



Civil Service HR

Appendix

March 2018

GlobalHRDesign@cabinetoffice.gov.uk

Appendix A

Glossary and definitions (1/3)



Term	Definition
Application Tracking System (ATS)	Software that manages the recruitment process through sourcing, applying, sifting, interviewing and onboarding. The software enables the hiring manager and recruitment team to organise, track and conduct recruitment campaigns, reducing manual interventions and increasing consistency.
Business leaders	Define and deliver overall strategy and objectives for their respective business area /Civil Service organisation.
Case Management System (CMS)	The system in which an organisation manages employee requests and enquiries. This would typically involve logging all correspondence and storing documents. In HR, this system would be used to manage pay disputes, disciplinaries, grievance and performance management dispute cases, amongst others.
Cloud technology	Cloud is a model for delivering IT services through the internet via applications (apps) and browsers, rather than through a local server. This means that users can access services from any location because the information is held in the cloud.
Cognitive Agent (AI)	A cognitive agent is an artificial intelligence digital assistant which can connect directly with applications, is able to 'understand' context and apply logic to conversations. Alternatives to cognitive agent include basic chatbot functionality or webchat with a 'live' person support.
Centre 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.
Critical success factors	Any element of the User Journey which is necessary to take place in order for the actors involved to have an excellent, good or satisfactory experience throughout the process.
Customisation vs Configuration	Customisation involves extensions or modifications of a software feature that requires custom coding and implementation, while Configuration involves using tools already in the system to change its features. Cloud-based HR systems may be configured within certain parameters. Any customisations would generate additional cost and might affect the ability of the system to upgrade and continue to function seamlessly.
Design Principles	A set of high level guiding principles that will be referred back to throughout the programme. These set out expectations and standards for the quality and direction of the work.
Employee portal	A secure site in which employees can find information and news about their organisation, its people and priorities. This portal should also include guidance regarding policy and procedure and a people finder
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.
Enablers	Enabling technologies, such as chatbots, and relevant systems which drive the greatest level of efficiency possible in each User Journey .
Enterprise Resource Planning (ERP)	A business process management software with applications for the management of multiple business functions including HR, Finance and Commercial. Traditional ERP providers include SAP and Oracle, who both provide a wide range of applications.

Notes:

- KPIs and SLAs are indicative and will require further validation.
- Detailed and consistent level of service metric (SLA) should be agreed by all Departments.

Appendix A

Glossary and definitions (2/3)







Term	Definition
Human Capital Management (HCM)	The full set of people resource management practices from core administrative to strategic support including performance management, talent and succession, onboarding, workforce planning and modelling, and compensation and benefits. Sophisticated, cloud-based HCM software is offered by Oracle, Workday and SAP SuccessFactors among others. HCM is complemented by modern Financials software.
HR Business Partner (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 Leadership Team (including CoE Directors) / DGs	The HR Leadership Team hold overall accountability for HR. They also define and deliver overall strategy and objectives for their respective businesses and geographies
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.
HR portal	A secure site in which employees and managers can access HR information, including policies, documents and guidance, and can access embedded links to the HCM system and case management systems. Depending on the level of integration, employees may also be able to complete HR activities and receive notifications through the portal.
HR Target Operating Model	A high level representation of how HR can be best organised to efficiently and effectively deliver services for the organisation.
HR Information System (HRIS)	A HRIS is similar to an ERP, but is focused purely on HR management. Organisations may have HRIS as part of the ERP suite, or as a stand-alone system.
Interactions	The communication and engagement required between the departments and actors involved in each User journey.
Key Performance Indicators (KPIs)	Key Performance Indicators (KPIs) are a measurable value that demonstrates how effectively a company or department is achieving key business objectives. The KPIs applied to each User Journey have been designed at a process level and service level.
Learning Management System (LMS)	A software application that is used to administer, document, track, and report and deliver training courses and modules. LMSs can provide a wealth of data on individual and team learning needs, learning history and organisation-wide capability.
Line managers	Accountable for people management, often using systems and analytics. Use self-service/HCM systems to action transactions.
Manager Self service (MSS)	A secure site in which managers can: view, enter and update team and employee data; review and approve basic actions such as leave, working hour changes, relocation, salary changes, etc. ; and view and input performance management information.
On Premise/On Prem	Software that is installed and runs on computers owned and on the premises of the organisation as part of its IT infrastructure, rather than hosted and run remotely, for example in the cloud. On premise systems have traditionally been heavily customised to organisations' own business processes due to their static nature.
Policies and procedures	Relevant process areas and processes mentioned in the User Journeys are underpinned by Civil Service policies and procedures

