Civil Service HR

JOURNEY TO THE CLOUD: A GUIDEBOOK

TOOLS APPENDIX

Version 2.0
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Civil Service HR

changeassociates

Civil Service HR

- This pack is presented by the HR Innovation and Technology team within Civil Service HR Operations.

- Please note that this is version 2.0 of the Civil Service HR Journey to the Cloud Guidebook Tools Appendix as of 19.04.2018. Please refer to the latest available electronic version of the Guidebook for the most up to date version.

- For questions or content maintenance please contact: globalhrdesign@cabinetoffice.gov.uk

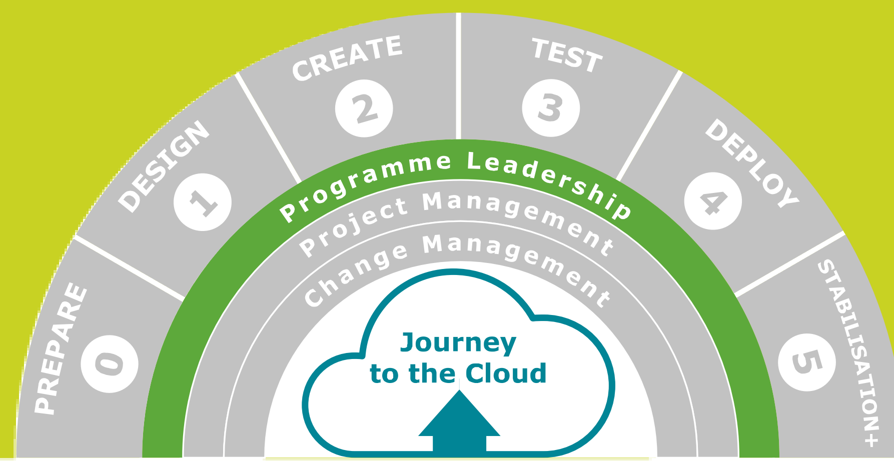
- For more information on Change Associates please see: https://www.changeassociates.com/

TOOLS APPENDIX CONTENTS

These tools accompany the Civil Service HR Journey to the Cloud Guidebook:

Tools

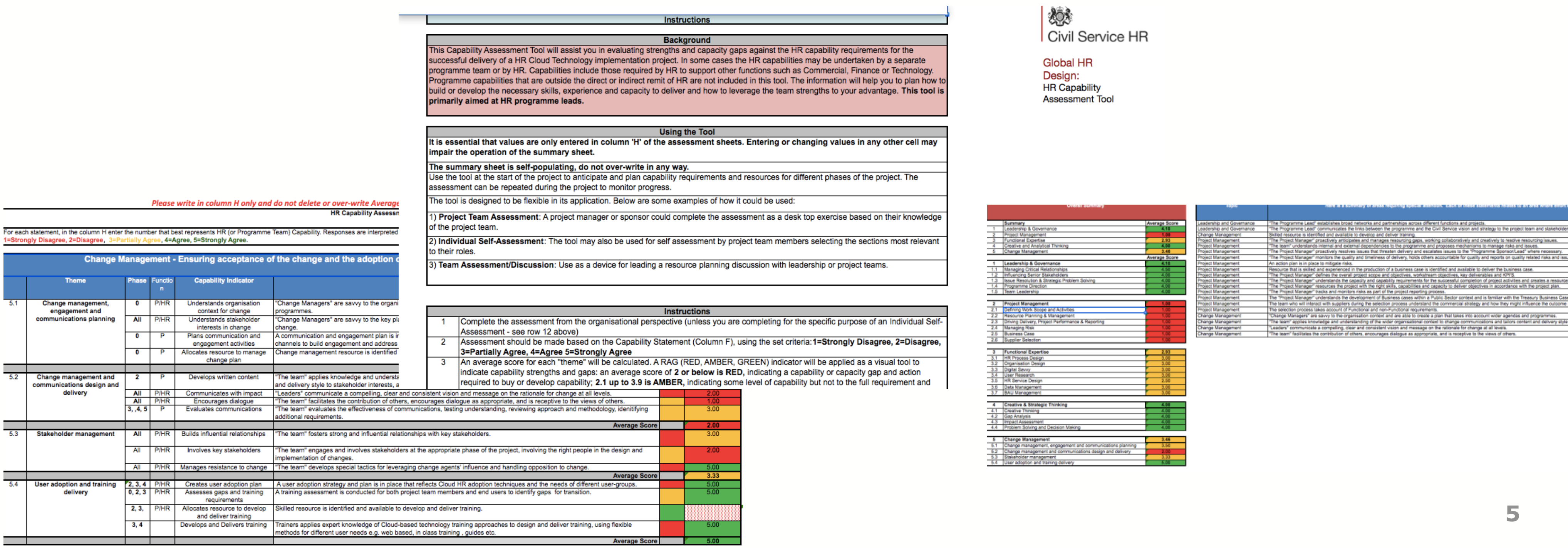
PROGRAMME LEADERSHIP



PROGRAMME LEADERSHIP
CLOUD HR CAPABILITY ASSESSMENT TOOL

What is the Cloud HR Capability Assessment Tool?

