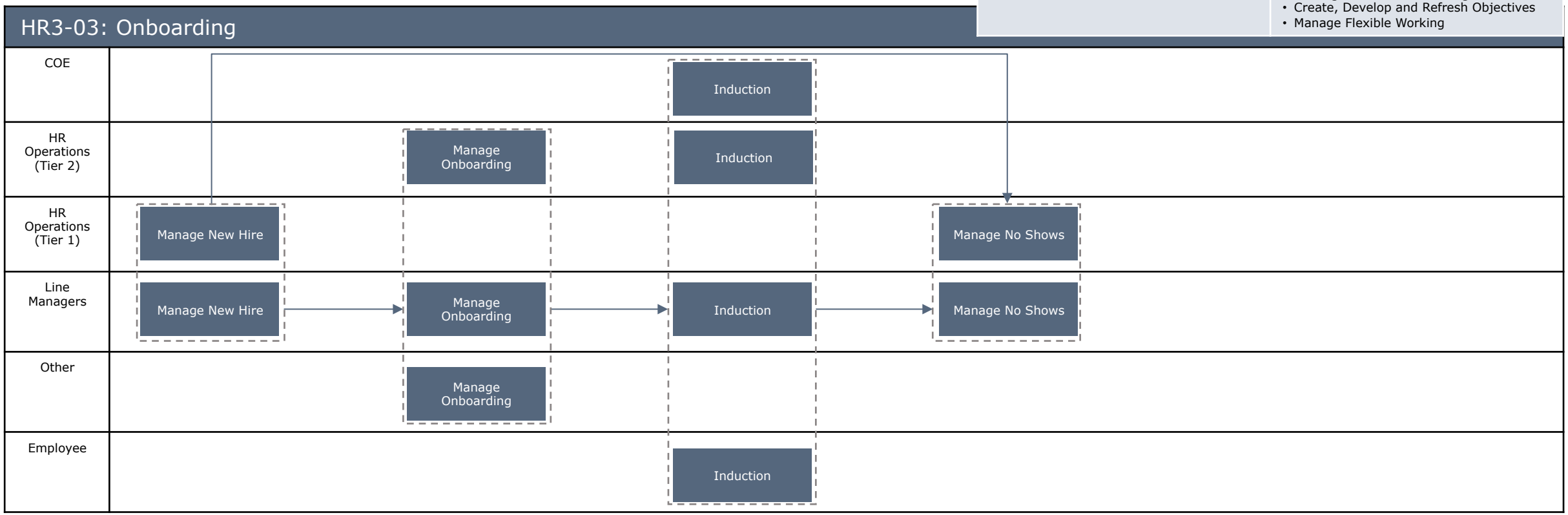
Level 3 process maps

HR3 Joining Work (8/8)

Joining Work

Process touch-points/interactions

Inputs	Outputs
• Manage Job Offer / Contract • Develop Resourcing Strategy • Strategic Workforce Planning • Manage Return to Work	• Update Position • Change Employee Personal Data • Manage HR Information & Knowledge • Manage Organisational Structures • Manage Job / Job Families • Manage Locations • Manage Talent Pools • Manage Talent Schemes • Strategic Workforce Planning • Create, Develop and Refresh Objectives • Manage Flexible Working



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HR4 Building the Workforce

Level 3 process splits (RACI)

HR4 Building the workforce (1/4)

Civil Service HR

Building the Workforce

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR4 Building the Workforce	Talent & Succession [SLS, FLS, Fast Stream, FastTrack, HDPS, IDP]	Design Talent Processes, Tools & Schemes	C	R A	I	R[1)]			R C		I	
		Manage Succession Plan		A R[2)]	R	R[1)]		R	R		A	
		Conduct Talent Review & Identify Talent		C	R A	R[1)]		R	C	I		
		Manage Talent Moderation	C	C	A	R[1)]		R	R	I		
		Manage Talent Pool / Network		C	R A	R[1)]		C	R	I		
		Mentoring & Outreach		R[4)] A		R[1)]	R			R[3)]		
		Manage Internships	C	R A	I	R[1)]		R			C	
		Manage Talent Schemes	C	R A	I	R[1)]			R C		C	

1) Specialist insight and analysis, and system enabled activities
2) For SCS succession planning the COE would manage and facilitate the process
3) Both Mentor and Mentee are responsible and accountable for the relationship, much of the activity is done through self service and Tier 1 is responsible for providing support
4) The role of the COE is to design and develop Mentoring & Outreach schemes

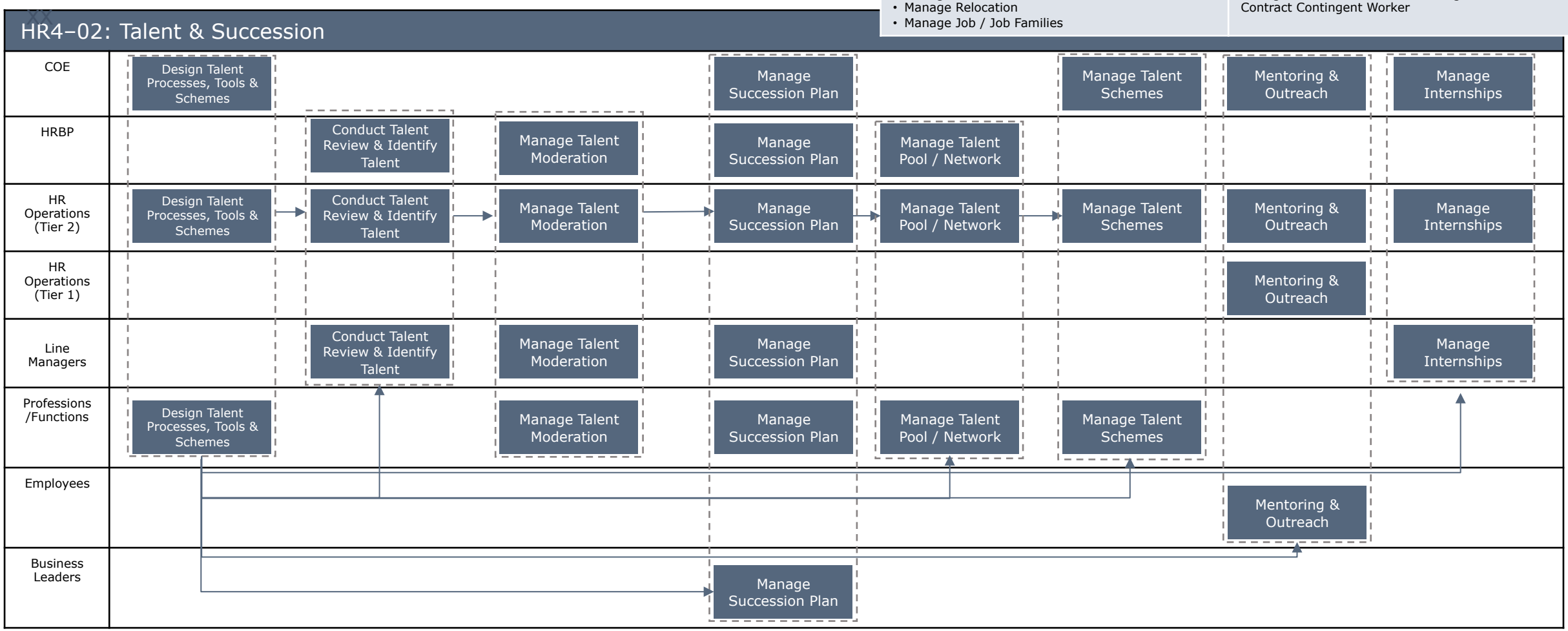
Level 3 process maps

HR4 Building the workforce (2/4)