Appendix A

Glossary and definitions (3/3)



Term	Definition
Policies and procedures	Relevant process areas and processes mentioned in the User Journeys are underpinned by Civil Service policies and procedures
Process Taxonomy	A structured list of HR processes, categorised into levels. Level 1 is the function, i.e. HR; level 2 is the process group, i.e. Joining Work; level 3 is the process subgroup, i.e. Recruitment; and level 4 is the process title, i.e. Sift Applications. The Process Taxonomy covers all aspects of HR activity and delivery, and is not limited to HR transactions. The level beneath the taxonomy involves process mapping.
Professions/Functions	Define and deliver strategy, objectives, people and organisational development initiatives for their respective Profession/Function.
Push Notification	A notification that is "pushed" from a server or application to the user interface on a mobile or desktop device. A breaking news notification on a mobile is an example of this.
Roles and responsibilities	The User Journeys assume involvement of critical roles as defined by the existing and future HR Operating Model, as well as relevant collaboration with other relevant functions and professions (i.e. payroll, finance)
Software-as-a-service (SaaS)	Software-as-a-Service', is a licensing and delivery model where software is licensed on a subscription basis and is centrally hosted, rather than hosted on an organisation's servers. This offers a range of benefits including reduced total cost of ownership, reduced need for IT within organisations, greater flexibility and regular upgrades that keep the software up to date. SaaS is typically accessed by users through a browser. SaaS and Cloud go hand-in-hand.
Service Delivery Model	A high level representation of how HR delivers its services, from self-service portals and chat boxes, through call centre query handling, complex casework, strategic business partnering and communities of expertise. The Service Delivery Model, or SDM, outlines the levels or 'tiers' of interaction and sets out the key enablers such as governance, technology and supplier management.
Service Level Agreements (SLAs)	<p>SLAs define the level of service delivered by the department/team to the employee. These have been separated into four levels for the purpose of the User Journeys – please refer to each User Journey for detailed SLA overview.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <p>Bronze</p> <p>Services which are crucial to deliver to meet the principles of performance, but demand the least immediate focus as they are not business critical.</p> </div> <div style="text-align: center;">  <p>Silver</p> <p>Services which are crucial to deliver to meet the principles of performance, but demand a less immediate focus.</p> </div> <div style="text-align: center;">  <p>Gold</p> <p>Services which demand a high standard of service performance and a consistent focus.</p> </div> <div style="text-align: center;">  <p>Platinum</p> <p>Platinum: Services which demand the highest standard of service performance and the most immediate focus.</p> </div> </div>

Notes:

- KPIs and SLAs are indicative and will require further validation.
- Detailed and consistent level of service metric (SLA) should be agreed by all Departments.

Appendix A

Glossary and definitions (3/3)



Term	Definition
Shared Services	The consolidation of business operations used by multiple parts of the same organisation, or by multiple organisations. Shared Services can be highly cost efficient because they centralise spend and resourcing on transactional activity. Activity typically includes HR, payroll, finance and procurement.
Systems Integrator (SI)	A company that assists organisations in combining different software products from multiple vendors. An SI may also be able to offer certain customisations for specific applications. SIs operating in government include Fujitsu, Certus Solutions, Capgemini and Kainos. Many of the top consultancies also offer these services.
User Interface	The visual part of an application or system through which a user (candidate, employee, line manager) interacts with software. This aspect of the system is most closely associated with the user experience.
User Journey Mapping or Employee Experience Journey Mapping (EXJM)	Taken from marketing and customer service, the journey mapping approach is a method of mapping out the end-to-end experience, illustrating the steps the user/employee goes through in engaging with HR services, regardless of the access point or service provider involved. Journey mapping considers motivations and emotions as well as actions. In OD terms, this is helping to understand the 'underground' dynamics behind the process in order to design and improve new processes and services.