



Civil Service HR

# Leading Practice Features

## 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*

# Leading Practice HR Process Features

## Purpose and contents



Civil Service HR

### Purpose

- The purpose of this document is to provide an outline of leading practice HR process features. The document focuses on the processes currently being reviewed under the agreed scope.
- The Leading Practice Features (LPFs) are categorised as follows:

|        |  |
|--------|--|
| Gold   | Pioneering measures to provide an <b>excellent</b> service   |
| Silver | Enhanced measures to provide a <b>good</b> experience        |
| Bronze | Minimum measures to provide a <b>satisfactory</b> experience |

### Contents and scope

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# Leading Practice Features



# HR3 Joining Work

# Leading Practice Features

## HR3 Joining Work (1/5)

### Recruitment (Executive, Specialist, Volume, Apprentice)



Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|  |        |  |
|--|--------|--|
| Design Recruitment Processes, Tools & Programmes | Bronze | All recruitment activities are conducted in line with Civil Service Recruitment principles   |
|  | Bronze | There is a consistent and modern candidate experience throughout attraction, recruitment and all Onboarding activities   |
|  | Bronze | Recruitment proposition(s) are built and defined with relevant recruitment users in mind   |
|  | Bronze | Recruiters are upskilled to partner with hiring managers   |
|  | Bronze | There are clear links between policies and procedures, which are consistent at all stages of design  |
|  | Bronze | There is a low level of recruitment bureaucracy, which is underpinned by a process controls framework  |
|  | Bronze | The employment brand 'pulls' candidates and differentiates from competition  |
|  | Bronze | Outreach campaigns are considered to educate and attract candidates  |
|  | Bronze | The employee value proposition is communicated to the workforce  |
|  | Bronze | Processes are designed to cater for the differences between internal and external recruitment  |
|  | Bronze | Talent acquisition activities are centralised to gain benefit of scale and efficiency and to create a strong and competitively differentiated candidate experience                           |
|  | Silver | There is a focus on a recruitment 'talent' community, sharing knowledge and leading practice, which maximises value creation   |
|  | Silver | Recruitment continuous improvement initiatives are underpinned by robust data and insights   |
|  | Silver | The candidate and hiring manager are front and centre in the talent acquisition process, tailoring the candidate experience around the moments that matter in the talent acquisition journey |
|  | Silver | All recruitment activities for candidates have a mobile interface  |
| Create/Edit Job Description / Requisition        | Gold   | Talent acquisition technology platforms are used to manage CV parsing and sourcing, video interviewing, interview management, candidate relationship management, and Onboarding              |
|  | Gold   | Cognitive technologies are used to support and guide candidates through the application process  |
|  | Gold   | Predictive analytics are used to prioritise recruiting workflows, conduct workforce planning, evaluate different recruiting sources, assess quality of hire and use pre-hire assessment      |
|  | Bronze | Flexibility is built into recruitment processes to effectively manage changes in recruitment demand  |
|  | Bronze | Job descriptions are competency based to support the selection process   |
| Close Job Description / Requisition              | Bronze | The use of contingent workers (the "gig" economy) is considered to provide a flexible talent pool  |
|  | Bronze | Recruitment Specialists are responsible for preparing the job description based on standard templates  |
|  | Bronze | Job descriptions focus on the needs of the candidates  |
|  | Gold   | Job descriptions can be reimagined in video format   |
|  | Gold   | Job posting aggregators are used to post roles quickly and widely at click of a button   |
|  | Bronze | A key step involves closing a requisition and informing candidates   |
|  | Bronze | When an active requisition is closed, any active candidates in the pipeline are notified by the Recruitment Specialist   |

# Leading Practice Features

## HR3 Joining Work (2/5)

### Recruitment (Executive, Specialist, Volume, Apprentice)

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                 |        |  |
|---------------------------------|--------|--|
| Attract & Source Candidates     | Bronze | Attracting skilled resources is no longer the responsibility of HR alone - it is a top concern for business leaders  |
|                                 | Bronze | Social media and alternative channels are used to source and attract a wider candidate pool (including Twitter, Facebook, Glassdoor, Pinterest, Quora, LinkedIn, etc.)                           |
|                                 | Bronze | Employee referrals through the HCM system are leveraged as a sourcing channel, aligned to a global policy  |
|                                 | Bronze | Recruitment is designed both for attracting current and future potential   |
|                                 | Bronze | The Recruitment Specialist is responsible for making decisions on the sourcing method, with the hiring manager consulted throughout the process  |
|                                 | Bronze | Recruitment Specialists partner with hiring managers throughout the search process to understand their business requirements, leveraging their networks, success criteria and any cultural needs |
|                                 | Gold   | Social media aggregation uses data sets to source candidates at a click of a button  |
|                                 | Gold   | Simulations and gaming are used to connect with talent   |
| Create/Update Candidate Profile | Bronze | There is one recruitment platform used by all within the organisation  |
|                                 | Bronze | Recruitment data is consistent and aligned to government standards   |
|                                 | Bronze | Recruitment platform(s) are linked with other systems to drive seamless transactions   |
|                                 | Bronze | Internal candidates have access to the application process through the HCM system  |
|                                 | Bronze | There is accurate recruitment data, enabling improved decision-making  |
|                                 | Bronze | Recruitment Specialists are able to create candidate profiles on behalf of candidates where they do not have access themselves   |
|                                 | Silver | A mobile platform is used, allowing candidates to apply and track applications   |
|                                 | Gold   | Automation is embedded where possible  |
| Manage Candidate Pool           | Gold   | Candidates receive real-time feedback and decisions  |
|                                 | Bronze | Candidates in internal talent pools are proactively considered for new roles   |
|                                 | Bronze | Recruitment Specialists have access to talent pools in the HCM system and are able to pro-actively search through them   |
|                                 | Bronze | Previous candidates who are part of candidate talent pools have their information retained in line with data protection laws   |
|                                 | Silver | There is Civil Service-wide talent pooling in place, which can flex to meet recruitment demand   |
| Reinstatement                   | Silver | Candidate pools are engaged on an ongoing basis  |
|                                 | Bronze | There is a fair and transparent experience for candidates, which is maintained at all times  |
|                                 | Bronze | The candidate experience is tailored to key interactions/moments that matter to them   |

# Leading Practice Features

## HR3 Joining Work (3/5)

### Recruitment (Executive, Specialist, Volume, Apprentice)

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |        |   |
|---|--------|---|
| Screen Candidate                                  | Bronze | Selection tools correspond to roles and support effective job selection   |
|   | Bronze | There is defined criteria for all points of candidate assessment, driving transparency and clarity for candidates   |
|   | Bronze | There is consistency of recruitment training, delivered to line managers to make them more empowered  |
|   | Bronze | Recruitment platform(s) support multiple aspects of recruitment (e.g. sourcing, video interviewing, Onboarding)   |
|   | Bronze | All applications are recorded in the HCM system   |
|   | Bronze | A fair and transparent experience for candidates is maintained at all times   |
|   | Gold   | AI and video interviews are used to better identify promising candidates, saving money and reducing time-to-hire  |
|   | Gold   | Chat bots are used to automate the recruitment process and act as first point of contact for standard queries   |
| Select Candidate                                  | Bronze | Candidates sourced through employee referrals are assessed using the same selection criteria as through other channels                                    |
|   | Bronze | A candidate shortlist is provided to the hiring manager   |
| Manage Job Offer / Contract                       | Bronze | There are minimal and early approvals to create efficiency at the offer stage   |
|   | Bronze | The Operating Model is designed to drive rapid offer management   |
| Conduct Pre-Employment Checks                     | Bronze | All standards and recruitment offerings are consistent  |
|   | Bronze | Common, standard definitions are used across the organisation, unless clear business need requires variation  |
| Manage Job Offer Withdrawal/ Candidate Withdrawal | Bronze | There are coherent and consistent roles across all points of interaction throughout the candidate journey   |
|   | Bronze | There is clarity and transparency around activity ownership and accountability  |
|   | Bronze | There is effective communication at all levels of HR, removing duplication of activity  |
|   | Bronze | There is effective and ongoing communication with the candidate throughout the recruitment process  |
|   | Silver | Consideration is given to rejecting candidates without damaging brand and reputation - rejected candidates are provided with timely feedback and coaching |

# Leading Practice Features

## HR3 Joining Work (4/5)

### Recruitment (Fast Track, Fast Stream)

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                             |        |   |
|-----------------------------|--------|---|
| Source Candidates           | Bronze | Sourcing and selection activities are conducted in line with Recruitment, Fast Stream and CS Fast Track Apprenticeship Scheme policies  |
|                             | Bronze | All candidate sourcing activities maintain equivalent quality standards for internal and external recruitment   |
|                             | Bronze | Social media and alternative channels are used for sourcing/attracting a wider candidate pool   |
|                             | Bronze | All candidate sourcing activities maintain the organisational commitment to diversity   |
|                             | Silver | Recruitment platform(s) support multiple aspects of recruitment (e.g. sourcing, video interviewing, Onboarding)   |
| Screen & Select Candidates  | Bronze | Centrally managed Fast Stream posts are filled by submitting a bid  |
|                             | Bronze | A fair and transparent experience for Fast Track and Fast Stream candidates is maintained at all times, including both internal and external applicants   |
|                             | Bronze | Fast Streamers are matched to appropriate roles based on their individual development needs   |
|                             | Bronze | All Fast Stream scheme postings offer challenging objectives and opportunity to strengthen competencies whilst providing enough responsibility and autonomy for the Fast Streamer to be accountable for their decisions |
|                             | Silver | Top talent is engaged by making assessment enjoyable, stimulating, quicker and more effective   |
| Offer & Contract Management | Gold   | Gamification and assessments are considered throughout the candidate selection process  |
|                             | Bronze | All centrally managed Fast Stream posts are subject to a quality assurance process approved by the Fast Stream  |
|                             | Bronze | For all centrally managed Fast Streamers, the salary is also agreed and paid centrally  |
|                             | Bronze | Relevant approvals are built within the HCM system  |
|                             | Bronze | Minimal and early approvals are used to create efficiency at the offer stage  |
|                             | Bronze | Fast Stream posts are under continuous review with Fast Streamers' Cohort Leaders, to maintain posts' suitability for Fast Streamers  |
|                             | Bronze | All standards and recruitment offerings related to Fast Stream and Fast Track are consistent  |
| Pre-Employment Checks       | Bronze | All additional security clearance checks are centrally tracked and managed  |
|                             | Bronze | Common, standard definitions are used across the organisation, unless clear business need requires variation  |