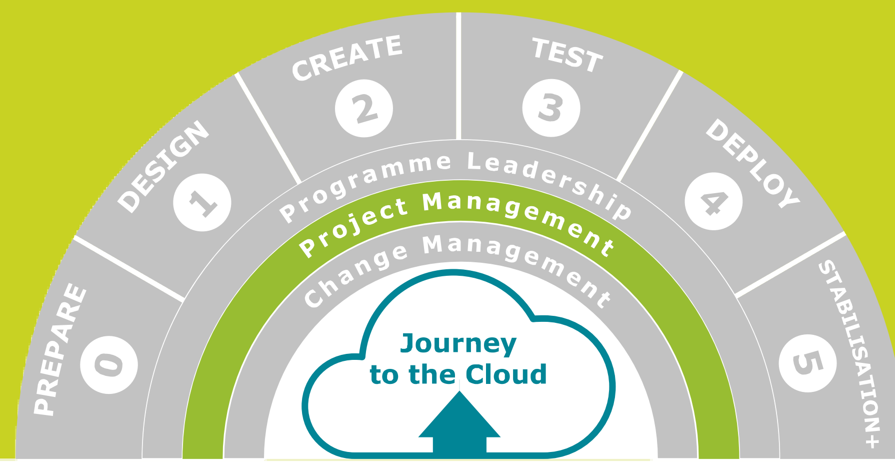
- The Cloud HR Capability Assessment Tool will assist leaders and teams in evaluating strengths and capability gaps against the HR requirements for the successful delivery of a Cloud HR Technology implementation programme.
- Capabilities include those that are directly required by HR leaders and SMEs plus capabilities that are required by HR to support other project functions such as Technology, Commercial and Finance. It does not include the range of programme capacities that are outside the remit of HR.



Tools

PROJECT MANAGEMENT

Note: *Project management processes should follow standard project management protocols and processes used in your organisation. Refer to your local Programme Management Office (PMO) for standard tools and templates such as risk register or actions log.*



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PROJECT MANAGEMENT
PROJECT INITIATION DOCUMENT

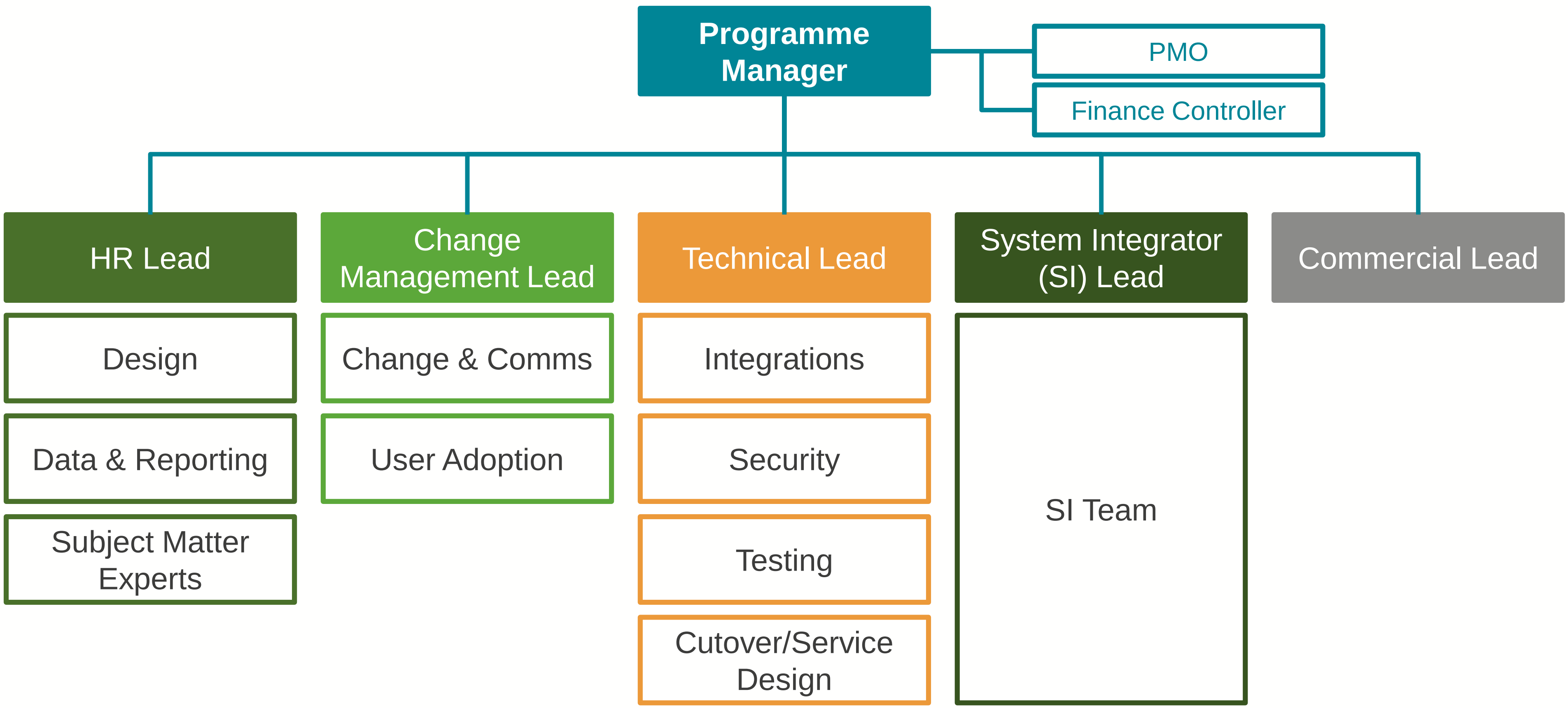
What is a Project Initiation Document?