Building the workforce

Process touch-points/interactions

Inputs	Outputs
• Develop Talent Strategy • Develop Capability & Learning Strategy • Develop Performance Strategy • Input to Business Planning • Develop Reward Strategy • Develop Diversity & Inclusion Strategy • Strategic Workforce Planning • Develop Resourcing Strategy • Manage Secondments • Manage Relocation • Manage Job / Job Families	Create Position, Design Recruitment Processes, Tools & Programmes Develop Capability & Learning Strategy Design Learning Processes, Tools & Programmes Manage Organisational Structures Conduct Capability & Learning Needs Analysis Manage Involuntary Exit Receive & Resolve HR Queries Manage HR Information & Knowledge Contract Contingent Worker



Level 3 process splits (RACI)

HR4 Building the Workforce (3/4)

Civil Service HR

Building the Workforce

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR4 Building the Workforce	Learning & Development	Design Learning Processes, Tools & Programmes	C	R A	R C				R C	C		
		Conduct Capability & Learning Needs Analysis	C	R A		R[1)]			C			
		Develop Apprentices	I	R A				R	C		C	C[2)]
		Develop Learning Content		R A		R						R[3)]
		Deliver Learning				R A	R A			I		R[3)] A[3)]
		Update Learning Curriculum	C	R A	I	C	R		C	I		
		Manage Enrolments and Completion		I			R	I		R A		
		Manage Cancellations					R	C		R A		
		Manage Off-Catalogue Requests		C		A		R	R[5)]	I	I[4)]	
		Evaluate Learning Delivery and Impact	I	R A		R[6)]	R	C		C		

1) Supporting with analysis
2) Professional bodies
3) External learning providers
4) Exceptional cases (for requests above threshold)
5) Line managers will be involved by requesting, delivering & facilitating
6) Depending on the HR Operations TOM

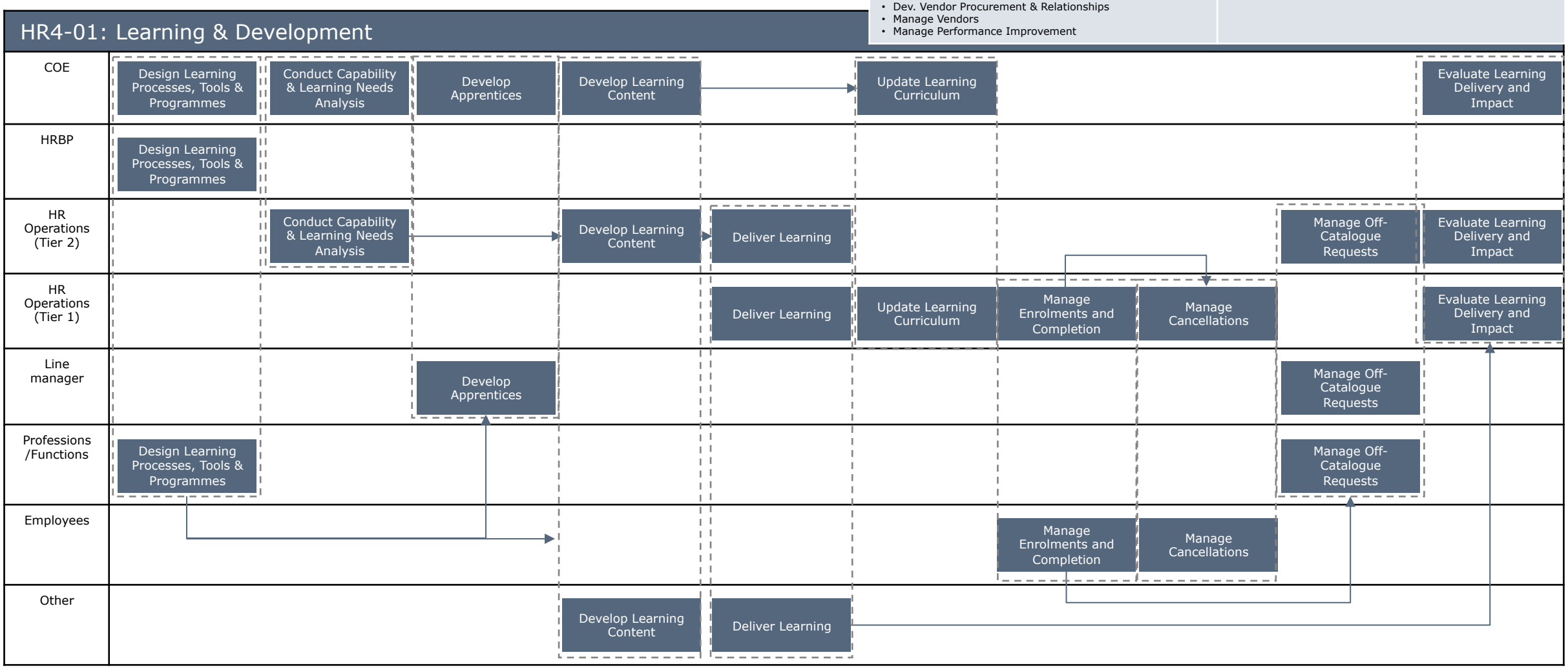
Level 3 process maps

HR4 Building the Workforce (4/4)

Building the Workforce

Process touch-points/interactions

Inputs	Outputs
• Develop Talent Strategy • Develop Performance Strategy • Manage Continuous improvement • Maintain Systems & Configuration • Create & Manage Development Plans • Create, Dev & Refresh Objectives • Design Organisational Competencies • Design Performance Processes & Tools • Manage On-boarding • Manage Regulatory Compliance • Dev. Vendor Procurement & Relationships • Manage Vendors • Manage Performance Improvement	• Provide HR Insights & Analytics • Create, Dev & Refresh Objectives • Create & Manage Development Plans • Manage Succession Plan • Manage Competencies • Manage Performance Improvement



Civil Service HR

HR5 Managing the Workforce

Level 3 process splits (RACI)

HR5 Managing the workforce (1/10)

Civil Service HR

Manage Performance

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR5 Managing the Workforce	Manage Performance	Design Performance Processes & Tools	C	R A	I	R[1)]		I	C I	I	C I	
		Create, Develop & Refresh Objectives		I		R[1)]		R A	R	R	R	
		Create & Manage Development Plans			C I			R A	C	C		
		Conduct Performance Reviews	I	R	R	R		R A		C		
		Manage Competencies		R[1)] A	C	R[1)]		I		I		
		Manage Performance Improvement			R			R A		R		
		Manage Poor Performance			R			R A			I	
		Manage Probation Period			I		R	R A		I		

1) Whilst COE will be responsible, HR Operations may be responsible for ensuring these are up-to-date on the system. Depending on the organisational structure, the HR Operations team responsible may sit within Tier 1 support or Tier 2 team.