# Leading Practice Features

## HR3 Joining Work (5/5)

### On-boarding

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                   |   |   |
|-------------------|---|---|
| Manage New Hire   | Bronze  | New Hire Integration practices are aligned with strategic drivers and realigned as needed based on outcome metrics (e.g. retention/turn over among critical posts, job performance, etc.)       |
|                   | Bronze  | New Hire Integration processes are evaluated for efficiency and effectiveness (from both the hiring manager and new hire perspectives)  |
|                   | Bronze  | Time to productivity and new employee tasks are measured as part of the New Hire Integration program  |
|                   | Bronze  | New Hire Integration differentiates and prioritises the needs of various cohorts (e.g., diversity, critical workforce targets, etc.)  |
|                   | Bronze  | There are seamless handoffs between all roles within the candidate journey  |
|                   | Bronze  | Technology enables candidates to be tracked from entering the recruitment process throughout their career   |
|                   | Gold  | Augmented reality technology is used to improve candidate experience post-offer   |
| Manage Onboarding | Bronze  | Consistent messaging is used for Onboarding across all departments  |
|                   | Bronze  | Onboarding and induction are viewed as part of recruitment  |
|                   | Bronze  | New Hire Integration objectives and results are evaluated through select metrics (e.g. retention/turnover, engagement, performance, satisfaction, etc.)   |
|                   | Bronze  | New Hire Integration programs (e.g. buddy and social networking) are evaluated quarterly and adjusted as needed to increase program success, new hire effectiveness, retention, etc.            |
|                   | Bronze  | Onboarding involves the holistic engagement of the employee from offer acceptance to an agreed time after the individual has started (e.g. first performance review/3 - 6 months after joining) |
|                   | Silver  | Probation periods are consistently recorded and tracked in the HCM systems, with automatic alerts and notifications   |
|                   | Silver  | Strategic Onboarding goes beyond paperwork and welcomes the new hire, introduces the culture and mission of the organisation, and facilitates meeting colleagues and mentors                    |
|                   | Silver  | IT hardware/business cards can be selected pre-joining through the Onboarding portal/app  |
|                   | Silver  | Onboarding welcome videos are available featuring leadership figures  |
|                   | Silver  | There is an intelligent, integrated portal, which identifies all elements of the employee journey and links systems automatically   |
|                   | Silver  | Learning programmes are available for new joiners, and are integrated and tailored as part of the Onboarding programme  |
| Gold              | Onboarding apps and tools are available for new hires and hiring managers |   |
| Gold              | Onboarding checklists are automated                                       |   |
| Manage Induction  | Bronze  | Line managers play a key role within the delivery model   |
| Manage No Shows   | Bronze  | Managers have the capability, capacity and tools to self-serve, across recruitment activities where appropriate   |



# HR4 Building the Workforce

# Leading Practice Features

## HR4 Building the Workforce (1/5)

### Learning and Development

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |  |   |
|---|--|---|
| Design Learning Processes, Tools & Programmes | Bronze   | All processes, tools and programmes are reviewed periodically to ensure that learning and development materials and interventions are aligned to wider strategy and are fit for purpose |
|   | Bronze   | The learning strategy is driven by business priorities and integrated with the overall talent strategy  |
|   | Bronze   | Learning is provided and is accessible to everyone in the organisation  |
|   | Bronze   | Managers are held accountable for training and supporting individuals   |
|   | Bronze   | Logistical support is provided for classroom training   |
|   | Bronze   | Demand for courses is monitored by HR Operations  |
|   | Bronze   | The CoE plays a primarily consultative role   |
|   | Silver   | Learning technology creates an 'always on', collaborative, curated learning experience  |
|   | Silver   | Learning is curated by employees, managers and HR   |
|   | Silver   | There is a move away from training toward curation, creation, context, and bringing people together   |
|   | Silver   | Investment is in cross-functional and interdisciplinary programmes  |
|   | Silver   | Internal and external learning content is seamlessly integrated into platforms  |
|   | Silver   | Learning environments feel like a consumer website that provides videos, courses, content, and access to experts  |
|   | Silver   | Employees are able to access training material from outside the organisation's site and overseas  |
|   | Silver   | Mobile, social, and web-based platforms that can deliver on-demand learning content are utilised  |
|   | Conduct Capability & Learning Needs Analysis   | Gold  |
| Gold  |  | Traditional LMS systems are complemented with new technologies for content curation, delivery, video distribution and mobile use  |
| Gold  |  | Careers 'go in every direction' through multiple 'career pathways'; with tailored learning based on career path   |
| Gold  |  | People learn all the time, through micro-learning, courses, classrooms, and groups  |
| Bronze  |  | The CoE uses multiple sources to conduct learning needs analyses  |
| Bronze  |  | HR Business Partners leverage knowledge of specific business areas / departments to identify business requirements  |
| Bronze  |  | Organisations, including Government Functions as well as departments, create high-level learning frameworks that outline broad capabilities   |
| Bronze  |  | Government Functions conduct learning needs analyses which span across the organisations  |
| Bronze  | Competencies and proficiency levels are used at all levels to identify/measure learning needs and create plans |   |

# Leading Practice Features

## HR4 Building the Workforce (2/5)

### Learning and Development

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                            |        |  |
|----------------------------|--------|--|
| Develop Apprentices        | Bronze | Switching from an employer-centric “push” approach to a learner-centric “pull” approach, with learners seeking out opportunities to learn and develop  |
|                            | Bronze | Formal mentoring and coaching programs with quantified goals and joint accountability are in place   |
|                            | Bronze | Individuals identified as 'high potential' are nominated to participant in accelerated learning and development opportunities  |
| Develop Learning Content   | Bronze | Following a learning needs analysis, gaps are identified in the existing catalogue and updates are approved  |
|                            | Bronze | The design of Professional learning content adheres to the Profession's associated body and any accreditations   |
|                            | Bronze | The learning and development CoE and HR Operations specialists manage the development of learning content and create a useful learning experience  |
|                            | Bronze | Employees are viewed as customers whose needs must be met, rather than as students using traditional methods   |
|                            | Bronze | Learning professionals are specialists who are experts in their particular field   |
|                            | Bronze | Training plans and materials are validated with key stakeholders to gain approval and/or feedback  |
|                            | Silver | Learning is practical and connected to "real work"   |
|                            | Silver | Digital learning platforms are utilised  |
| Deliver Learning           | Gold   | Learning channels include 'micro-learning', e.g. 3 minute videos, sound bites  |
|                            | Bronze | Employees decide what to learn based on their team's needs and their individual career goals   |
|                            | Bronze | Employees learn how to learn through facilitation and coaching   |
|                            | Bronze | All online and digital learning platforms are secure   |
|                            | Bronze | Employees enrol on courses through self-service  |
|                            | Bronze | Employees are able to register an interest in existing courses that are currently unavailable, and are notified if a space becomes available   |
|                            | Bronze | HR Operations are able to enrol an employee on learning on their behalf if necessary   |
|                            | Bronze | HR Operations are able to enrol multiple employees via a mass upload   |
|                            | Bronze | HR Operations coordinate the logistics associated with delivering training   |
| Update Learning Curriculum | Gold   | User-generated content, and peer-to-peer collaboration is fully integrated into the experience   |
|                            | Bronze | Organisational culture reflects the goal of enabling employees to get the learning they need, when they need it, at every stage in their careers   |
|                            | Bronze | Learning strategy is driven by business priorities and integrated into the overall talent strategy   |
|                            | Bronze | Learning programme metrics are clearly defined and drive ROI measurement   |
|                            | Silver | Learning is an “environment” and an “experience,” leveraging experts, content, and materials sourced and recommended by external communities, employees and internal experts (not just internal L&D) |

# Leading Practice Features

## HR4 Building the Workforce (3/5)

### Learning and Development

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                  |  |   |
|----------------------------------|--|---|
| Manage Enrolments and Completion | Bronze   | HR Operations administer and report on activities such as enrolment, waitlists, cancellations, rosters, etc.  |
|                                  | Bronze   | HR Operations play a key role in analysing feedback, and provide insights to the CoE and HRBPs  |
|                                  | Bronze   | There is consistency around charging / learning costs   |
|                                  | Bronze   | Employees can enrol in courses via self-service including searching, selecting and associated approvals   |
|                                  | Bronze   | Logistical support is provided for classroom training   |
|                                  | Bronze   | Employees and line managers discuss the course to understand how it will support their development  |
|                                  | Bronze   | Training is evaluated from both an employee and financial perspective   |
|                                  | Silver   | Managers are able to view their team's enrolments on their manager dashboard  |
|                                  | Silver   | The learning approach focuses less on developing content and more on the month-by month, day-by-day, and hour-by-hour experience of the learner                 |
|                                  | Silver   | Emerging technologies which offer new measures of development are used (e.g. number of hours spent on learning platforms); this data is collected and leveraged |
|                                  | Silver   | Promoted employees are added to the appropriate forums and groups based on their interest, and other employee attributes, automatically                         |
|                                  | Gold   | Robotic Process Automation (RPA) is used to automate management of training certifications  |
|                                  | Gold   | Learning is automatically pushed for significant life / career events or based on job / location preferences  |
| Gold                             | RPA is used to identify old / outdated courses which need updating in the learning catalogue |   |
| Manage Cancellations             | Bronze   | Cancellation requests can come from either HR or the employee   |
|                                  | Bronze   | HR Operations are responsible for reporting on course cancellations and communicating this to the CoE/owner   |
|                                  | Bronze   | Training metrics are analysed and programme adjustments are made accordingly  |
|                                  | Bronze   | Courses are cancelled if there is a lack of interest or facilitator availability  |
| Manage Off-Catalogue Requests    | Bronze   | Employees are able to submit a request for a course that is not already in the catalogue  |
|                                  | Bronze   | HR Operations manage requests through regular reporting   |
|                                  | Bronze   | CoE is responsible for assessing and advising on appropriateness (cost vs impact etc.)  |