- A Project Initiation Document defines all major aspects of a project, and forms the basis for managing the project and measuring its success.
- It specifies why the project is important, what will be delivered and when it will be delivered

PROJECT NAME	
Project Manager	
Project Sponsor	
Objectives & Rationale	[Define the key objectives of the project] [Why are we doing the project?] [Reference how this project fits within the overall Civil Service programme agenda and organisational objectives/priorities] [Time criticality – impact on critical path if known]
Scope	Inclusions: [what is included] Exclusions: [what is excluded] Constraints: [what constraints are we aware of?]
Success Measures	[Define what success for this project will look like – what will the end of the project look like?]
Proposed workstreams	[List workstreams]
Deliverables and timescales	List of SMART deliverables that the status of the project can be tracked against (SMART = Specific, Measurable, Achievable, Realistic and Tangible) Try to keep to maximum of 5 – 10, choose sensible chunks of work that break the project into logical pieces which will give a good measure of completion.
Major Risks	[Detail any risks identified at this stage]
Interdependencies and interfaces	[Detail any other project(s)/tasks that is/are dependent on this project for their success] [Detail and identify key interfaces (e.g. third parties)]
Budget & resources	List the positions and roles of staff List consultants to be appointed, their role & approximate fee levels Firm budget estimation for the project development phase

PROJECT MANAGEMENT
EXAMPLE CLOUD HR PROGRAMME STRUCTURE

- This shows a typical Cloud HR programme structure.
- The number of roles will depend on the size of the programme and will change over time during the duration of the programme.
- Some roles may be combined or may not be fully dedicated to the programme at all times.
- High level role descriptions are provided on the next page.



PROJECT MANAGEMENT
HIGH LEVEL PROJECT ROLES

NOTE: Roles will depend on the size of the programme and will change over time during the duration of the programme. Some roles may be combined or may not be fully dedicated to the programme at all times.

ROLE	HIGH LEVEL DESCRIPTION
Programme Manager	Responsible for the delivery of the programme on time and within budget, meeting quality standards
PMO	Responsible for ensuring the programme adheres to programme management standards and methods
Finance Controller	Responsible for managing the programme budget
HR Lead	Responsible for the delivery of an integrated solution that meets HR functional needs
Design	Responsible for the design, testing and deployment of processes and services to ensure they meet user needs
Data & Reporting	Responsible for identifying data to be converted and cleansed and identifying functional reporting requirements
SMEs	Provides subject matter expertise in one or more areas of the project (e.g. compensation, benefits, recruitment)
Change Lead	Responsible for defining the change management strategy and creating the associated change management plan
Change & Comms	Responsible for change management and communications delivery
User Adoptions	Responsible for the user adoption strategy and plan
Technical Lead	Responsible for the planning and delivery of all technical activity
Integrations	Responsible for managing all integrations activity for the programme
Security	Responsible for leading on design and build of the data security model, including the definition of a security strategy
Testing	Responsible for developing the test strategy, preparing the test plan and managing the testing process
Cutover/Service Design	Responsible for managing cutover and defining and preparing the post-implementation support model
SI Lead	Responsible for the successful deployment of the Cloud HR solution
SI Team	Responsible for delivering the technical configuration of the system – roles will be defined by the SI partner
Commercial Lead	Responsible for the commercial process, managing interventions with vendors and conducting negotiations.

PROJECT MANAGEMENT
STATUS REPORT

What is a Status Report?

A status update report provides key information to key stakeholders (e.g. the steering group, project sponsor) on the progress of the project. It summarises project activities, risks, issues and decisions.

WORKSTREAM NAME		OVERALL STATUS	
PERIOD			

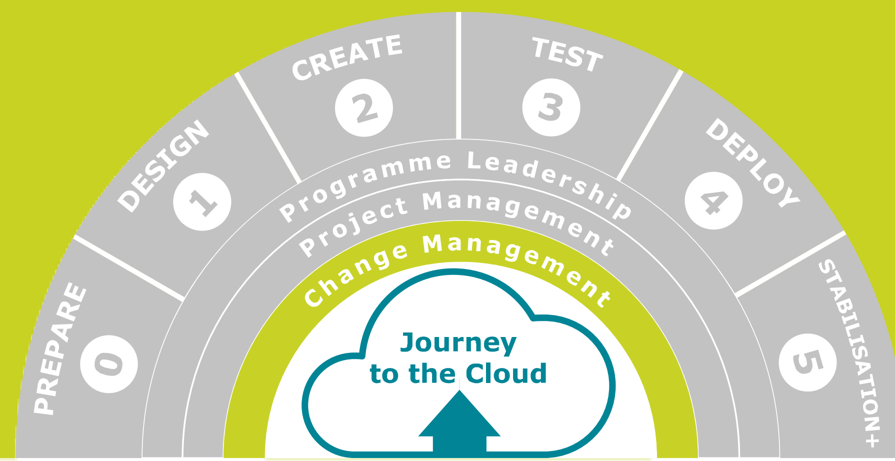
KEY ACCOUNTABILITIES FOR THE PAST WEEK	Enter item • • • • • • •	WORKSTREAM	STATUS
		WORKSTREAM 1	YELLOW
		WORKSTREAM 2	GREEN
		WORKSTREAM 3	RED
		WORKSTREAM 4	GREEN
KEY OBJECTIVES AND ACTIVITIES FOR THE NEXT WEEK	Enter item • • • • • • •	KEY ISSUES, RISKS OR DECISIONS	
		WORKSTREAM 1	Enter item
		WORKSTREAM 2	
		WORKSTREAM 3	
		WORKSTREAM 4	

STATUS KEY G ON TRACK Y CAUTION/NEEDS ATTENTION R NEEDS URGENT ACTION

Tools

CHANGE MANAGEMENT

Note: *Refer to your local Programme Management Office for any standard Change Management tools and templates that are in use in your organisation.*



CHANGE MANAGEMENT
CASE FOR CHANGE

What is a Case for Change?