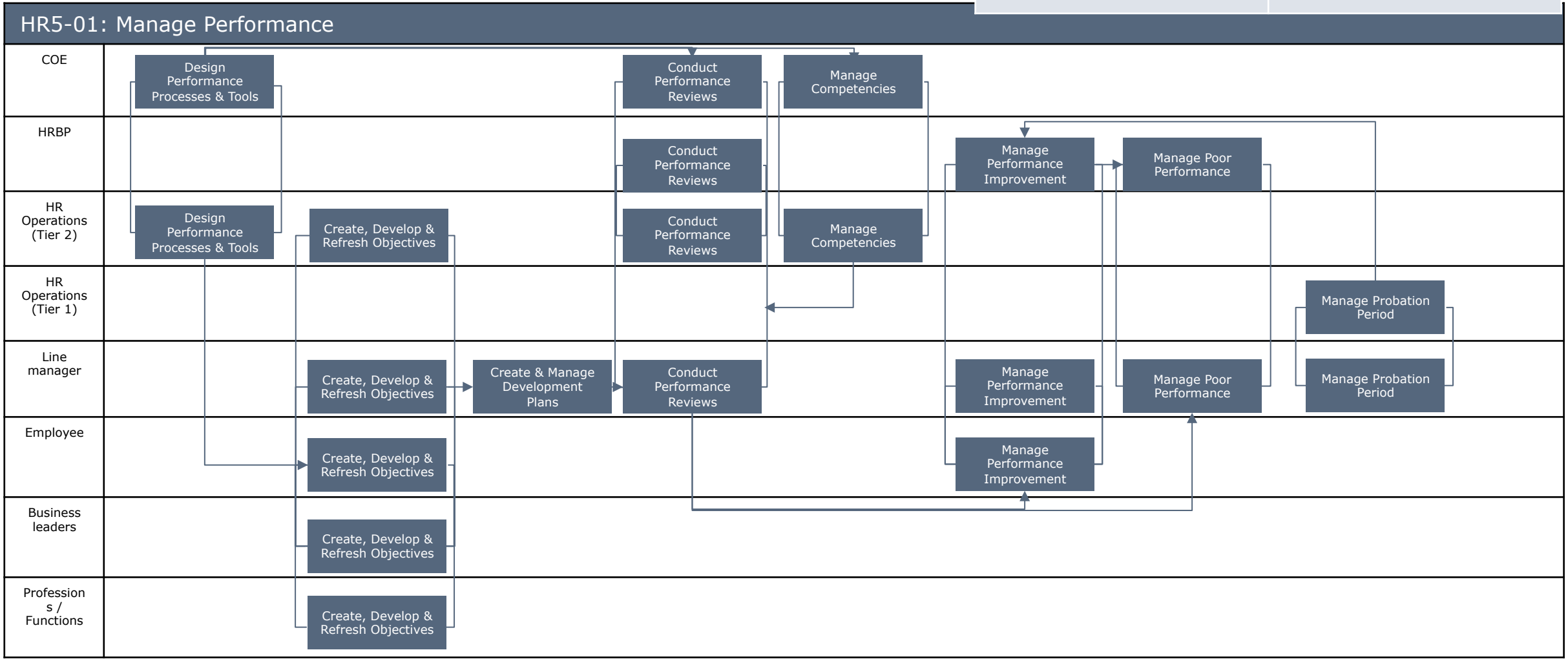
Level 3 process maps

HR5 Managing the workforce (2/10)

Manage Performance

Process touch-points/interactions

Inputs	Outputs
• Manage Return to Work • Record Short Term Sickness • Record Long Term Sickness Absence • Notify Employee of Compensation • Manage Talent Moderation	• Change Employment Status • Change Work Schedules • Manage Personnel Files • Manage Casework • Voluntary Leaving • Involuntary Exits • Administer Promotion, Demotion & Lateral Moves



Level 3 process splits (RACI)

HR5 Managing the workforce (3/10)

Civil Service HR

Absence, Health & Wellbeing

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR5 Managing the workforce	Absence, Health & Wellbeing	Develop Employee Wellbeing Initiatives	C	R A	C I	R[2]		I		I	I	C I
		Manage Leave of Absence				R[4]		R		R A		
		Manage/Record Short Term Sickness					I	R		R A		
		Manage/Record Long Term Sickness Absence			I	R		R A		R	I	
		Administer Occupational Health Referral			C[5] I	A R		C[5]		C		R[3]
		Manage Return to Work					R	R A		C		
		Administer Leave					I	R A		R		
		Manage Flexible Working			I	R		R A		R		

1) 'Other' support may include external occupational health providers, employee assistance programme external providers, etc.
2) CoE will be responsible for developing wellbeing initiatives; however HR Operations may be involved in implementation on a local level. Responsibility for implementation may lie with CoE (for special projects/initiatives) or HR Operations.
3) OHS responsibility for developing an external occupational health report (if applicable).
4) Where HR Operations need to collect, validate or produce documentation before processing the request, they will be a responsible party.
5) The HRBP, Line Manager or Employee may initiate the request.

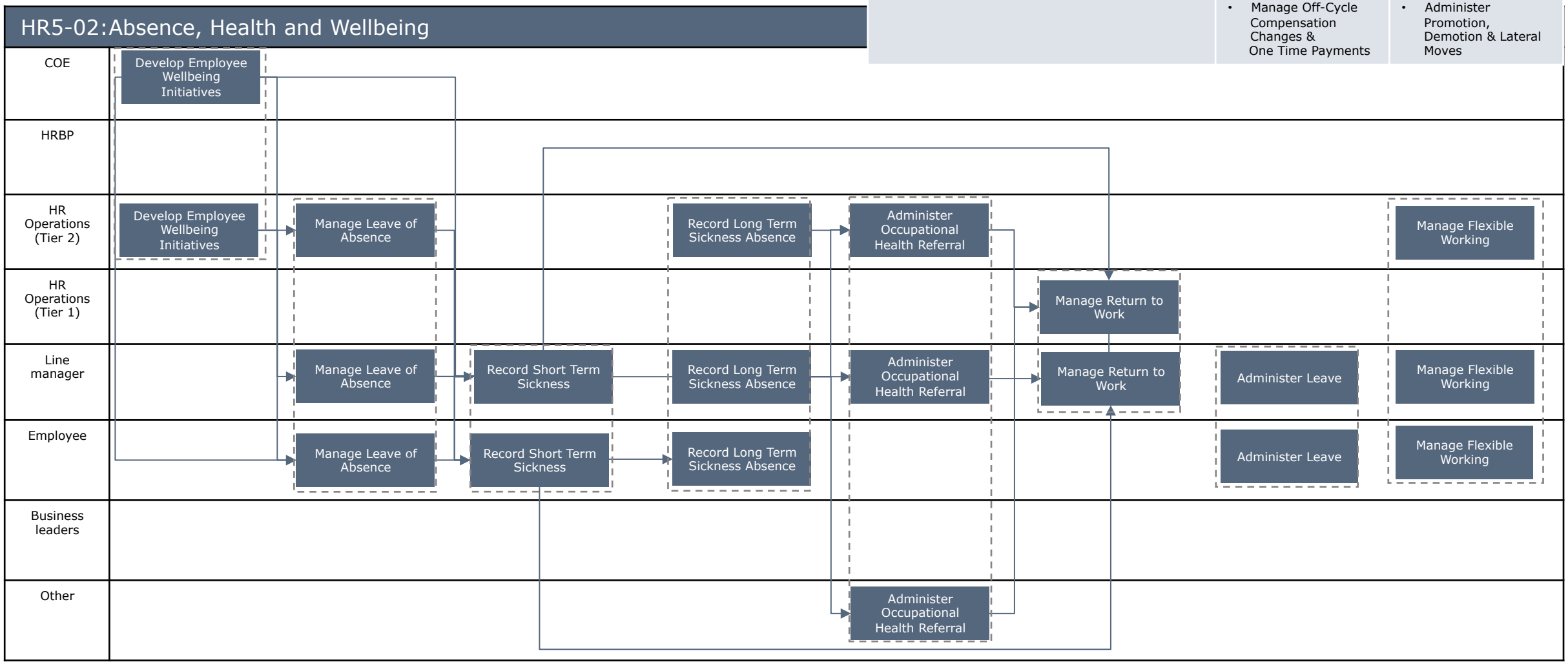
Level 3 process maps

HR5 Managing the workforce (4/10)