# Leading Practice Features

## HR4 Building the Workforce (4/5)

### Talent & Succession [SLS, FLS, Fast Stream, FastTrack, HDPS, IDP, Apprentice]

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|  |   |   |
|--|---|---|
| Design Talent Processes, Tools & Schemes | Bronze  | Trend analysis is used to inform future tactical talent initiatives   |
|  | Bronze  | Deep HR functional domain experts, with a strong understanding of business imperatives and industry leading practices, demonstrate 'thought leadership' through their industry knowledge, research, design, analytics and programme and process development |
|  | Bronze  | The CoE consults with the business, the HRBP and the customer (e.g. Line Manager) throughout Talent processes in order to embed practices within the business   |
|  | Silver  | Talent analytics are leveraged to demonstrate the ROI and business impact of Talent initiatives   |
| Manage Succession Plan                   | Bronze  | Leadership development metrics are aligned to Succession processes  |
|  | Bronze  | Individuals identified as 'high potential' are flagged and continually engaged at critical stages   |
|  | Bronze  | Talent gaps are closed with a robust succession plan  |
|  | Silver  | Talent analytics are used to identify potential future issues, gaps, and opportunities  |
|  | Silver  | Critical roles and workforce segments at all levels throughout the organisation attract focus, rather than solely the leadership positions  |
|  | Silver  | Talent review meetings are held frequently to discuss potential successors and readiness  |
|  | Silver  | Employees are notified if they are placed on a succession plan  |
|  | Silver  | Report generation and the formatting and distribution of succession plans is automated  |
|  | Silver  | Multi-scenario predictive analytics are used to inform all processes and functions within the Talent Portfolio and Talent Strategy  |
| Silver                                   | Job architecture is reviewed and roles clearly support the organisation's future strategy |   |
| Conduct Talent Review & Identify Talent  | Bronze  | The Line Manager conducts regular talent discussions with employees   |
|  | Bronze  | Differences between Potential, Performance and Readiness are understood   |
|  | Bronze  | Talent Reviews are used to assess readiness for the next career development opportunity, and to identify talent and put measures in place to enhance performance in individuals' current positions  |
|  | Silver  | The data required for Talent Review meetings is available in the HCM System   |
|  | Silver  | Employees use the HCM System to outline their career aspirations, mobility etc.   |
| Manage Talent Moderation                 | Silver  | Line Managers are able to view career profiles of their direct reports through the HCM System   |
|  | Bronze  | Aggregated, metric-based talent ratings/markings across employee groups are used for reporting and appropriate comparisons  |

# Leading Practice Features

## HR4 Building the Workforce (5/5)

### Talent & Succession [SLS, FLS, Fast Stream, FastTrack, HDPS, IDP, Apprentice]



Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                              |   |  |
|------------------------------|---|--|
| Manage Talent Pool / Network | Gold  | Talent networks are kept up to date, relevant and informed   |
|                              | Gold  | Talent pools and networks are managed through the HCM system   |
|                              | Gold  | Patterns of mobility are evaluated to help develop more progressive programmes with development and rotational assignments for the organisation's talent pool  |
|                              | Gold  | The Alumni network is actively engaged and communicated with, regarding upcoming opportunities within the organisation   |
|                              | Gold  | An external network of identified specialists is maintained to develop a potential recruitment pipeline ensuring recruitment agility   |
| Mentoring & Outreach         | Gold  | Meetings are agreed on an ad hoc basis as determined by mentee and mentor  |
|                              | Gold  | Formal mentoring and coaching programmes have been developed with quantified goals and joint accountability in place   |
|                              | Gold  | External mentoring is provided to different potential talent pools, improving the employer brand, engagement and creating opportunities for a more diverse talent base   |
| Manage Internships           | Gold  | There is a culture where the leadership coaches employees and mentors them throughout their careers  |
|                              | Gold  | Interns are introduced to the team and assigned a buddy  |
|                              | Gold  | The internship provides the intern with insights into how the organisation operates and its challenges. The intern is given business awareness / insight and is invited to meetings and events that support this |
|                              | Gold  | A plan is created by the intern's assigned manager which includes planned activities to ensure the intern is given a solid understanding of the job and/or profession  |
|                              | Gold  | The internship provides the intern with opportunities for networking – internal & external events are considered that would be suitable for the intern to attend   |
|                              | Gold  | Regular feedback is given and an end of internship review takes place  |
|                              | Gold  | The intern attends organisational training where appropriate   |
|                              | Gold  | The internship scheme is linked in with the organisation's wider Talent, Recruitment & Diversity strategies  |
|                              | Gold  | High performing interns are encouraged to consider career opportunities and may be fast tracked through role recruitment processes where appropriate   |
|                              | Gold  | Interns are kept in touch with and sent role notifications if requested and appropriate  |
|                              | Silver  | There is a system which automatically assigns interns to potential recruitment campaigns, providing notifications and including feedback / assessment notes  |
| Silver                       | Interns have a profile created on the HCM system enabling them to self-serve, where appropriate   |  |
| Silver                       | There is an online system in place which helps to administer feedback for the intern  |  |
| Gold                         | There is an intern database which highlights interns' skills, experiences and preferences, and provides recommendations of potential interns to appropriate business areas and managers |  |
| Manage Talent Schemes        | Gold  | Updates are regularly collated from the relevant Talent programmes and communicated to business leadership and the wider organisation  |
|                              | Silver  | Predictive analysis is used to identify areas for attention  |
|                              | Silver  | Talent analytics are leveraged to demonstrate the ROI and business impact of Talent initiatives  |



# HR5 Managing the Workforce



# Leading Practice Features

## HR5 Managing the Workforce (1/21)

### Manage Performance

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

| Category   | Feature  | Rating |
|--|--|--------|
| Design Performance Processes & Tools   | Performance management timelines and guidance are developed by the CoE and are communicated to the businesses by the HRBP  | Bronze |
|  | Each employee owns and drives their own development with support from their line manager   | Bronze |
|  | The HRBP is responsible for communication to the organisation on associated tools/programmes, with support from the CoE and HR Operations as required                  | Bronze |
|  | The performance tools and systems are aligned to the wider strategy and related HR activity  | Bronze |
|  | Communication plans are developed for the new processes/tools  | Bronze |
|  | Career development programmes are aligned to a framework of competencies   | Bronze |
|  | Compensation levels are transparent and frequently reviewed  | Bronze |
|  | Performance management processes inform rewards, promotion and succession activity   | Bronze |
|  | Performance processes build in continuous improvement as standard, based on the customer and HR feedback, and industry best practice                                   | Silver |
|  | The HR leadership is involved in periodic reviews of performance related tools   | Silver |
|  | There is a flexible, agile, and transparent approach to objective/goal setting   | Silver |
|  | Traits and indicators of high performing individuals, teams and leaders are studied to find ways to incorporate and encourage their practices across the Civil Service | Silver |
|  | There are periodic reviews to ensure progress and tools are aligned to Civil Service and organisational strategy, and HR purpose                                       | Silver |
|  | Performance tools should be incorporated into everyday work  | Silver |
|  | Tools that recommend new roles based on individuals' experience and job mobility etc. are utilised   | Gold   |
| Artificial intelligence and data and analytics tools are used to assess performance through automated processes and send suggestions to managers to encourage a coaching culture | Gold   |        |
| Create, Develop and Refresh Objectives   | Goals/objectives are transparent, with an increased focus on key achievements  | Bronze |
|  | Employees have a shared understanding along with their line manager on the wider objectives of the Civil Service   | Bronze |
|  | Team/organisational objectives are taken into consideration when individuals develop their personal objectives and are cascaded to employees by their line managers    | Bronze |
|  | Line managers give feedback and discuss amendments to individual objectives as circumstances change  | Bronze |
|  | Objectives cover essential outputs relating to the employee's role plus any special projects that the individual may be required to carry out                          | Bronze |
|  | Realistic timeframes for objectives are agreed by both the line manager and employee   | Bronze |
|  | Employees understand what actions need to be taken to achieve the objectives   | Bronze |
|  | Objectives follow the SMART framework (Specific, Measurable, Achievable, Relevant, Time bound)   | Bronze |
|  | Objectives are captured in the appropriate HCM system  | Silver |
|  | Employees are responsible for developing personal performance and development objectives; these do not necessarily require formal Line Manager approval                | Silver |
|  | Goal/objective setting is social and transparent with colleagues setting, sharing and collaborating on goals online  | Gold   |
|  | Regular goal-setting occurs in an open, collaborative process  | Gold   |

# Leading Practice Features

## HR5 Managing the Workforce (2/21)

### Manage Performance

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                   |  |   |
|-----------------------------------|--|---|
| Create & Manage Development Plans | Bronze   | There are clear links between the annual performance process and appropriate career development plans for all employees, regardless of grade, performance level or experience |
|                                   | Bronze   | Plans are created in line with organisational and team strategy   |
|                                   | Bronze   | Employees understand the difference between setting performance objectives and career development planning  |
|                                   | Silver   | Plans are captured within the appropriate HCM system for assessment and tracking  |
| Conduct Performance Reviews       | Bronze   | Line managers focus on coaching and developing people   |
|                                   | Bronze   | A range of colleagues, management and stakeholders contribute to an individual's performance evaluation; evaluations draw heavily on data                                     |
|                                   | Bronze   | Performance reviews should be conducted with input from the line manager, coach and mentor  |
|                                   | Bronze   | Check-ins are conducted at least quarterly  |
|                                   | Bronze   | Managers are evaluated by their employees through 360 feedback  |
|                                   | Bronze   | Conversations should be consistent with an overall performance management framework   |
|                                   | Bronze   | There is line manager training on how to conduct performance conversations  |
|                                   | Bronze   | Real time conversations on performance take place on an ongoing basis   |
|                                   | Silver   | When an employee transfers to another Civil Service department, their performance and career development information is transferred onto their new record                     |
|                                   | Silver   | Outcomes of performance conversations are documented and are transparent to both the employee and line manager  |
|                                   | Silver   | Employees are rated on a quantitative scale, which is reported upon; rankings are considered, not forced  |
|                                   | Silver   | Periodic team surveys help managers evaluate team engagement and effectiveness and offer insights about when and why certain teams are underperforming or feeling unhappy     |
|                                   | Gold   | Feedback is collected continuously and is easily reviewable at the end of the year using appropriate tools  |
|                                   | Gold   | There is a tool for employees to provide real time feedback to management   |
| Gold                              | Suggested actions, reminders and next steps are built within the HCM system, allowing the manager responsible for performance conversations to be informed about potential actions for consideration |   |
| Manage Competencies               | Bronze   | There is a clear framework of competencies that employees are able to map their objectives and career development to, linked to recruitment and talent management             |
|                                   | Bronze   | Competencies are utilised to match role requirements to the workforce and individuals' performance/expertise  |
|                                   | Bronze   | Individual skills, competency and experience reviews take place as part of the performance review process   |
|                                   | Bronze   | The CoE is responsible for assigning and managing competencies and will liaise with appropriate leads to validate these   |
|                                   | Bronze   | Competencies are linked to performance and development discussions where relevant   |
|                                   | Silver   | Competencies are stored in the HCM system and assigned to roles   |
| Gold                              | Professional competencies are reviewed on an ongoing basis   |   |