- The Case for Change clearly defines the compelling reasons for change at the beginning of a project.
- It is used to engage leaders and key stakeholders to gain alignment and early buy-in
- It is developed at the beginning of a change programme, and informs all change management activities, including the change strategy and plan, communications activities, and success measures.
- Given its critical importance and impact on future activities, the Case for Change should be reviewed and signed off by the executive sponsor or steering committee.

Components of a comprehensive Case for Change

1. Why are we changing?
2. What are we changing?
3. What gets better if we make this change?
4. What's the risk if we don't change?
5. What levers can we pull to help us make this change?
6. What are the barriers to change?
7. What's in it for me/us?
8. How will we measure the success of the change?

CHANGE MANAGEMENT
CHANGE IMPACT ASSESSMENT

What is a Change Impact Assessment?

- The Change Impact Assessment is used to identify and analyse the impacts that a project will have on an organisation.
- It identifies the areas within the organisation where change interventions may be required and supports the development of a change management strategy and plan.
- A high level Change Impact Assessment is completed early on in the project. More detailed Change Impact Assessments can be completed during the project to assess the impact within each business unit or area.

Example Change Impact Assessment Template

Business Area	Change Summary	Impacted Stake-holders	Description of the Change	Benefit of the Change	Types of Impact	Description of the Impact	Degree of Impact	Anticipated Risks
High level business unit.	Short description of the change	Roles/stake-holders to be impacted	Detailed description of change	Description of the anticipated benefit of the change	Categorise types of impacts e.g. technology, skills, process, etc.	Detailed description of impact to people	Rate the level of impact e.g. high, medium, low	Describe the risk of the impact

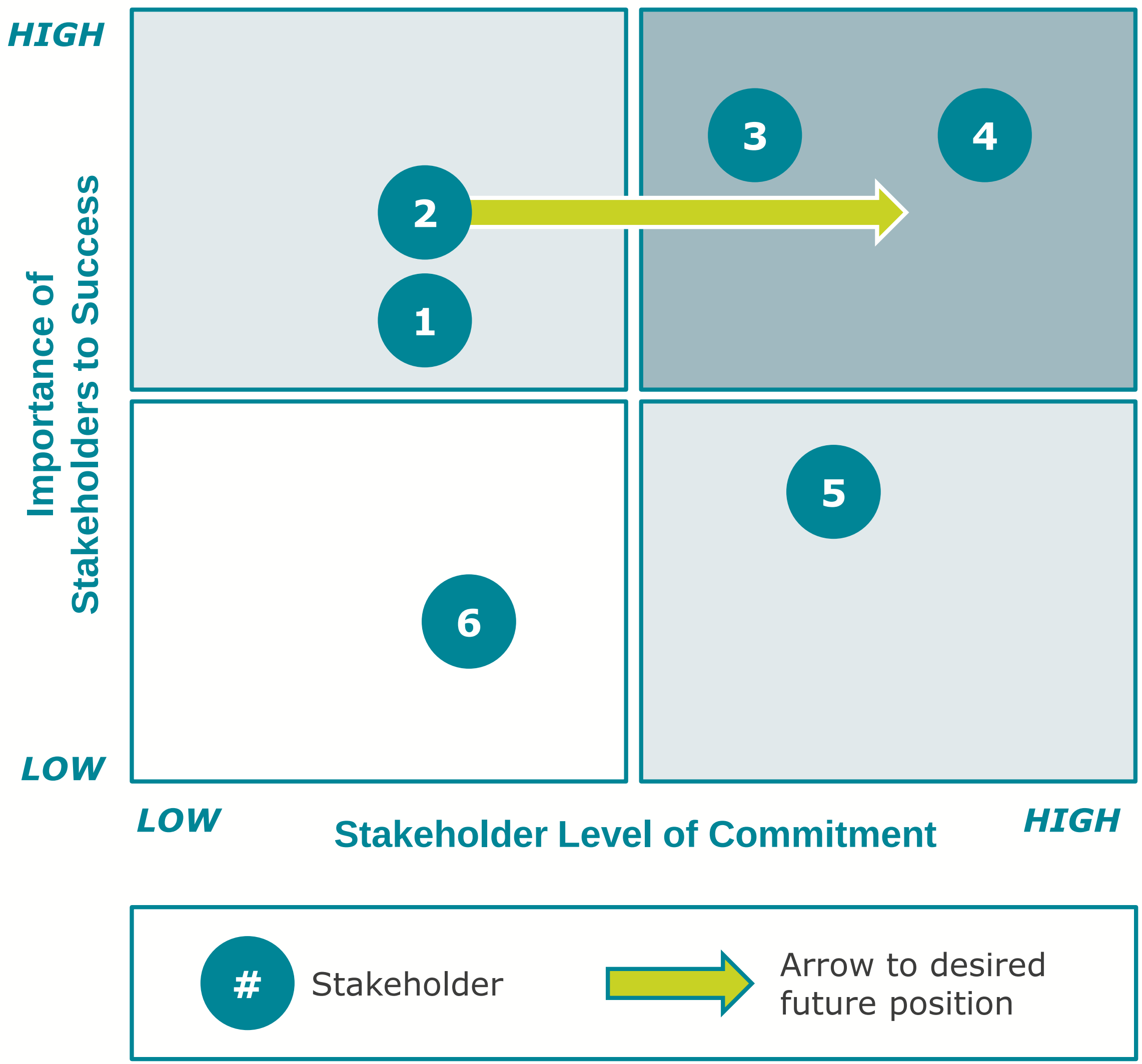
CHANGE MANAGEMENT
STAKEHOLDER MAP

What is a Stakeholder Map?