Absence, Health & Wellbeing

Process touch-points/interactions

Inputs	Outputs	
• Change Employee Status • Change Work Schedules	• Create Position • Update Position • Close Position • Change Employment Status • Change Work Schedules • Manage Personnel Files • Manage Off-Cycle Compensation Changes & One Time Payments	• Collect Payroll Data • Process Payroll • Record Employee Time Data • Manage Casework • Voluntary Leaving • Involuntary Exits • Manage Death in Service • Administer Promotion, Demotion & Lateral Moves



Level 3 process splits (RACI)

HR5 Managing the workforce (5/10)

Civil Service HR

Employee Changes

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR5 Managing the workforce	Employee Changes	Change Employee Personal Data					R[1]			R[1] A		I[2]
		Change Work Schedules					R[3]	R[3] A		C		
		Administer Promotion, Demotion and Lateral Moves			C[4]		R[3]	R A		C	I	
		Change Employment Status			C[4]		R[3]	R[3] A		I		
		Administer Mass Data Changes		A[5] C	A[5] C	R		A[5] C		I	A[5] C	
		Manage Personnel Files				R[6] A	R[6] A					
		Manage Political Activity & Appointments			C I		R	R	C	R	A	

1) Depending on the type of employee personal data change, either HR Operations Tier 1 or employees will be responsible for making the change. For example, the employee should be accountable for changing their bank details or address as these activities would be completed on self-service and should not require approval; whilst for change of name HR Operations should view a certificate confirming name change and approve appropriately.
2) External vendors will be informed appropriately of relevant employee changes where no integration between HCM system and external parties' systems exist and where there is an impact, for example on payroll, pensions, benefits, etc.
3) Whilst the line manager will be responsible for the change, HR Operations may be responsible for confirming and modifying data/executing as appropriate.
4) HRBPs will be consulted only where necessary.
5) Accountability depends on request initiator. There will be only one accountable party on any one occasion.
6) Either Tier 1 or Tier 2 will be responsible and accountable depending on the nature.

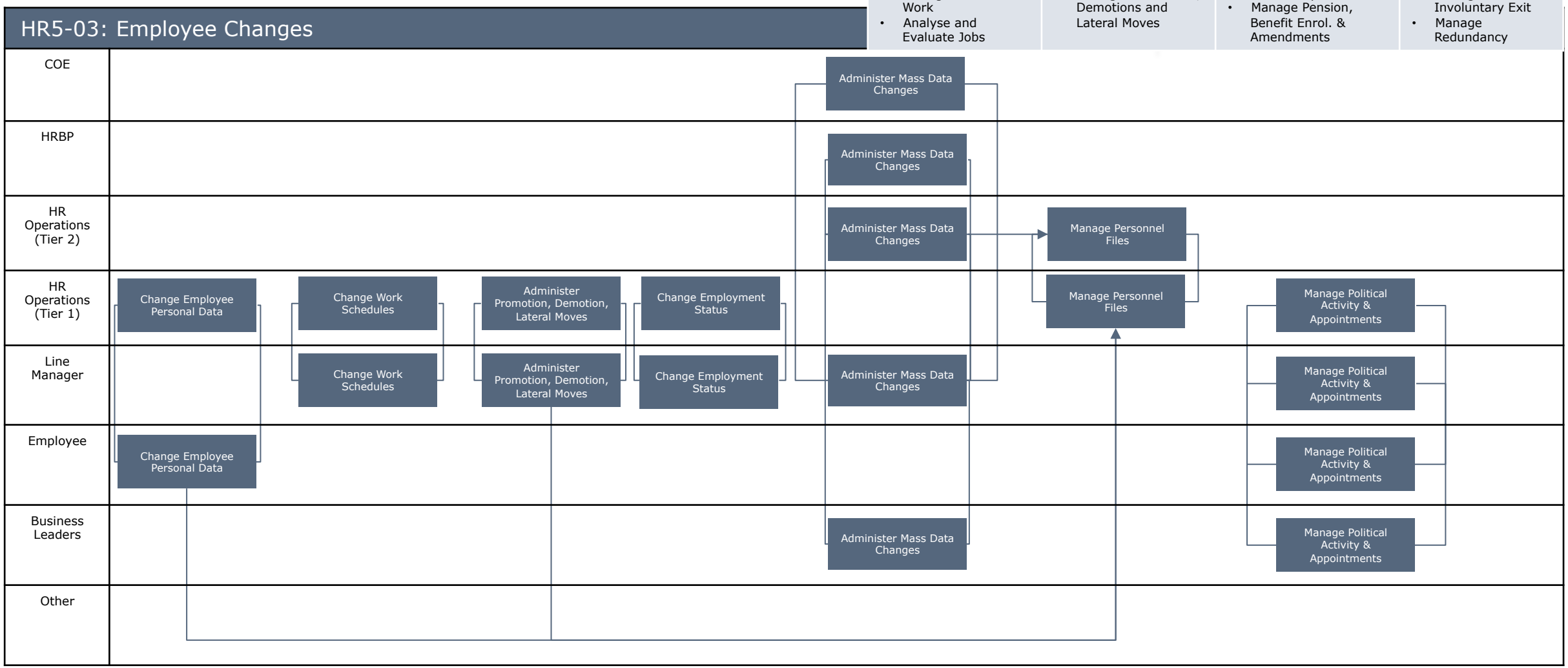
Level 3 process maps

HR5 Managing the workforce (6/10)

Employee Changes

Process touch-points/interactions

Inputs		Outputs	
• Manage New Hire • Create Position • Update Position • Manage Performance Improvement • Manage Leave of Absence • Manage Return to Work • Analyse and Evaluate Jobs	• Manage Relocation • Manage Start of Loans • Manage Secondments • Manage Organisational Structures • Manage Promotions, Demotions and Lateral Moves	• Manage Annual Compensation Review • Manage Off-Cycle Compensation Changes & One Time Payments • Create/Edit Job Description • Collect Payroll Data • Manage Pension, Benefit Enrol. & Amendments	• Close Position • Update Position • Record Short-Term Sickness • Record Long Term Sickness Absence • Manage Voluntary Exit • Manage Involuntary Exit • Manage Redundancy



Level 3 process splits (RACI)

HR5 Managing the workforce (7/10)