# Leading Practice Features

## HR5 Managing the Workforce (3/21)

### Manage Performance

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                |        |   |
|--------------------------------|--------|---|
| Manage Performance Improvement | Bronze | Where an employee's performance is below expected levels, the manager puts in place a developmental performance improvement plan  |
|                                | Bronze | The line manager documents all performance discussion and reviews   |
|                                | Bronze | A regular meeting schedule is agreed up front between the employee and line manager   |
|                                | Bronze | Clear timeframes for expected improvement are communicated to the employee  |
|                                | Bronze | Performance improvement is dealt with informally by the line manager in the first instance  |
|                                | Bronze | The HRBP is notified and oversees the performance improvement plan, ensures compliance and takes steps to mitigate and legal or regulatory risks  |
|                                | Silver | Performance improvement plans are documented and tracked in the appropriate HCM system  |
| Manage Poor Performance        | Bronze | Employees are not able to see disciplinary/sanction information recorded on the HCM system (e.g. warnings) without the related approvals; only the line manager and HR will be able to see warnings applied in an individual's record |
|                                | Bronze | There is an accredited list of investigation managers who have the relevant skills, experience and any certifications required to support management of cases appropriately   |
|                                | Bronze | The appeal manager is responsible for managing appeals  |
|                                | Bronze | The appeal manager is responsible for coordinating with the employee and HRBP (where involved). HR Operations specialists support casework and are informed of case progress via the case management system                           |
|                                | Silver | Warnings and other sanctions have an expiry date set within the HCM system. They are only editable by the relevant HR Operations specialist team supporting the management of the case  |
|                                | Silver | The HR Operations specialist team are able to view the status of all sensitive cases by running a report/analytics directly from the case management system   |
|                                | Silver | The HR Operations specialist team are able to view and access all cases related to the employee together with status and sanctions/decisions given, and conduct a 360 review  |
|                                | Silver | The manager responsible for managing sensitive issues (such as poor performance) always records actions taken on the case management solution   |
| Manage Probation Period        | Bronze | A clear probation period is set, which is understood by both the line manager and new employee  |
|                                | Bronze | Clear guidelines on what is expected of the employee are sent to the employee before they join  |
|                                | Silver | Line managers are responsible for documenting probation conversations and outcomes e.g. if the probation period has been extended for any reason, on the HCM system   |

# Leading Practice Features

## HR5 Managing the Workforce (4/21)

### Absence, Health and Wellbeing

Gold  
Silver  
Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|  |  |
|--|--|
| Develop Employee Wellbeing Initiatives   | Strategy is developed in line with workforce regulations for Absence, Health and Wellbeing and to improve the satisfaction of the workforce  |
|  | Strategies addressing employee wellbeing in the workplace are consulted and discussed with the HR Leadership team  |
|  | Objectives and initiatives are consulted with employee groups on an ongoing basis to seek feedback, gain an insight into their needs and improve the service   |
|  | Communication shared with employees is clear and transparent with the facility for them to ask questions and open dialogue   |
|  | An Occupational Health team or provider is in place to support absence processes   |
|  | Line manager training is provided for managing all types of absence  |
|  | Absence and leave reporting requirements are communicated to line managers and monthly reminders are pushed out where necessary  |
|  | Line managers are responsible for ensuring their staff are aware of the latest process guidance and are informed of appropriate changes. The information should be easily accessible via the HR portal |
|  | Line managers have the responsibility for monitoring absence behaviour and escalating it as appropriate, with support from the HR Operations team  |
|  | Strategy is compared and benchmarked on an ongoing basis against other leading practice organisations who have been recognised for achievements in this space  |
| Objectives and initiatives are consulted with specialised focus groups - for example, third party providers and employee assistance programme providers  |  |
| Feedback on the success of employee wellbeing initiatives should be sought at least once a year from various employee groups. This feedback will be assessed by focus groups and necessary changes will be discussed by the CoE and implemented by the relevant project and operations teams |  |
| Manage Leave of Absence  | Absence data is recorded through manager and employee self-service in the HCM system   |
|  | Validation and approval of absences is completed in the HCM system   |
|  | Where self-service is not available for a particular business reason, employees can contact the HR Operations team to request that an absence be recorded in the HCM system on their behalf            |
|  | Leave of absence digital forms are available as an alternative where employees do not have HCM system access   |
|  | Where approval of the leave of absence is taking place in the HCM system, an automated notification informs the initiator of the outcome   |
|  | Where an absence is recorded in the HCM system, a conversation has taken place between the employee and the line manager / HR Operations, prior to it being recorded                                   |
|  | Employee self-service (portal, HCM system, and case management system) is accessible 24/7 to allow employees to submit absence requests at a convenient time   |
|  | Leave requests are routed directly to the line manager for approval. Where the system recognises that the line manager is on leave, in their absence a delegated manager can approve the leave         |
|  | Absences impacting payroll are automatically calculated based on data from HCM system  |
|  | Coherent and consistent two-way communication exists across all points of interaction throughout the leave period  |
|  | Line managers and the HR Operations team continuously update each other on the expected timeframes of return of the employee via the case management system  |
|  | All parties receive automated notifications/reminders to ensure activity is fulfilled  |
|  | Integrations between the HCM and any workforce management/attendance systems are in place, enabled by RPA  |

# Leading Practice Features

## HR5 Managing the Workforce (5/21)

### Absence, Health and Wellbeing

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                            |        |  |
|----------------------------|--------|--|
| Record Short Term Sickness | Bronze | Short-term absence due to sickness is recorded and processed   |
|                            | Bronze | Absence data is recorded in manager and employee self-service in the HCM system  |
|                            | Bronze | Validation and approval of absences are completed in the HCM system  |
|                            | Bronze | Where self-service is not available, employees are required to contact the HR Operations team to request that an absence be recorded in the HCM system on their behalf           |
|                            | Bronze | Where an absence is recorded in the HCM system, a conversation also takes place between the employee and the line manager or HR Operations team to verify the reason for absence |
|                            | Bronze | The line manager can input short-term sickness absence on behalf of an employee where required   |
|                            | Silver | Employee self-service (portal, HCM system, and case management system) is accessible 24/7 to allow employees to submit absence requests at a convenient time                     |
|                            | Silver | A mobile HCM app allows the employee to record sickness and notify their manager straight from their phone   |
|                            | Silver | The HCM system is used to submit sickness self-certification notes. The system is integrated with the document management solution   |
|                            | Silver | Line managers can access and monitor their team's sickness absence to identify repeat occurrences and manage accordingly   |
|                            | Silver | Repeated absence triggers are built into the system and prompt the manager and HR Operations team to review the absence when a threshold is reached                              |
|                            | Gold   | Automated integrations are in place, feeding relevant absence data to downstream systems and processes (e.g. payroll, benefits)  |
|                            | Gold   | Integrations between HCM and any time and attendance systems are in place, enabled by RPA  |

# Leading Practice Features

## HR5 Managing the Workforce (6/21)

### Absence, Health and Wellbeing

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                   |   |   |
|-----------------------------------|---|---|
| Record Long Term Sickness Absence | Bronze  | Long-term absence due to sickness is recorded and processed in the HCM system   |
|                                   | Bronze  | The definition of "short term" and "long term" sickness is defined across the organisation and appropriate trigger points are built within the HCM system   |
|                                   | Bronze  | Absence data is recorded in manager and employee self-service in the HCM system   |
|                                   | Bronze  | Validation and approval of absences is completed in the HCM system  |
|                                   | Bronze  | Where self-service is not available, employees are required to contact the HR Operations team to request that an absence be recorded in the HCM system on their behalf                                |
|                                   | Bronze  | Where an absence is recorded in the HCM system, a conversation also takes place between the employee and the line manager or HR Operations team to verify the reason for absence                      |
|                                   | Bronze  | Employees are responsible for providing relevant documentation (e.g. doctor's notes) and uploading them on the HCM system. Managers are also able to do this on their behalf                          |
|                                   | Bronze  | An employee assistance programme is available to all employees and to support line managers   |
|                                   | Bronze  | The manager and employee are both able to view the stage of sickness online, i.e. absent, long term leave, returning to work etc.   |
|                                   | Silver  | The line manager is able to seek support from the HR Operations specialist team at all stages of managing the sickness absence, via the case management tool, webchat or other approved channels      |
|                                   | Silver  | Where a new position is created to back-fill a role, the employee's existing position is temporarily frozen   |
|                                   | Silver  | Online checklists are available and include the activities required whilst managing long term sickness leave  |
|                                   | Silver  | The HCM system is used to submit sickness self-certification and doctor notes. The system is integrated with the document management solution allowing secure storage of the employee's documentation |
|                                   | Silver  | Repeated absence triggers are built into the system and prompt the manager and HR Operations team to review the absence when a threshold is reached   |
|                                   | Silver  | The HR case management solution holds all relevant information and issues updates on progress with the case and actions taken   |
| Gold                              | Integrations between the HCM and time and attendance systems are in place, enabled by RPA |   |