- The Stakeholder Map describes who the stakeholders are, evaluates their current level of commitment and their influence on the success of the programme.
- The Stakeholder Map is used to inform the Change Strategy and Plan, the Stakeholder Engagement Plan and the Communication Plan.

Instructions

- Map the stakeholders to the grid
- Stakeholders can be groups. i.e. HRBPs or individuals SIRO
- Pay particular attention to the top left quadrant since they will be critical to the success of the programme
- Monitor the map to ensure that there is a trend in movement towards the top right quadrant
- The stakeholders in the bottom half require less focus since their impact is less



CHANGE MANAGEMENT
STAKEHOLDER ANALYSIS

What is Stakeholder Analysis?

The Stakeholder Analysis builds on the Stakeholder Map. It captures the detail behind the mapping, the anticipated concerns of each stakeholder and the action plan to engage the stakeholders to achieve the required level of commitment.

Example Stakeholder Analysis Template

STAKEHOLDER	DESCRIPTION – WHAT IS CHANGING FOR THEM?	ISSUES/CONCERNS	INFLUENCE STRATEGY/ ACTION	OWNER
e.g. SIRO	They will need to understand the system to carry out any required audit/risk reviews. This should be part of their information security role.	• How the system will ensure information is secure	Need monthly progress reports Involvement in decisions	Programme Director
e.g. HR Administrators	HR Administrators are the most impacted within HR as the system will affect how they carry out their work on a day-to-day basis. Changes to processes, data entry to a new system and direct access for employees and Managers will all impact on HR Administrator roles	• What the implementation of the system will mean for them and their role • They may be concerned with being fully confident in using the system as there may be lots of questions from Employees and Managers	Monthly meetings – to build their understanding of the overall change and to address specific issues	HR Director

CHANGE MANAGEMENT
STAKEHOLDER ENGAGEMENT PLAN

What is a Stakeholder Engagement Plan?

- The Stakeholder Engagement Plan describes the key messages, main audiences and channels of communication by month for each stakeholder group:
- The purpose is to ensure stakeholders are managed collectively and to prevent overuse of certain stakeholder groups
- It should capture planned programme-related activity. Ad hoc activity or activities associated with business as usual does not need to be recorded.

Stakeholder Engagement Plan Template

PROGRAMME MILESTONE	KEY MONTHLY MILESTONES TO BE SHARED		
Stakeholder	**JANUARY**	**FEBRUARY**	**MARCH**
1.	*Date and nature of stakeholder activity, e.g. event, email, interview, etc. and key messages.*		
2.			
3.			
4.			
5.			

CHANGE MANAGEMENT
CHANGE AND COMMUNICATIONS STRATEGY

Focus Areas for a Change Management Strategy

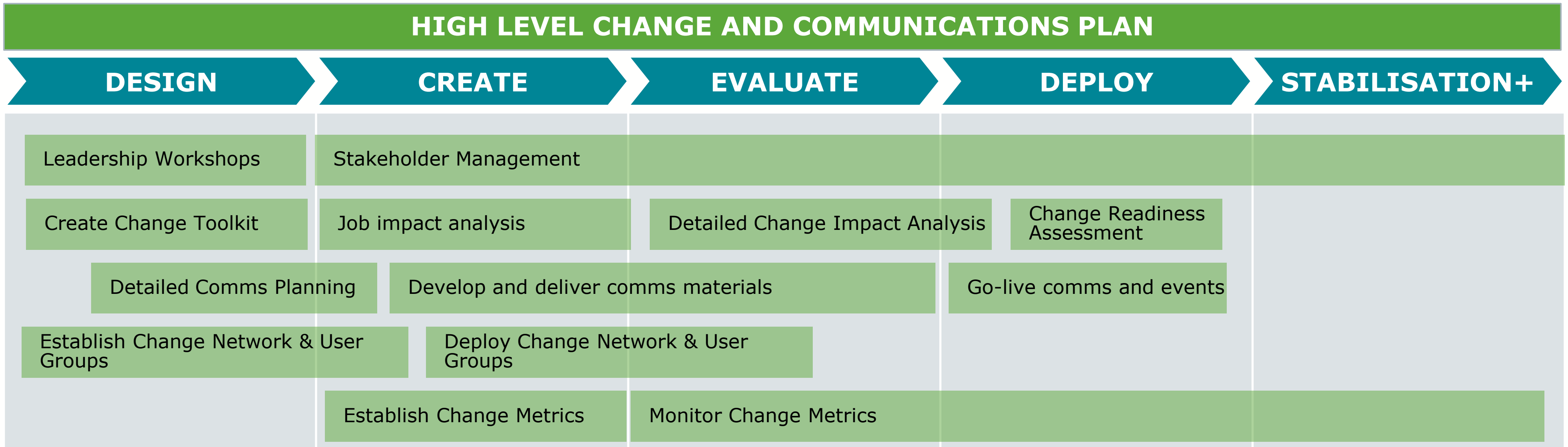
- LEADERSHIP
- ENGAGEMENT
- COMMUNICATIONS
- ORGANISATION ENVIRONMENT
- MEASUREMENT