Civil Service HR

Global Mobility

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR5 Managing the workforce	Global Mobility	Manage Start of Loans		A R	C[1)]	C	R	R		C	C	
		Extend Loans		A R	C[1)]	C	R	R			C	
		Manage End of Loans		A R	C[1)]							
		Manage Secondments		A R	C	C	R	R		C		
		Manage Loan/Secondment Changes		A R	C		R	R		C		
		Manage Relocation		C	I	I	A R	I		R		C
		Request/Renew Work Permit/VISA					A R	I		R C	I	C
		Manage TUPE and COSoP		A R	C		R	C		C I	C	
		OGD Transfer		C			R	A R		R		I
		Manage Reserve Commitments		A			R	C I		C I		

Level 3 process maps

HR5 Managing the workforce (8/10)

Global Mobility

Process touch-points/interactions

Inputs	Outputs
• Design Talent Processes, Tools & Schemes • Conduct Talent Review & Identify Talent • Design Compensation Plans • Conduct Talent Review & Identify Talent	• Change Employee Work Data • Change Work Schedules • Manage Pension, Benefit Enrolment & Amendments • Change Employee Personal Data • Collect Payroll Data • Process Payroll • Manage Annual Compensation Review • Notify Employee of Compensation • Manage Off-Cycle Compensation Changes & One-Time Payments

HR5-04: Global Mobility

COE	Manage Start of Loans	Extend Loans	Manage End of Loans	Manage Secondments	Manage Loan/ Secondment Changes		Manage TUPE and COSoP	Manage Reserve Commitments
HRBP								
HR Operations (Tier 2)								
HR Operations (Tier 1)	Manage Start of Loans	Extend Loans	Manage Relocation	Manage Secondments	Manage Loan/ Secondment Changes	Request/Renew Work Permit/VISA	Manage TUPE and COSoP	OGD Transfer	Manage Reserve Commitments
Line Manager	Manage Start of Loans	Extend Loans		Manage Secondments	Manage Loan/ Secondment Changes			OGD Transfer	
Employee			Manage Relocation			Request/Renew Work Permit/VISA		OGD Transfer	
Business Leaders								
Other								

Level 3 process splits (RACI)

HR5 Managing the workforce (9/10)

Civil Service HR

Conduct and Discipline

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR5 Managing the workforce	Conduct and Discipline	Manage Casework			**R[2] C[3]**	**R**		**R A**		**R[1]**	**I[3]**	**C[3]**
		Manage Formal Whistleblowing Arrangements		**C**	**C**	**R**		**R[4]**		**R[4]**	**R[4] C I**	**R[4] A C**

1) Employees may be accountable, rather than the Line Manager, where they have raised the query or complaint.
2) Where the Line Manager is responsible and accountable for Grievances, with the HRBP being consulted; the HRBP will additionally be responsible for Discipline cases.
3) HRBPs may be responsible and/or consulted about any severe/potentially damaging cases to the organisation. Business leaders may also be informed in such situations. In addition other parties such as Trade Unions and mediators can be consulted by the employees.
4) Employees, Line Managers and Business Leaders where highlighted as 'R' are responsible for reporting the issue. The Civil Service Commission is ultimately accountable and responsible for receiving and resolving a whistleblowing issue.

Note: Line Manager may refer to 'Investigating Manager' and/or 'Appeal Manager'.

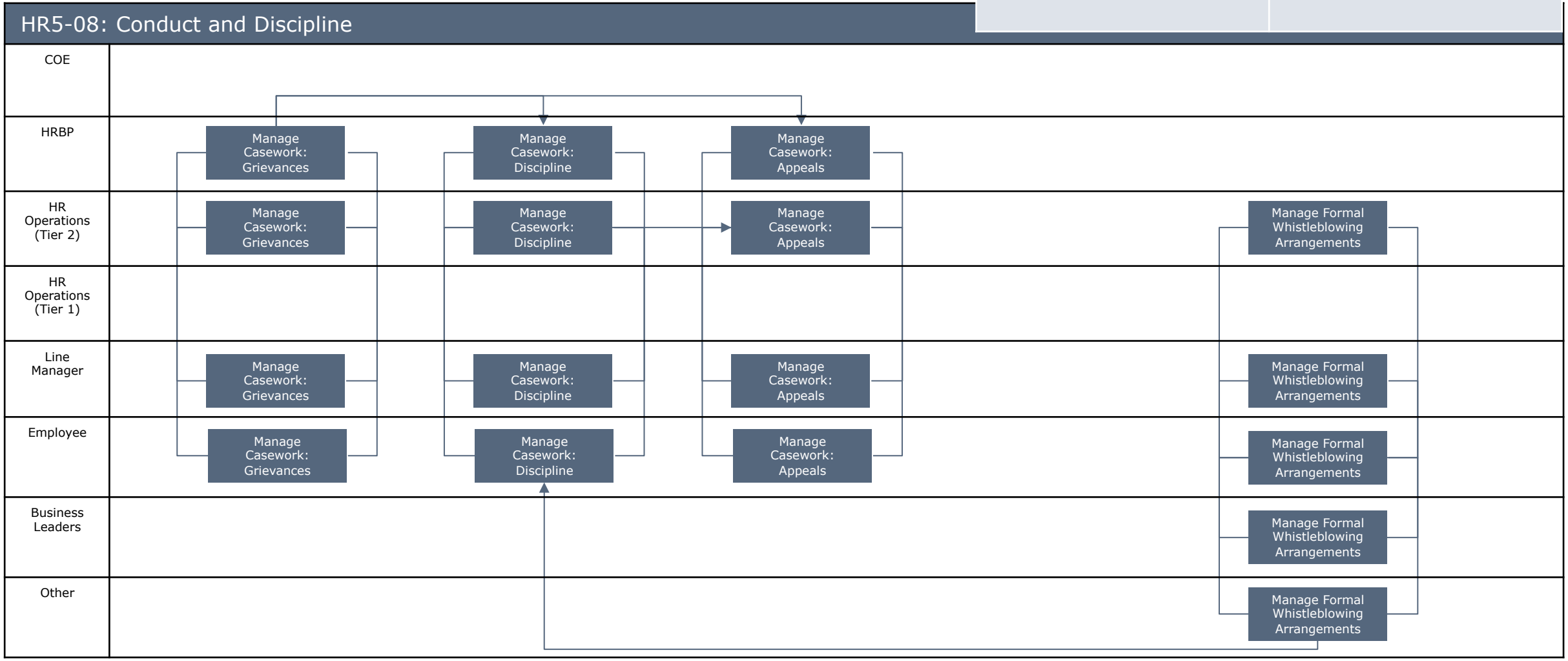
Level 3 process maps

HR5 Managing the workforce (10/10)

Conduct and Discipline

Process touch-points/interactions

Inputs	Outputs
• Conduct Performance Reviews • Notify Employee of Compensation • Manage Return to Work • Record Short Term Sickness • Record Long Term Sickness Absence • Manage Poor Performance •	• Manage Involuntary Exit • Manage Poor Performance • Manage Personnel Files



Civil Service HR

HR6 Rewarding the Workforce

Level 3 process splits (RACI)

HR6 Rewarding the workforce (1/2)

Civil Service HR

Rewarding the workforce

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR6 Rewarding the Workforce	Manage Compensation	Gather Industry Comp Comparisons		R A		R[1)]			C			
		Design Compensation Plans		R A	I	C			C		C	
		Analyse & Evaluate Jobs		R	R A	R		C				
		Manage Annual Compensation Review		R A	R	R		R		I		
		Notify Employee of Compensation			C	R		R A		I		
		Manage Allowances		I	C	R		R A	C	I		
		Manage Off Cycle Compensation Changes & One time Payments		C	C		R	R A		I		
	Manage Benefits	Gather Industry Benefit Comparisons		R A		R						
		Design Benefits Processes, Tools & Programmes		R A	C	C			C			
		Manage Pension, Benefit Enrolment & Amendments				R	R			R A		
		Process Benefit Costs		A		R						