# Leading Practice Features

## HR5 Managing the Workforce (7/21)

### Absence, Health and Wellbeing

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                       |        |   |
|-----------------------|--------|---|
| Manage Return to Work | Bronze | Line managers complete actions relating to a return to work following an employee being absent, including day 1 and follow up activities                  |
|                       | Bronze | The employee and line manager maintain an agreed, appropriate level of contact during the absence   |
|                       | Bronze | Line managers have a responsibility for keeping in touch with employees who are absent long term  |
|                       | Bronze | Return to work dates are recorded on the HCM system   |
|                       | Bronze | Employees have a return to work date in the system if they are on long term leave, which is editable as required  |
|                       | Bronze | The HR Operations team are responsible for notifying Facilities, IT and Security in advance of the return to work date                                    |
|                       | Bronze | The line manager consults with the HR Operations specialist team to help facilitate wellbeing and flexibility for the returning employee                  |
|                       | Bronze | Where an employee determines not to return to work, voluntary leaving processes are followed  |
|                       | Silver | The HCM system notifies the line manager when the employee is approaching their return to work date   |
|                       | Silver | The system triggers suggested wellbeing content, visible on the HR portal for both line manager and employee  |
|                       | Silver | Reports are available from the HCM system on employee long-term absence and return to work dates  |
|                       | Gold   | Integrations between the HCM and any time and attendance systems are in place, enabled by RPA   |
| Administer Leave      | Bronze | Leave types are predefined  |
|                       | Bronze | Employees initiate leave requests through the HCM system  |
|                       | Bronze | Leave of absence digital forms are available as an alternative where employees do not have HCM system access  |
|                       | Bronze | An employee may not be on more than one type of leave at any given time   |
|                       | Bronze | Annual leave balances are applied and employees are able to view their balance on the HCM system  |
|                       | Bronze | The employee's line manager reviews and approves/rejects annual leave requests on the HCM system  |
|                       | Bronze | Line managers provide a reason when rejecting leave requests  |
|                       | Bronze | Employees have the responsibility to obtain approval from their line manager for annual leave requests  |
|                       | Silver | An automated workflow tool is used to support document and query management, with receipts of information being issued                                    |
|                       | Silver | Audit functionality is enabled so that changes to records can be monitored  |
|                       | Silver | If a transaction is approved or rejected an automatic notification is sent to the relevant approval chain   |
|                       | Silver | Data within the system is periodically reviewed to ensure all employee records are accurate and complete - a gap report may be easily run from the system |
|                       | Silver | The HR Operations team have access to scheduled reports to monitor pending leave requests   |
|                       | Gold   | Integrations between the HCM and any time and attendance systems are in place, enabled by RPA   |

# Leading Practice Features

## HR5 Managing the Workforce (8/21)

### Absence, Health and Wellbeing

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |        |   |
|---|--------|---|
| Manage Flexible Working                 | Bronze | Standard processes, and common process variations, are defined and operated consistently across the organisation  |
|   | Bronze | Flexible working discussions are arranged by the manager or the employee  |
|   | Bronze | Other teams (e.g. payroll, IT) are notified of changes to working pattern, allowing for adjustments to be made  |
|   | Bronze | The HCM or a time and attendance system is used to record flexible working information  |
|   | Silver | Automated integrations are in place, feeding relevant data changes to downstream systems and processes (e.g. payroll)   |
| Administer Occupational Health Referral | Silver | Line managers receive notifications where there has been no response to an ongoing query e.g. the approval / rejection of annual leave request within the agreed SLA period |
|   | Bronze | Referrals to occupational health, along with assessments and the provision of reports suggesting recommended workplace adjustments are administered                         |
|   | Bronze | Occupational health services are available to all employees, including contingent workers   |
|   | Bronze | The HR Operations team facilitate the occupational health referral process, with HRBP involvement in exceptional circumstances  |
|   | Bronze | Employees ideally discuss with their line manager upfront before initiating the request, however it is not a formal requirement   |
|   | Bronze | A fair, transparent and inclusive experience for employees is maintained at all times   |
|   | Silver | Occupational health reports are stored in the document management system and case management system with access to records being restricted to appropriate HR professionals |



# Leading Practice Features

## HR5 Managing the Workforce (9/21)

### Employee Changes

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                               |        |   |
|-------------------------------|--------|---|
| Change Employee Personal Data | Bronze | Employees are responsible for their own personal data, its accuracy and keeping it up-to-date   |
|                               | Bronze | The process may be initiated when an employee has a life event and identifies a need to change personal data in the system as a result; employees are prompted to review their personal data on an annual basis and identify incorrect data |
|                               | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system  |
|                               | Bronze | Changes to employee personal data are to be approved by HR where there is a legal or regulatory requirement to do so (i.e. where documentation is required)   |
|                               | Bronze | Employee self-service (HCM system) allows the employee to initiate changes to their personal data, including changing address, adding dependents, changing their name, changing bank details, etc.  |
|                               | Bronze | The HCM system prevents the employee from submitting updates without attaching required information or attachments.   |
|                               | Bronze | Where an employee does not have access to self-service, HR Operations enter the data on their behalf via an agreed method   |
|                               | Bronze | Data within the system is periodically reviewed to ensure all employee records are accurate and complete. A report can be run from the system to easily conduct audit   |
|                               | Bronze | Employee signatures are only requested where there is a legal or regulatory requirement to do so - the use of e-signatures is enabled where possible  |
|                               | Bronze | HR Operations teams are notified when contract addendums or other legal documentation are required to be sent to the employee in order for a data change to be made, if this cannot be automatically generated by the system                |
|                               | Silver | If changes to employee data have an impact on benefit entitlements, the employee will be automatically notified by the system and a defined enrolment window will open for them to select benefits  |
|                               | Gold   | Automated integrations are in place, feeding relevant employee personal data changes to downstream systems and processes (e.g. payroll, finance, benefits)  |
| Change Work Schedules         | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system  |
|                               | Bronze | Line manager approval is required for any change in working schedules   |
|                               | Bronze | Manager self-service (HCM system) allows the manager to initiate requests to change work schedules  |
|                               | Bronze | If a change is made to a position, the work schedule data change should automatically update on the relevant employee record  |
|                               | Bronze | The HCM system automatically calculates any amendments required to annual leave and public holiday entitlements plus any shift enhancements   |
|                               | Gold   | Automated integrations are in place, feeding relevant changes to work schedules to downstream systems and processes (e.g. payroll, finance, benefits)   |

# Leading Practice Features

## HR5 Managing the Workforce (10/21)

### Employee Changes

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|  |   |   |
|--|---|---|
| Administer Promotion, Demotion & Lateral Moves | Bronze  | Line managers can action promotions, demotions and lateral moves in HCM systems   |
|  | Bronze  | All relevant approvals are completed in the HCM system  |
|  | Bronze  | Line managers are responsible for initiating all promotions, demotions and lateral moves (incl. work data changes) for all employees to whom they have a direct reporting relationship                                      |
|  | Bronze  | Conversations with the employee and/or receiving manager (lateral move) take place before the transaction is completed in the HCM system  |
|  | Bronze  | Receiving managers are not required to approve a transfer (lateral move) - they are notified  |
|  | Bronze  | For changes outside reward policy, additional approvals are required. The HRBP is responsible for managing these approvals and obtaining the relevant sign-off prior to approving in the system                             |
|  | Bronze  | Any salary changes that exceed the threshold will require approval from the line management chain or organisational lead as appropriate.  |
|  | Bronze  | Line managers are responsible for ensuring their new employees are aware of the latest process guidance and are informed of appropriate training courses related to line manager responsibilities                           |
|  | Bronze  | Employees are responsible for undertaking all relevant department training associated with their promotion, as advised by their manager, in a timely manner   |
|  | Bronze  | The HR portal holds all relevant policy information and guidance for the employee and manager related to administering promotions, demotions and lateral moves  |
|  | Silver  | If the change to the employment status or promotion affects other changes (i.e. salary adjustment), the manager will receive one notification with all the changes instead of multiple notifications throughout the process |
| Silver   | If a transaction is approved or rejected an automatic notification will be sent to the approval chain |   |

# Leading Practice Features

## HR5 Managing the Workforce (11/21)

### Employee Changes

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                              |   |   |
|------------------------------|---|---|
| Change Employment Status     | Bronze  | A line manager initiates a change to the employee's employment status on the HCM system   |
|                              | Bronze  | Where possible/appropriate, all relevant approvals are completed in the HCM system  |
|                              | Bronze  | Segregation of duties prevents individuals performing multiple roles  |
|                              | Silver  | Other teams impacted by the employment status change are automatically notified of changes in employment status e.g. payroll and benefits   |
|                              | Silver  | If the change to the employment status or promotion affects other changes (i.e. salary adjustment), the manager will receive one notification with all changes instead of multiple notifications throughout the process |
|                              | Silver  | The HCM system automatically calculates any amendments required to annual leave and public holiday entitlements plus any shift enhancements   |
| Administer Mass Data Changes | Bronze  | Mass data changes are completed directly within the HCM system  |
|                              | Bronze  | Data reports can be easily run from the system for audit purposes   |
|                              | Bronze  | Before the mass data change is submitted, the information to be amended is flagged for review   |
|                              | Bronze  | All necessary follow-on actions after the mass data system update remain the same as the individual process being uploaded e.g. documentation provided, checklists required   |
|                              | Bronze  | The HR Operations team review the mass data change request submitted by the requestor for completeness and accuracy   |
|                              | Bronze  | Access to the functionality to make mass data changes is restricted to a specialist team  |
|                              | Bronze  | A form will be required for line managers / HRBP / CoEs to submit a request to HR Operations for a mass upload. The form is available on the HR portal and auto-creates a case to HR Operations                         |
| Silver                       | Any changes to employee data following the mass data change are communicated and fed to any impacted systems (incl. any payroll and benefit providers) via an automatic interface |   |
| Manage Personnel Files       | Bronze  | All documentation is stored electronically  |
|                              | Bronze  | Electronic documents are hosted by HR Operations  |
|                              | Bronze  | HRBPs have access to relevant documents from employees' files   |
|                              | Bronze  | A document management solution allows for easy scanning, upload and receiving of documents for the employee in question   |
|                              | Bronze  | All departments have suitable retention and destruction policies in place for handling information throughout the employee lifecycle  |
|                              | Silver  | The document management solution allows the information to be archived in line with data retention policy, whilst being easily retrievable and accessible   |
|                              | Silver  | All documentation submitted on any HR system will be automatically added to the online employee file through integration with the document management solution  |
| Gold                         | Integration between all HR systems and the document management solution allows seamless storage of documentation  |   |