Components of a Change Management Strategy

- Change Management Objectives
- Key Messages
- Change Management Barriers and Challenges
- Summary of Change Impact Assessment
- Summary of Initial Change Readiness Assessment
- Any regional/function/business area differences on change issues and priorities
- Overview of Change Management and Communications approach
- Change Management roles including the role of leaders in bringing about change
- Stakeholder Engagement Plan
- Measuring Change Effectiveness

CHANGE MANAGEMENT
CHANGE AND COMMUNICATIONS PLAN

Change and Communications Plan Template



Change and Communications Plan Detail

Activity	Type	Description	Audience	Timing	Key Messages	Key Actions	Owner

CHANGE MANAGEMENT
TRAINING PLAN

What is a Training Plan?

The Training Plan builds on the Adoption Strategy and outlines the key training deliverables and timings required for the system implementation.

Training Plan Template

OBJECTIVE	PRIMARY TRAINING INTERVENTIONS	
Build training tools/resources and learning opportunities for HR, Manager and Employees to ensure they are equipped for the change	**Face to Face System Training**	All HR will undergo face-to-face training on the system.
	HR Work Instructions	HR work instructions will ensure HR have detailed procedures on how to complete the new processes designed
	Online e-learning videos	Managers and Employees will have ongoing access to e-learning sessions and videos which outline how to use major system functions
	Manager and Employee Direct Access Guides	Managers and Employees will have access to user-guides that will support them on how to use the system on an ongoing basis
	Manager Change Training Program	Further face-to-face training will be deployed to upskill their Managers on the required behavioral, cultural and system changes

HIGH LEVEL TRAINING PLAN

DESIGN	CREATE	EVALUATE	DEPLOY	STABILISATION+

- Finalize training plan share with change leads
- Identify and complete Vendor delivered training
- Create work instructions and training materials for face to face, e-learning and direct access
- Create Manager Change Training Program
- Deliver Manager Change Training Program
- Hold face to face training with HR and super-users

CHANGE MANAGEMENT
CHANGE READINESS ASSESSMENT

What is a Change Readiness Assessment?

- The Change Readiness Assessment provides a framework for assessing how ready an organisation is for implementing a change. It enables leaders to assess the risks they are taking in proceeding with implementation by showing the areas where the business is not prepared for the change
- It is used during the course of a the programme and most importantly during the Evaluate Phase to help make the decision to move to Deploy.

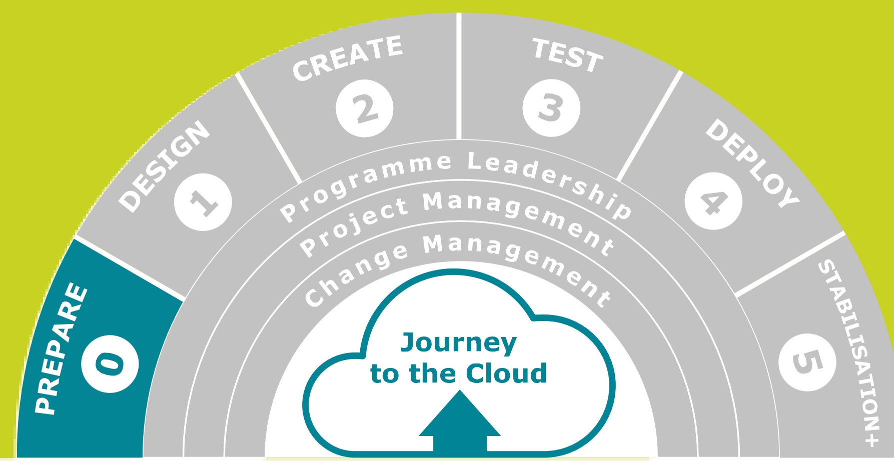
Change Readiness data is gathered via online surveys or face-to-face interviews.

CHANGE CATEGORY	EXAMPLE QUESTIONS
Vision and Case for Change	• Is there a convincing reason for us to change and do people understand the benefits? • Does the programme have a clear vision for success?
Programme Plan and resources	• Does the programme have an understandable and sensible plan? • Do we have the right resources in place on the programme and in the business?
Leadership and communication	• Are leaders demonstrating support for the programme? • Does the programme communicate with the business effectively?
Organisation and people	• Are we capable of successfully implementing this programme? • Do we understand how this will affect people's roles? • Have people been given the necessary skills to perform their roles in the new working environment?
Commitment and motivation	• Does the business have the motivation and will to change? • Are people committed to ensuring the programme is a success?

This data is then analysed and transferred into a Change Readiness Action Tracker

Stakeholder	Concern	Category	Risk Impact	Action	Owner
	Description of feedback or area of concern	E.g. people, technology, process, leadership, roles	How does this risk impact on the successful outcome of the programme?	Mitigating action	*Owner of action*

Tools
PREPARE



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QUANTITATIVE DATA FOR ANALYSIS

What is a Quantitative Data Analysis?

- Quantitative data is information that can be measured numerically.
- A quantitative data bank typically reflects the size, shape and cost of a function or organisation as a baseline towards the business case and measures of success.
- The following is a checklist of information that is useful to gather when assessing the current state.