1) Responsible for reporting and analytics including gathering compensation data

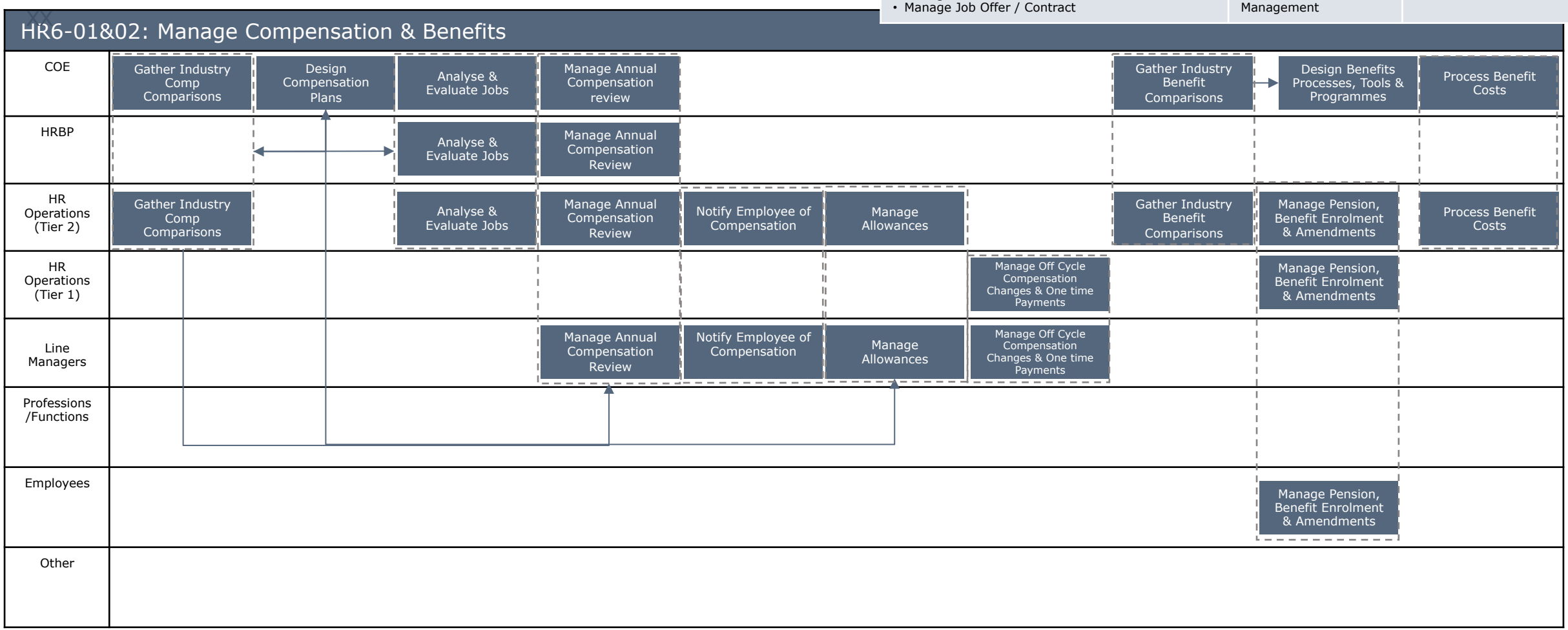
Level 3 process maps

HR6 Rewarding the workforce (2/2)

Rewarding the workforce

Process touch-points/interactions

Inputs	Outputs	
• Develop Reward Strategy • Develop Policies & Procedures • Develop Engagement Strategy • Engage & Consult Unions • Develop Performance Strategy • Develop Resourcing Strategy • OGD Transfers • Manage Secondments • Manage Relocation • Manage Job Offer / Contract	Manage Collective Agreements Develop Resourcing Strategy Manage Payroll Manage Time Manage Continuous Improvement Offer & Contract Management	• Manage job offer withdrawals / Candidate withdrawals • Manage Statutory & Parliamentary Reporting • Receive & Resolve HR Queries



Civil Service HR

HR7 Leaving Work

Level 3 process splits (RACI)

HR7 Leaving Work (1/2)

Civil Service HR

Leaving Work

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
HR7 Leaving Work	Exiting	Manage Voluntary Leaving			C	R		R		C		
		Manage Formal Voluntary Exits	R[1]	I	C[1]	R		R		C	A	
		Manage Involuntary Exit	I	I	R[2] A	R		R[2] A		C		
		Manage Redundancy	C	I	A C	R		R		C	C	C[3]
		Manage Outside Business Appointments			C[5]					R[4] A	R	R[5]
		Conduct Exit Interview & Communications			R A	R		I		I		
		Manage Exit Compliance					R			A		I[6]
		Manage Death In Service			C	R		R A			I	
		Manage Redeployment			A C	R		R A		I		

1) HR Leadership is 'Responsible' at a strategic level; a CoE is 'Responsible' for designing and implementing standards and frameworks. This process focusses specifically on managing the process.
2) Line Manager or HRBP can initiate this process therefore either of these parties can have responsibility or accountability for the process depending on who the initiator is in any particular circumstance. For the avoidance of doubt, there will only be one accountable party on any one occasion.
3) 'Other' is the Civil Service Commission in this process
4) Includes former Ministers / most senior members of civil service, armed forces, diplomatic services and intelligence agencies, who wish to take up appointments within two years of leaving Crown service.
5) "Other" is the Advisory Committee on Business Appointments (ACOBA): advisory non-departmental public body, sponsored by the Cabinet Office. At SCS 2 and below level, an HRBP will decide whether to escalate application to a Permanent Secretary. At SCS 3 and above, the application will go directly to ACOBA and the Prime Minister.
6) Including IT, Security, Facilities etc