# Leading Practice Features

## HR5 Managing the Workforce (12/21)

### Global Mobility

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                |        |  |
|--------------------------------|--------|--|
| Start Loans                    | Bronze | A fair and transparent experience for the employee is maintained at all times  |
|                                | Bronze | All relevant approvals are completed in the HCM system   |
|                                | Bronze | Relevant fields within the HCM system record the loan start and end dates  |
|                                | Silver | Employees are able to research the process via the HR portal and find relevant guidance in no more than 4 clicks   |
| Extend Loans                   | Silver | If a transaction is approved or rejected an automatic notification is sent to the approval chain   |
|                                | Bronze | Where possible/appropriate, all relevant approvals are completed in HCM system   |
|                                | Bronze | Online approval is needed before confirmed loan end dates are altered  |
|                                | Silver | If a transaction is approved or rejected an automatic notification will be sent to the approval chain  |
| Manage End of Loans            | Silver | Notifications ensure that extended loan dates are communicated to all parties involved in a timely manner  |
|                                | Bronze | A fair and transparent experience for employee is maintained at all times  |
|                                | Silver | If a transaction is approved or rejected an automatic notification is sent to the approval chain   |
| Manage Secondments             | Silver | The system flags when the loan end date is approaching. The notification will be sent to both the 'home' and host organisation   |
|                                | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system   |
|                                | Bronze | Relevant fields within the HCM system record the secondment start and end dates  |
|                                | Bronze | Approvals are captured online in order to streamline the processes and retain an audit history   |
|                                | Bronze | The employee's original position remains available for their return or an alternative approach is agreed up front  |
|                                | Bronze | A fair and transparent experience for the employee is maintained at all times  |
|                                | Bronze | Reward decisions related to secondments are owned by the organisation in question and authorised by the line manager, with the Reward CoE engaged in an advisory capacity where required |
|                                | Silver | An automated workflow tool is used to support document and query management  |
| Manage Loan/Secondment Changes | Silver | The system flags when the end of the secondment is approaching. The notification will be sent to both the 'home' and host organisation   |
|                                | Bronze | Changes will be triggered by the Line Manager or the employee  |
|                                | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system   |
|                                | Bronze | A fair and transparent experience for the employee is maintained at all times  |
|                                | Silver | If a transaction is approved or rejected an automatic notification is sent to the approval chain   |

# Leading Practice Features

## HR5 Managing the Workforce (13/21)

### Global Mobility

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                     |        |   |
|---------------------|--------|---|
| Manage Relocation   | Bronze | Reward decisions related to relocation are owned by the organisation in question and authorised by the line manager, with the Reward CoE engaged in an advisory capacity where required   |
|                     | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system  |
|                     | Bronze | The employee has a dedicated point of contact to support them throughout the relocation management  |
|                     | Silver | If a transaction is approved or rejected an automatic notification is sent to the approval chain  |
|                     | Silver | An automated workflow tool is used to support document and query management   |
|                     | Gold   | Upon relocation, an HCM system record will transfer accordingly, maintaining all information related to training completed, warnings/sanctions given, performance reviews completed. Where necessary the information will be fed from one HCM system to another using RPA |
| Manage TUPE & COSoP | Bronze | HR Operations are able to retrieve critical information required to manage the TUPE process appropriately, i.e. terms & conditions, directly from the HCM system  |
|                     | Bronze | Approvals are captured online in order to streamline the processes and retain an audit history  |
|                     | Bronze | Where possible/appropriate, all relevant approvals are completed in the HCM system  |
|                     | Silver | If a transaction is approved or rejected an automatic notification is sent to the entire approval chain   |
|                     | Silver | An automated workflow tool is used to support document and query management   |

# Leading Practice Features

## HR5 Managing the Workforce (14/21)

### Global Mobility

Gold  
Silver  
Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|                            |   |   |
|----------------------------|---|---|
| OGD Transfers              | Bronze  | The employee accesses guidance on the transfer process via the HR portal to understand their responsibilities   |
|                            | Bronze  | A simple online form allows the employee and line manager to complete relevant information related to the transfer  |
|                            | Bronze  | Approved, indicative timeframes for transfer are communicated via the HR portal in a clear and concise way  |
|                            | Bronze  | There is clarity about all roles and responsibilities involved in the transfer process  |
|                            | Bronze  | A simple online form allows the employee and line manager to complete relevant information related to the transfer  |
|                            | Bronze  | A fair and transparent experience for the employee is maintained at all times   |
|                            | Bronze  | Reward decisions related to permanent transfers are owned by the organisation in question and authorised by the line manager, with the Reward CoE engaged in an advisory capacity where required  |
|                            | Bronze  | Approvals are captured online in order to streamline the processes and retain an audit history  |
|                            | Bronze  | The HR Operations team supporting transfers are able to view all required employee data relevant to the transfer  |
|                            | Bronze  | The exporting organisation's manager is sent reminders if they do not complete all relevant information within specified timeframes   |
|                            | Silver  | Alerts, notifications and reminders are built into the system, reminding involved parties to complete relevant actions/flag actions that are overdue  |
|                            | Silver  | Notifications are distributed to all parties concerned with the transfer, including current and new line managers, and third party service providers  |
|                            | Silver  | Integrations between management tools (such as case management tools, reporting systems etc.) increase efficiency of the process  |
|                            | Silver  | If a transaction is approved or rejected, an automatic notification is sent to the approval chain   |
|                            | Silver  | Upon completion of the initial staff data form by the employee, the remaining part is automatically sent to their current line manager for completion   |
|                            | Silver  | The importing manager, exporting manager and employee involved in the transfer process are informed when pre-employment checks are complete   |
|                            | Silver  | The HR Operations team use a case management tool when communicating with other parties involved in the process (i.e. external payroll providers, recruitment, pensions), in order to request information required to progress the transfer   |
|                            | Silver  | Shared terminology is agreed with all parties, including definitions of key terms, to ensure language is used consistently across organisations. This includes cross-functional activity, including definitions used within HR  |
|                            | Gold  | Upon transfer, an employee's HCM system record will transfer accordingly, maintaining all information related to training completed, warnings/sanctions given and performance reviews completed, etc. Where possible, the information is fed from one HCM system to another using RPA |
| Gold                       | The employee, importing and exporting manager can easily view the status and progress of the transfer (high level information only) |   |
| Manage Reserve Commitments | Bronze  | The reservist and their line manager accesses guidance via the HR portal to research and understand their responsibilities  |
|                            | Silver  | An automated workflow tool is used to support document and query management   |

# Leading Practice Features

## HR5 Managing the Workforce (15/21)

### Contingent and other types of workers

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                    |        |   |
|------------------------------------|--------|---|
| Contract Contingent Worker         | Bronze | Using contractors and 'gig' employees allows a continuum of available talent  |
|                                    | Bronze | Relevant data fields within the HCM system allow tracking and reporting on the number of contingent workers employed across the organisation  |
|                                    | Bronze | Upon contracting a contingent worker a minimum record is created in the HCM system for position and people management purposes  |
|                                    | Bronze | A consistent definition of contingent worker exists across all organisations and is adhered to  |
|                                    | Bronze | A contingent worker flag exists in the HCM system, pre-defining the level of access to other systems and HCM functionality for the contingent worker  |
|                                    | Bronze | Start and end dates of contingent worker contracts are held within the HCM system   |
|                                    | Bronze | Start and end dates of contingent worker contracts are easily reportable  |
|                                    | Bronze | Upon contracting a contingent worker, the individual is provided with access to all mandatory training/learning   |
|                                    | Silver | Workforce planning focuses beyond the full-time workforce, assessing options that may also include contingent workers   |
|                                    | Silver | HR has a role to facilitate and orchestrate the redesign of jobs and train the augmented workforce which may include contingent workers   |
| End Contingent Worker Contract     | Bronze | The HCM system flags to the relevant line manager when a contingent worker's contract end date approaches   |
|                                    | Silver | Automated integrations are in place, feeding relevant contingent worker contract end information to downstream systems and processes (i.e. IT, security), thereby triggering relevant actions |
| Manage Fee Paid & Seasonal Workers | Bronze | Relevant data fields within the HCM system allow tracking and reporting on the number of fee paid and seasonal workers employed across the organisation                                       |
|                                    | Bronze | Upon contracting a fee paid or seasonal worker, a minimum record is created for them within the HCM system  |
|                                    | Bronze | A fee/seasonal worker flag exists in the HCM system, pre-defining the level of access to other systems and HCM functionality for the contingent worker  |
|                                    | Silver | Seasonal workers records can be managed via a mass data change process with relevant approvals and reviews within the HCM system  |