DATA FOR ANALYSIS

Strategy
- Organisation strategy, including external positioning, HR Strategy and any other supporting guidance

Financial Reports – statutory and management
- Operational expenditure
- Capital expenditure
- Cost/Spend breakdown
- Planning and performance cycles

Key Performance Measures
- Whatever measures the business currently uses to assess performance, make decisions, link actions to strategy

Organisation Overview
- HR Organisation charts by function and business area etc.

Headcount Information
- By organisation, HR function

Project Inventory
- All projects recently completed or in flight, including actual/expected costs and measurable benefits

Management Forums
- A list and descriptions of the various forums, meetings, committees and other bodies that make key decisions in the organisation

Technology
- An overview of the key systems used in the organisation

PREPARE

CURRENT STATE ASSESSMENT REPORT TEMPLATE

What is the Current State Assessment Report?

This template provides structure and headings and example content for a Current State Assessment Report. It can be used to document the "As-Is" state to inform the vision, strategy and design.

SECTION	CONTENT
HR Function overview	Vision & Strategy, Headcount, costs, structures, how does the HR function currently operate? (Taking account of the Global HR Design Library)
External HR Landscape	What are we learning from external best practice? How do we compare to the market? How do we compare to other Government Organisations? (Taking account of the Global HR Design Library).
Customer Insights	Who are the main HR Customers? What are their demands? What are we doing today to meet these demands?
HR Current State performance	What does HR do well/less well? Use quantitative and qualitative data to summarise.
Opportunities and Threats	What are the opportunities we should prepare for? What worries you? What are the main challenges in getting there? What are the key risks?
	What are the things you know you must do? What do you know the HR customer will demand from you in the future?
Success Criteria	What will success look like? How will you know when you have got there? What are the things people are saying and doing differently?
Next Steps/Actions	Identify next steps with owners and time frames

PREPARE

EXAMPLE VISION WORKSHOP EXERCISE 1

This exercise aims to help the team to think though the vision for the project, imagine the end state and what success will look like.

INSTRUCTIONS:

It's now year XXXX, it's been another outstanding year for your organisation. Everyone agrees that the Cloud HR Programme has played a pivotal role in supporting organisation success and HR has been recognised for particular praise.

The phone rings and it's the press office asking for an article for the Financial Times …what will you tell them about:

- How the Cloud HR Programme has helped manage strategic objectives?
- What the 2-3 biggest areas of impact were?
- What the major challenges and obstacles that were overcome were?
- Why the Cloud HR Programme has been so successful?

FT

FINANCIAL TIMES

PREPARE
EXAMPLE VISION WORKSHOP EXERCISE 2

"Magic and Baggage" exercise is a good way to allow the group to discuss the themes that have emerged from current state analysis.

INSTRUCTIONS:

- Produce an A0 wall poster as per this page
- Using post its ask individuals to reflect on Magic 'the things they want to keep' from existing systems that work well and Baggage, 'the things they want to dump' e.g. what has not worked well with existing technology.
- Use the discussion to think about what has worked well and not so well in other technology programmes that can be learned from.
- Ask individuals to put post its on the wall chart
- Group similar themes
- Discuss the implications

OUR MAGIC:
The things we do well

OUR BAGGAGE:
Things we need to get right to perform well

PREPARE
TYPICAL CONTENTS OF A BUSINESS CASE

This template provides a typical structure and headings for a business case.
Specific public sector guidance can be found in: '*THE FIVE CASE MODEL GREEN BOOK SUPPLEMENTARY GUIDANCE ON DELIVERING PUBLIC VALUE FROM SPENDING PROPOSALS*'
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469317/green_book_guidance_public_sector_business_cases_2015_update.pdf

Executive summary

Project background and overview

- Project charter and guiding principles
- Project plan and methodology
- Scope
- High-level current state assessment

Recommendations

Overview

- Operating model
- High-level benefits — pros/cons
- High-level impacts/risks

High-level implementation costs

- Technology
- Start-up
- Resources (internal and external)

Business case

- Net Present Value (NPV) / Internal Rate of Return (IRR) / Payback Period
- Cost/benefit analysis
- Business value add

Savings opportunities

- Headcount
- Process
- Cost avoidance
- Other

Non-cashable benefits

High-level implementation plan

- Timing
- Sequencing
- Resources (level of effort)

Next steps

Appendix

- Evaluation matrix and criteria
- Operating models evaluated
- Supporting documentation
  - Interview and focus group findings
  - Benchmarking data
  - Assumptions

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PREPARE
FUNCTIONAL FIT DISCUSSION GUIDE

What is a Functional Fit Discussion Guide?

This discussion guide can be used during interviews to gather HR systems requirements from HR process owners and other stakeholders. You can use the sample questions below as a starting point for interviews; you should add additional questions in line with the scope of the project.

HR Functional Fit Discussion Guide

Purpose of the interview: We are conducting a series of interviews to understand your requirements for the new HR System. Your input will help us identify the detailed requirements for the system and will enable us to test the technology vendors to ensure their functionality is a good fit with our requirements. The requirements will be translated into scripts that will be used for the system vendor demos.

HR Processes

- What are the key HR processes/activities that your area is responsible for?
- What works well with the current HR system that you would like to see continue?
- What would you like to see improve or change about the HR system in the future?
- Are any of your processes automated currently?
- Where are the biggest opportunities to automate HR processes in your area?
- Which other HR systems are used in your area? Which of these systems does the new HR system need to interface with?
- What are the key reports or metrics that you use within your area?
- What additional data or reporting requirements do you have?
- Do you have or foresee any issues with HR data capture or data conversation for processes in your area?