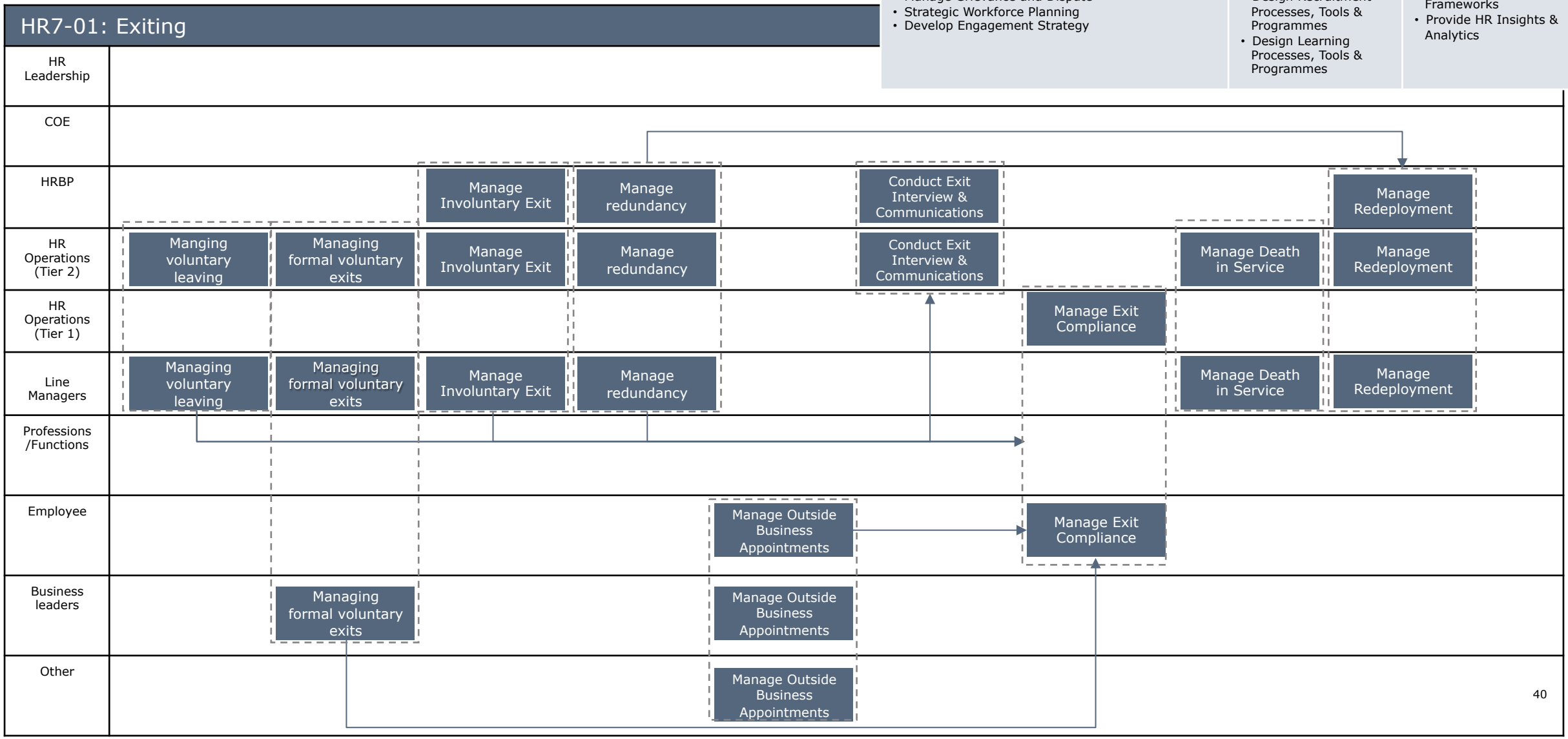
Level 3 process maps

HR7 Leaving Work (2/2)

Leaving Work

Process touch-points/interactions

Inputs	Outputs	
• Develop HR Strategy & Governance • Develop Performance Strategy • Develop Reward Strategy • Manage Organisational Structures • Manage Job / Job Families • Manage Locations • Manage Continuous Improvement • Manage Grievance and Dispute • Strategic Workforce Planning • Develop Engagement Strategy	• Change Employment Status • Manage Job / Job Families • Create Position • Update & Close position • Design Recruitment Processes, Tools & Programmes • Design Learning Processes, Tools & Programmes	• Update Learning Curriculum • Understand Legal & Reg. Environment • Manage Grievance and Dispute • Develop Change Mgt. Frameworks • Provide HR Insights & Analytics



Civil Service HR

HR8 Managing Service

Level 3 process splits (RACI)

HR8 Managing Service (1/7)

Civil Service HR

Manage Reporting

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR8 Manage Service	Managing Reporting	Manage Statutory & Parliamentary Reporting				R[1)] A						
		Maintain/Update Report Catalogue & Schedule				R[1)] A						
		Manage Ad-Hoc Reporting Requests				R A						
		Manage Regulatory Compliance	R A			R	R		R		R	

1) May be a Service Support role

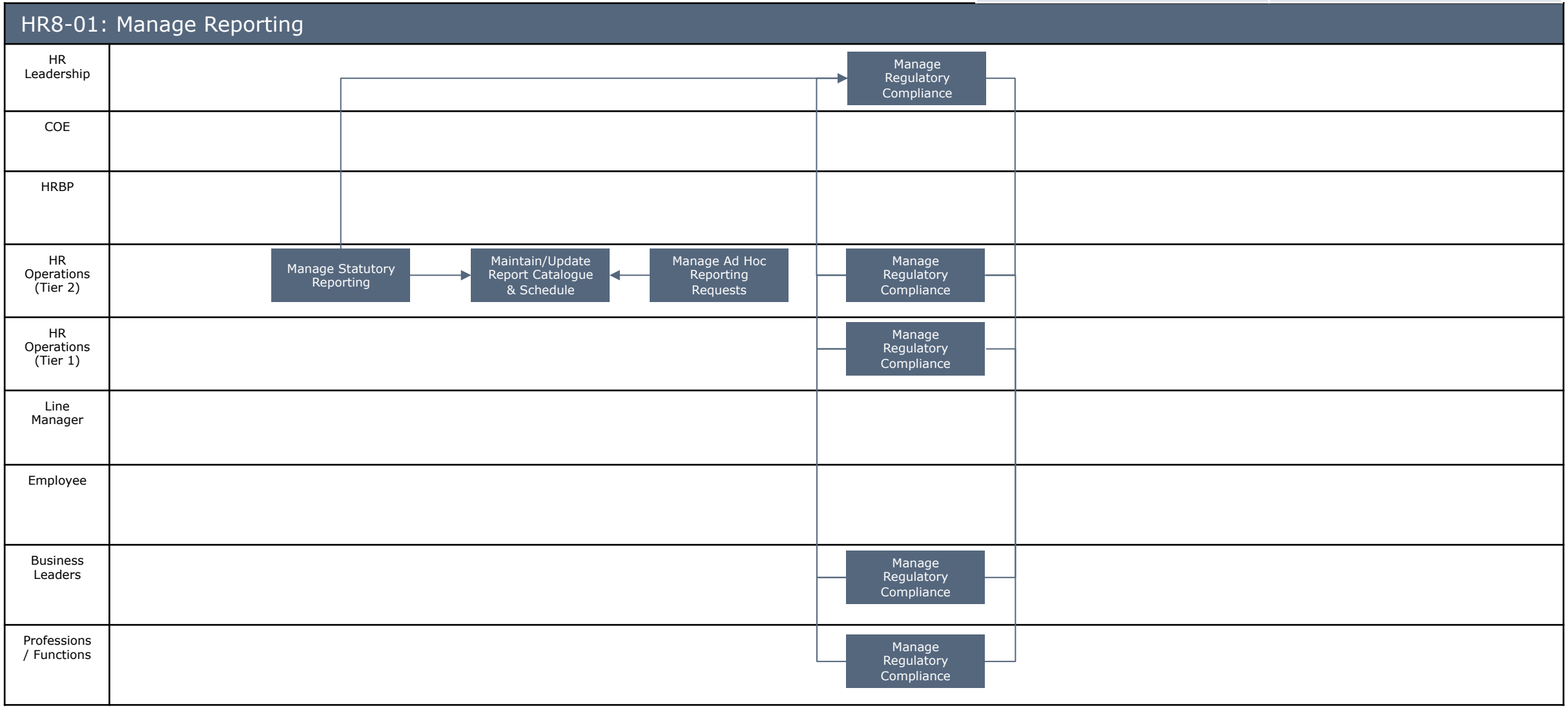
Level 3 process maps

HR8 Managing Service (2/7)