# Leading Practice Features

## HR5 Managing the Workforce (16/21)

### Employee Engagement

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |        |   |
|---|--------|---|
| Design Engagement Process, Tools & Programmes | Bronze | Strategy is developed in line with workforce regulations and to improve satisfaction of the workforce   |
|   | Bronze | Strategic objectives are consulted on and discussed and agreed with the HR Leadership   |
|   | Bronze | Feedback on the success of Employee Engagement initiatives is sought at least once a year from various employee groups. This feedback is assessed by focus groups and necessary changes are discussed by the CoE and implemented by the relevant project and operations teams |
|   | Bronze | Communications with employees about initiatives are clear and transparent, with the facility for them to ask questions and open dialogue  |
|   | Bronze | Line managers are responsible for ensuring their staff are aware of the latest initiatives and procedures, and are informed of changes. The information should be easily accessible via the portal  |
|   | Bronze | HRBPs support the development of Employee Engagement initiatives and approaches by providing views and inputs on how they might be applied and/or improved  |
|   | Silver | Objectives and initiatives are consulted on with specialised focus groups - for example, third party providers and employee assistance programme providers  |
|   | Silver | Objectives and initiatives are consulted on with employee groups on an ongoing basis to seek feedback, gain an insight into their needs and improve the service   |
|   | Silver | Strategy is compared and benchmarked against other leading organisations who have been recognised for achievements in this space on an ongoing basis  |
| Manage Employee Engagement Activities         | Bronze | There is an integrated focus on the entire employee experience, bringing together all workforce, HR and management practices  |
|   | Bronze | The responsibility to design and deliver the intended employee experience is assigned to senior business leadership   |
|   | Bronze | There is a focus on understanding and continuously improving the employee journey/experience across all interactions with HR  |
|   | Bronze | Compensation, benefits and recognition are designed to enhance employees' engagement at work  |
|   | Bronze | The concept of 'design thinking' is used to study, listen to and learn what employees are doing every day and discover new ways to work simply and improve productivity, performance and engagement   |
|   | Silver | Regular pulse surveys and open feedback systems that move beyond annual or biannual engagement surveys are used   |
|   | Silver | An employee net promoter score to yield a value on the employee experience is generated   |
|   | Silver | Employee satisfaction and experience are measured on an ongoing basis using appropriate tools   |



# Leading Practice Features

## HR5 Managing the Workforce (17/21)

### Employee Engagement

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                    |  |  |
|------------------------------------|--|--|
| Manage Employee Surveys            | Bronze   | Amendments to the question list are made by the CoE. The CoE will then consult with all relevant stakeholders to ensure that the survey content is appropriate.  |
|                                    | Bronze   | The HR Operations team administer employee engagement surveys / activities to employees  |
|                                    | Bronze   | Survey responses are confidential and identifying references i.e. names, locations, are removed.   |
|                                    | Bronze   | The line manager is responsible for communicating the consolidated feedback to their employees / teams   |
| Engage & Consult Workers' Councils | Bronze   | Workers Council negotiations must be approved by the business leadership prior to any engagement   |
|                                    | Bronze   | Workers Council representative contacts are available across all HRBP populations  |
|                                    | Bronze   | Relationships with labour representation bodies are managed and coordinated  |
|                                    | Bronze   | Engagement is initiated when: a new legal requirement has arisen; there is a business case which impacts an employee population; the Workers Council wishes to engage; agreement with the Workers Council has expired or is due for review / renewal |
|                                    | Bronze   | Legal advice is sought as required   |
|                                    | Bronze   | An agreement reached as a result of negotiation is communicated to business leadership before the Workers Council is officially informed   |
|                                    | Bronze   | HRBPs represent their respective areas/departments   |
|                                    | Bronze   | The consultation process covers local changes such as redundancies and restructures, as well as large scale change programmes  |
| Gold                               | Reporting and analytics are system enabled to support negotiation preparations |  |

# Leading Practice Features

## HR5 Managing the Workforce (18/21)

### Industrial Relations

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |  |   |
|---|--|---|
| Understand Legal & Regulatory Environment | Bronze   | Specialist advice and guidance is made available to line managers to support resolution of issues   |
|   | Bronze   | The CoE reviews and manages external regulatory requirements  |
|   | Bronze   | An approach is developed to ensure policy and programmes are compliant with rules and regulations   |
|   | Bronze   | CoEs are responsible for confirming compliance with all employment and labour laws and regulations  |
|   | Bronze   | All parties stick to principles of timely and effective communication including a focus on positive behaviour and outcomes  |
|   | Silver   | The impact of business specific compliance and regulation requirements on people strategies and plans, policies, procedures and processes is measured   |
|   | Silver   | Employee Relations-related professional competencies include two-way communication - dialogue and listening, consultation, surveying, interpretive attitudes and spotting potential signs of conflict and seeking early resolution. |
| Manage Collective Agreements              | Bronze   | The CoE provides expertise on collective bargaining agreement issues and policy interpretation  |
|   | Bronze   | The CoE, in conjunction with business leaders, identifies needs for collective agreement  |
|   | Bronze   | The CoE defines the collective agreement approach and communication channels  |
|   | Bronze   | The CoE and leadership communicate with relevant parties (employee representatives/unions)  |
|   | Bronze   | Positive relationships are managed with representatives   |
|   | Bronze   | The actions and interventions required from collective agreement and bargaining are identified  |
|   | Bronze   | Decisions are communicated to all stakeholders, and ongoing collaboration is maintained   |
|   | Silver   | CoEs provide workforce insights based, on data, and convert these into actions  |
| Gold                                      | CoEs leverage the collective voices of stakeholders across teams, locations and levels to design new solutions |   |
| Engage & Consult Unions                   | Bronze   | Union representative contacts are available across all HRBP populations   |
|   | Bronze   | There is ongoing relationship management and coordination with labour representation bodies   |
|   | Bronze   | Union consultation and collaboration policies are developed   |
|   | Bronze   | Legal advice is sought as required  |
|   | Bronze   | Agreements reached as a result of negotiation are communicated to business leadership before the union is officially informed   |
|   | Bronze   | HRBPs represent their respective areas / organisations where required   |
|   | Gold   | Reporting and analytics are system enabled to support negotiation preparations  |

# Leading Practice Features

## HR5 Managing the Workforce (19/21)

### Discipline & Conduct

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |  |
|---|--|
| Manage Grievance and Dispute  | Key HR Operations specialist contacts are clearly signposted on portal pages outlining casework policies and information   |
|   | An 'Investigating Manager' manages grievances  |
|   | Efforts are made to resolve grievances informally  |
|   | There is an accredited list of investigation managers who have the relevant skills, experience and - where applicable - certifications required to appropriately support the management of cases                               |
|   | Relevant case management system statuses are used to appropriately manage the case throughout all of its stages  |
|   | Line managers are responsible for ensuring their staff are informed of the latest process guidance and appropriate training courses  |
|   | Standard templates are in place for casework (e.g. grievance checklist, grievance outcome letters)   |
|   | A single point of contact from the HR Operations specialist team is assigned to each sensitive case to ensure the responsible person interacts with one point of support throughout the case                                   |
|   | The line manager always manages employee cases unless they are in some way impacted by or involved in the issue or where conflict has arisen   |
|   | The 'Investigating Manager' could be a line manager, senior manager and/or an HRBP   |
|   | The manager responsible for managing sensitive issues records all actions taken on the case management system  |
|   | Where a case is made against a line manager, the employee may raise the case via the HR Operations team to circumnavigate the line manager   |
|   | When an employee or manager consults a policy related to a sensitive issue, a portal triggers an automatic alert with a suggestion to contact the HR team for support, including relevant contact details or a link to webchat |
|   | Suggested actions, reminders and next steps are built within the system, allowing the responsible manager to be informed about potential actions for consideration   |
|   | The HR Operations specialist team are able to view the status of all sensitive cases by running a report/analytics directly from the case management system  |
| Refresher courses/videos on managing sensitive cases are available on the learning HCM system and are automatically suggested to new line managers                              |  |
| Integration between the document management solution and case management system is in place, automatically adding relevant letters sent to the employee to their personnel file |  |

# Leading Practice Features

## HR5 Managing the Workforce (20/21)

### Discipline & Conduct

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                               |  |   |
|-------------------------------|--|---|
| Manage Discipline and Conduct | Bronze   | HRBPs are able to access reports related to sanctions given for their relevant teams/organisations directly within the HCM system   |
|                               | Bronze   | Key HR Operations specialist contacts are clearly signposted on portal pages outlining casework policies and information  |
|                               | Bronze   | Employees are not able to see sanction information recorded on the HCM system; only the line manager and HR will be able to see sanctions applied in the individual's record              |
|                               | Bronze   | Line managers are responsible for ensuring their staff are informed of the latest process guidance and appropriate training courses   |
|                               | Bronze   | Sanctions have an expiry date set within the HCM system. They are editable only by the relevant HR Operations specialist team supporting the management of the case                       |
|                               | Bronze   | Key HR Operations specialist contacts are clearly signposted on portal pages outlining casework policies and information  |
|                               | Bronze   | Standard templates are in place for casework (e.g. disciplinary checklist, disciplinary outcome letters)  |
|                               | Bronze   | Relevant case management system statuses are used to appropriately manage the case throughout all of its stages   |
|                               | Bronze   | HRBPs support cases as required   |
|                               | Bronze   | Legal advice is sought by HR throughout the case as appropriate   |
|                               | Bronze   | Decisions on whether to terminate someone's employment are defined by the appropriate policy  |
|                               | Bronze   | The 'Investigating Manager' could be a line manager, senior manager and/or an HRBP  |
|                               | Silver   | When an employee transfers to another Civil Service organisation, the sanction information may be requested to transfer onto their new record   |
|                               | Silver   | The HR Operations specialist team are able to view the status of all sensitive cases by running a report/analytics directly from the case management system                               |
|                               | Silver   | Suggested actions, reminders and next steps are built within the system, allowing the responsible manager to be informed about potential actions for consideration                        |
|                               | Silver   | The HR Operations specialist team are able to view and access all cases related to the employee together with the status, sanctions applied and any decisions given to conduct 360 review |
|                               | Gold   | Integration between the document management solution and case management system is in place, automatically adding relevant letters sent to the employee to their personnel file           |
| Gold                          | Refresher courses/videos on managing sensitive cases are available on the learning HCM system and are automatically suggested to new line managers |   |