Regional Requirements (if relevant)

- Are there any country-, region-, or location-specific requirements that we need to capture due to legislation or contractual terms in your locations?

Self Service

- What are the biggest areas of complaint around HR processes from managers and employees?
- Is there anything you think line managers should take more responsibility for?
- Is there anything you think employees should take more responsibility for?

Close

- What challenges do you see for the implementation of a new HR system?
- Is there anything we missed that you would like to comment on?

PREPARE
REQUIREMENTS CAPTURE TEMPLATE

What is a Requirements Capture Template?

This template can be used to capture the functional requirements and organise and prioritise them by process area.

HR Requirements Capture Template

Requirement ID	Proposed By	Requirement Description	Process (Level 2)	Process (Level 3)	Process (Level 4)	Priority M - MUST have S - SHOULD have if possible C - COULD have if it does not effect anything else W - WON'T have now but would like in the future	Test Script	Comments
REQ EX1	John	Ability to view, request and approve annual leave.	Managing the workforce	Absence, health & well being	Administer leave	M	Absence	
REQ EX2	Mary	Ability for managers to view and update organisation and job data	Managing organisation and positions	Manage position	Update position	M	Manager Self Service	
REQ 001								
REQ 002								
REQ 003								
REQ 004								
REQ 005								
REQ 006								
REQ 007								
REQ 008								
REQ 009								
REQ 010								
REQ 011								
REQ 012								

PREPARE

HR TECHNOLOGY DEMO SCRIPT TEMPLATE

What is a Demo Script Template?

This template can be used to create a set of test scripts that reflect the agreed requirements and can be used during the system selection process to test the capabilities of the technology vendors.

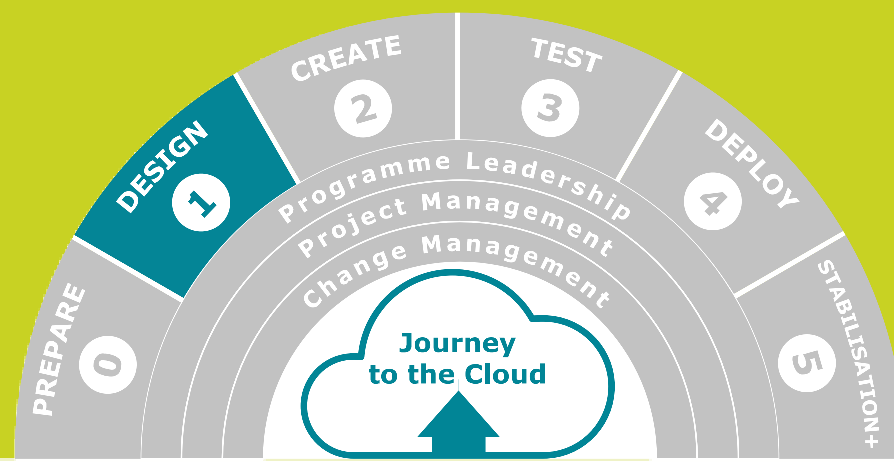
HR Technology Demo Script Template
Script 1 – XXX

TIP: Use the Global HR Design User Experience Journeys as the starting point.

SCRIPT SUMMARY	
Functional Area	
Process Areas covered within script	
Script Description	
Assumptions	

SCRIPT STEPS	
Step	Task Description
1	
2	
3	

Tools
DESIGN



DESIGN
ROLE MAPPING TEMPLATE

What is a Role Mapping Template?

- This template is used to map the existing HR roles to the HR System roles that are defined by the vendor. This is important to ensure that each role in the HR Operating Model is given the correct access rights within the new system.
- For more information on how roles have been defined please refer to ***CSHR Global Design – Process Splits (RACI), and the impact on the HR Operating Model document***
- You should ensure that every role within the HR team and all other roles that will need to access the system are captured. Some examples are given below to get you started but you should complete the list.

HR FUNCTION ROLE	HR SYSTEM ROLE	DESCRIPTION	EXAMPLE ACTIVITIES
HR Director	e.g. HR Executive	e.g. Most Senior HR Leader	View access to all data and analytics.
HRBP	e.g. HR Partner	e.g. Business-facing strategic HR professional	View access to all data and analytics. . Approves transactions that are outside of defined guidelines or carry a high risk.
COE - Head of Reward			
COE – Reward Specialist			
HR Operations - Tier 2			
HR Operations - Tier 1			
HR Systems Lead			
Line Manager			
Employee			
Business Leader			

DESIGN
PROCESS VALIDATION TEMPLATE

What is a Process Validation Template?

This template is used as preparation and during Design Workshops to identify and capture the changes that need to be made to the Vendor's pre-configured business processes.

PROCESS NAME: E.G. JOINING WORK – ONBOARDING – MANAGE NEW HIRE

Questions to consider:	Notes:
What do users say about their experience of this process today?	
What works well in this process (that we must not lose)?	
What do we need to change about the pre-configured business process to meet our needs?	
How is success measured for this process?	
Are there any variations that exist relating to this process (e.g. for different employee types or locations?)	
What are the change impacts of moving to the new process? (e.g. impact on current HR roles, impact on Managers/Employees, issues or risks)	

***NOTE**: Lessons from experience are always useful. Using examples completed by other government departments or Pathfinders will inform and may accelerate this process.*

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