Manage Reporting

Process touch-points/interactions

Inputs	Outputs
• Strategic Workforce Planning • Provide HR Insights and Analytics • Business Supply & Demand Capture • Manage Political Activity and Appointments	• Strategic Workforce Planning • Provide HR Insights and Analytics • Input to Business Planning • Develop Diversity & Inclusion Strategy



Level 3 process splits (RACI)

HR8 Managing Service (3/7)

Civil Service HR

Manage Employee Contact

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR8 Manage Service	Manage Employee Contact	Receive & Resolve HR Queries					R A	I		I		
		Manage Escalations/Exceptions		C	C	R A	R	I		I		

Manage Data & Knowledge Management

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR8 Manage Service	Manage Data & Knowledge Management	Manage HR Information & Knowledge		A	C	R[1)]	I					

1) May be a Service Support role

Level 3 process maps

HR8 Managing Service (4/7)

Manage Employee Contact

Process touch-points/interactions

Inputs	Outputs
• Query raised *(all process areas)*	• Manage HR Information & Knowledge • Manage Employee Complaints • Manage Customer Satisfaction Survey

HR8-02: Manage Employee Contact

COE	
HRBP	
HR Operations (Tier 2)	Manage Escalation/ Exceptions
HR Operations (Tier 1)	Receive & Resolve HR Queries Manage Escalation/ Exceptions
Line Manager	
Employee	
Business Leaders	
Other	

Level 3 process maps

HR8 Managing Service (5/7)

Manage Data & Knowledge Management

Process touch-points/interactions

Inputs		Outputs	
• Develop Policies and Procedures • Design Recruitment Processes, Tools and Programmes • Design Talent Processes, Tools and Schemes • Design Learning Processes, Tools & Programmes	• Design Performance Processes & Tools • Develop Employee Wellbeing Initiatives • Design Engagement Process, Tools & Programmes	• Develop Policies and Procedures • Design Recruitment Processes, Tools and Programmes • Design Talent Processes, Tools and Schemes • Design Learning Processes, Tools & Programmes	• Design Performance Processes & Tools • Develop Employee Wellbeing Initiatives • Design Engagement Process, Tools & Programmes

HR8-03: Manage Data & Knowledge Management	
COE	Manage HR Information & Knowledge
HRBP	
HR Operations (Tier 2)	Manage HR Information & Knowledge
HR Operations (Tier 1)	
Line Manager	
Employee	
Business Leaders	
Other	

Level 3 process splits (RACI)

HR8 Managing Service (6/7)

Civil Service HR

Manage Service

Level 2	Level 3	Level 4 Process Name	HR Leadership	CoE	HRBP	HR Operations (Tier 2)	HR Operations (Tier 1)	Line Managers	Professions/Functions	Employees	Business Leaders	Other
			RACI									
HR8 Manage Service	Manage Service	Manage Continuous Improvement		R[2]	R[2]	R[1] [2] A /I	I					
		Manage Employee Complaints	R	C	C	R[1] A				R		
		Manage Customer Satisfaction Survey				R[1] A				R	I	
		Manage Service Change Request		C	C	R[1] / I	I					
		Maintain Systems & Configuration				R[1] A						
		Manage Critical Issue Resolution				R[1] A / I	I			I		
		Manage Vendors (Operational Mgt)	C	C		R[1]					A C	
		Manage Projects/Change Activity	A	C	C	I				I		

1) May be a Service Support role
2) HRBP, CoE or HR Operations may initiate this process therefore any of these parties can have responsibility for the process depending on who the initiator is in any particular circumstance. For the avoidance of doubt, there will only be one accountable party on any one occasion.

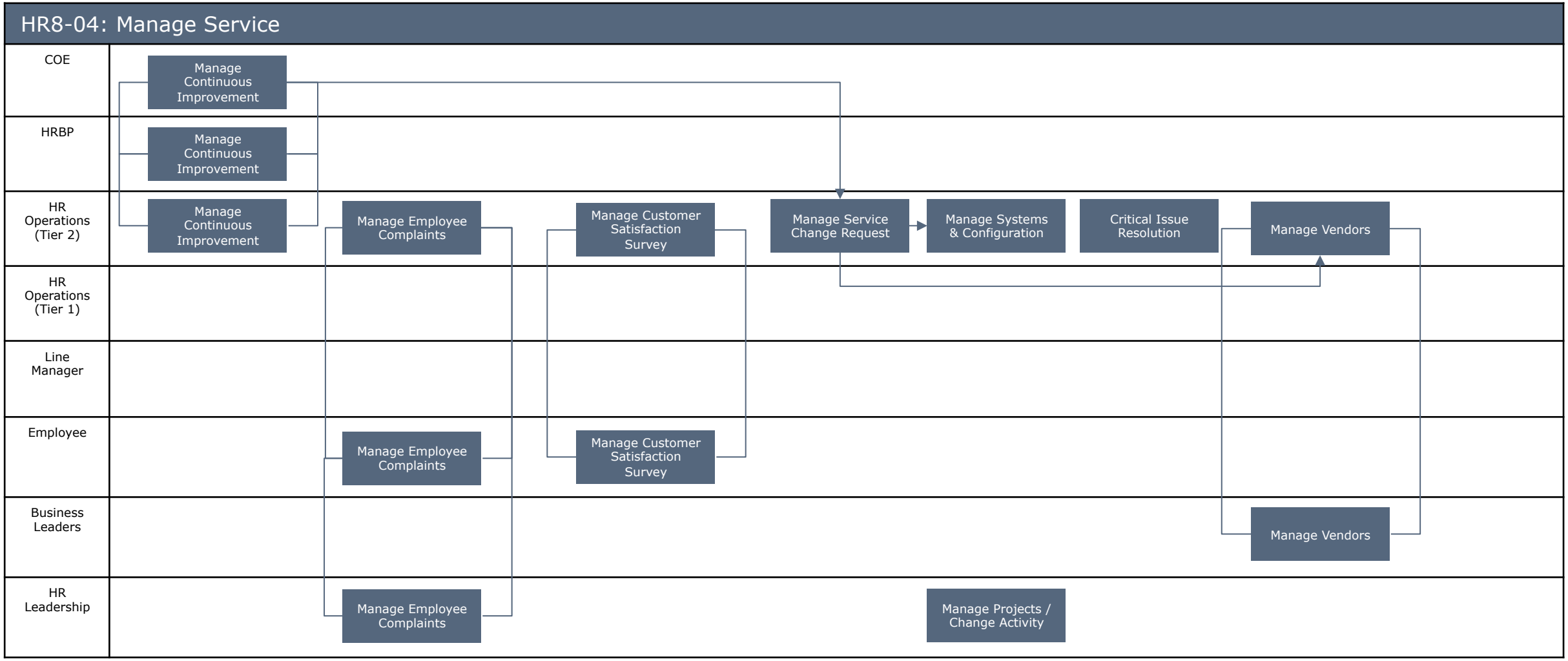
Level 3 process maps

HR8 Managing Service (7/7)

Manage Service

Process touch-points/interactions

Inputs	Outputs
• Strategic Workforce Planning • Provide HR Insights & Analytics • Develop Vendor Procurement & Relationship • Business Supply & Demand Capture	• Design Learning Processes, Tools & Programmes • Manage Data & Knowledge Management • Develop Vendor Procurement & Relationship



Civil Service HR

Please see Global HR Process Taxonomy for definitions