# Leading Practice Features

## HR5 Managing the Workforce (21/21)

### Discipline & Conduct

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |  |  |
|---|--|--|
| Manage Appeals                            | Bronze   | Relevant case management system statuses are used to appropriately manage the case throughout all of its stages  |
|   | Bronze   | Standard templates are in place for casework (e.g. appeal checklist, appeal outcome letters)   |
|   | Bronze   | Line managers are responsible for ensuring their staff are informed of the latest process guidance and appropriate training courses  |
|   | Bronze   | Key HR Operations specialist contacts are clearly signposted on portal pages outlining casework policies and information   |
|   | Bronze   | An 'Appeals Manager' manages appeals   |
|   | Bronze   | The appeals process may be initiated when, for example, an employee is being made redundant; a grievance is successfully made against an individual; or when an employee disagrees with the decision of a disciplinary case  |
|   | Bronze   | The Appeal Manager is responsible for coordinating with the employee and HRBP (where involved). HR Operations specialists support casework and are informed of case progress via the case management system. The HR Operations team escalate cases raised to them as appropriate |
|   | Silver   | Suggested actions, reminders and next steps are built within the system, allowing the responsible manager to be informed about potential actions for consideration   |
|   | Gold   | Refresher courses/videos on managing sensitive cases are available on the learning HCM system and are automatically suggested to new line managers   |
|   | Gold   | Integration between the document management solution and case management system is in place, automatically adding relevant letters sent to the employee to their personnel file  |
| Manage Formal Whistleblowing Arrangements | Bronze   | Whistleblowing is considered a highest priority category case type   |
|   | Bronze   | The process for reporting severe issues is clearly signposted on portal pages  |
|   | Bronze   | Policies and guidelines are easily available on the HR portal with clear links   |
|   | Bronze   | All whistleblowing cases are reported to the Commission for management   |
|   | Bronze   | Following the submission of the case, the employee is not able to see the details of their query within the case management system   |
|   | Silver   | The case highlighted as whistleblowing is routed for review and management to the relevant team via the case management system   |
| Silver                                    | Employees are able to report the whistleblowing confidentially, using self-service |  |



# HR6 Rewarding the Workforce

# Leading Practice Features

## HR6 Rewarding the Workforce (1/4)

### Manage Compensation

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|  |   |   |
|--|---|---|
| Gather Industry Compensation Comparisons | Bronze  | Compensation is regularly assessed with a view to being market competitive and relevant as employee demographics and workplace needs shift  |
|  | Bronze  | HRBPs are involved in the process to provide specific context as required   |
|  | Bronze  | The CoE own the relationship with providers as appropriate  |
|  | Silver  | The CoE analyse compensation programmes against benchmarks, survey data, etc. and recommend programme adjustments based on insights   |
|  | Silver  | Report generation, formatting & distribution of compensation benchmark data is automated  |
| Design Compensation Plans                | Bronze  | Compensation, benefits, rewards and recognition are designed to make people's lives better, and balance financial and non financial benefits  |
|  | Bronze  | Rewards also include non financial rewards: meals, vouchers and leave policy, fitness and wellness programmes   |
|  | Bronze  | Reward systems are consistent with engagement, achievement and retention goals  |
|  | Bronze  | Organisational culture encourages transparency of information about who is hired, who gets promoted, and what behaviours/performance will be rewarded with compensation or (fair) promotion |
|  | Bronze  | HRBPs and other key stakeholders are identified and consulted throughout the design of compensation plans, providing input to the strategy  |
|  | Bronze  | The CoE consult with HR Operations throughout design to ensure the future-state vision aligns to practical and technical capabilities   |
|  | Bronze  | Feedback is continuously sought to identify needs to change compensation plans  |
|  | Bronze  | The CoE design short and long term reward strategies for different worker groups that align with overall business/talent objectives and improve the Employee Value Proposition              |
|  | Bronze  | The CoE develop and monitor the budget, in coordination with Finance  |
|  | Bronze  | Leaders are empowered to provide input to compensation plan designs (e.g. salary budgets, incentive performance measures)   |
|  | Bronze  | Compensation packages are tailored for critical workforce segments, including sought after professional groups  |
|  | Bronze  | Managers are provided with guidance and training to facilitate the process  |
|  | Silver  | Team leaders' compensation is linked to their team members' engagement and performance, driving a sense of accountability   |
|  | Silver  | Compensation analytics are integrated with other workforce analytics  |
| Silver                                   | Compensation plans are standardised and simplified where possible, while allowing for variation to incentivise critical workforce segments. |   |

# Leading Practice Features

## HR6 Rewarding the Workforce (2/4)

### Manage Compensation

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                   |  |  |
|-----------------------------------|--|--|
| Analyse & Evaluate Jobs           | Bronze   | Job evaluation is transparent and consistent. The basis upon which a job is graded is clear  |
|                                   | Bronze   | Equal pay considerations are always made when evaluating roles   |
|                                   | Bronze   | There is a clear, consistent and transparent grading structure in place  |
|                                   | Bronze   | Job evaluation is completed objectively with the intention to grade the role rather than 'price' it  |
|                                   | Bronze   | Assessment is of the job and not the person currently holding the role   |
|                                   | Bronze   | Market comparisons are factored into job evaluations   |
|                                   | Bronze   | Clear and consistent communication is provided to impacted roles   |
|                                   | Bronze   | Following job architecture, appropriate compensation is assigned to each role within the organisation  |
|                                   | Silver   | Job analysis is completed in line with changes to the organisation's structure; changing demands of the affected roles are reflected   |
|                                   | Silver   | An HCM system is utilised that will integrate data and support consistent levelling and job structures   |
| Manage Annual Compensation Review | Bronze   | Compensation levels are transparent and frequently discussed   |
|                                   | Bronze   | Performance management is optimised around 'team performance' and 'team leadership' rather than focussing solely on individual performance. People are rewarded for project results, collaboration and helping others.   |
|                                   | Bronze   | Clear and consistent communications are provided to employees around compensation process milestones and key dates (i.e. compensation plan summaries and payroll dates)  |
|                                   | Bronze   | Managers receive appropriate training and preparation (i.e. job aids, documentation, etc.) prior to compensation planning  |
|                                   | Bronze   | Compensation review processes are driven through MSS functionality   |
|                                   | Silver   | Design sessions are conducted to understand the current structure and future state vision  |
|                                   | Gold   | Bots are used to intake, review and aggregate annual compensation submissions, then enter the information into the appropriate compensation or HCM system  |
| Gold                              | RPA is used to automate auditing and data quality checks before, during and after annual processes |  |
| Gold                              | Chat bots are used to assist managers when completing processes                                    |  |
| Notify Employee of Compensation   | Bronze   | Final compensation statements are made available upon completion of the process and employees are able to access them individually   |
|                                   | Bronze   | Managers support with communications, and are provided with clear guidance to assist team members  |
|                                   | Gold   | Pre written notifications and follow ups are sent by RPA during compensation processes. For example during the annual award process, bots may be used to send out communications according to the programme schedule, and follow up with managers on outstanding submissions |
|                                   | Gold   | RPA is used to automate letters and other document generation. Bots may be configured to send out pre-written notifications during and after the annual compensation review  |



# Leading Practice Features

## HR6 Rewarding the Workforce (3/4)

### Manage Compensation

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                               |        |  |
|-------------------------------|--------|--|
| Manage Allowances             | Bronze | There are clear processes of data gathering, eligibility, calculation and payroll administration             |
|                               | Silver | Supporting HCM or compensation systems are used to ease administration of allowances                         |
|                               | Gold   | RPA is used to automate letters and other document generation  |
|                               | Gold   | There is a focus on employee experience which is enhanced by using mobile technology                         |
| Manage Off Cycle Compensation | Bronze | HR Operations manage requests for exceptions following clear guidelines from the CoE                         |
|                               | Bronze | HR Operations specialists process off-cycle compensation adjustments that cannot be handled via self-service |
| Changes & One time Payments   | Silver | Short term incentive plans and one off payments are reviewed each year to inform compensation strategies     |
|                               | Gold   | RPA is used to automate salary change letters and other document generation based on pre-approved templates  |

# Leading Practice Features

## HR6 Rewarding the Workforce (4/4)

### Manage Benefits

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|  |        |   |
|--|--------|---|
| Gather Industry Benefit Comparisons            | Bronze | Regular cost evaluations and sourcing is conducted to ensure fiduciary responsibilities are met   |
|  | Bronze | Benefit offerings are regularly assessed with a view to being market competitive and relevant as employee demographics and workplace needs shift            |
|  | Bronze | The CoE owns the benefit comparison process with an operational analyst supporting with data collection   |
|  | Silver | HR Operations provides reports to internal/external parties to support benefit comparisons and effectiveness reviews  |
|  | Silver | CoE specialists monitor and analyse the effectiveness of benefit programs by using metrics such as benchmark data, health trends, costs and health outcomes |
|  | Silver | Formatting and distribution of benefit benchmark data is automated  |
| Design Benefits Processes, Tools & Programmes  | Bronze | The benefits programme strategy is aligned with the organisation's values, goals and talent initiatives   |
|  | Bronze | Complex benefits rules have been eliminated unless legally required   |
|  | Silver | Vendor Management and continuous improvement is embedded in daily processing  |
|  | Silver | The HR portal can be accessed using mobile functionality to enhance the employee experience   |
|  | Silver | Transactional processes have been centralised, standardised, automated across appropriate HR functional areas – this may include outsourced services        |
|  | Gold   | There is a high degree of workflow automation and self-service both internally and with outsourced and third party applications                             |
|  | Gold   | Access to benefits is harmonised across government departments  |
| Manage Pension, Benefit Enrolment & Amendments | Bronze | Benefits eligibility for different employee populations is automated  |
|  | Silver | Moments that matter for employees are incorporated into pension and benefits management to enhance the employee experience                                  |
|  | Gold   | Auditing and data checks are automated through RPA  |
|  | Gold   | Bots are used to send pre-written notifications and follow ups during benefits processes and enrolments .   |
|  | Gold   | RPA is used to automate letters and other document generation   |
| Process Benefit Costs                          | Bronze | Data for benefits eligibility is validated and configured on the HCM portal (i.e. location, profession, employment status, dependents, etc.)                |
|  | Bronze | There is a clear framework for who is responsible for accounting and monitoring benefits limits   |
|  | Bronze | HR Operations provide reports to internal/external parties to support benefit cost reviews  |
|  | Bronze | Benefits accounting is of a high quality to remove the risk of costly errors  |
|  | Gold   | Bots are used to intake, review and aggregate benefits invoices and billing to help automate these tasks in partnership with vendors                        |



# HR7 Leaving Work

# Leading Practice Features

## HR7 Leaving Work (1/2)

### Exiting

Gold  
Silver  
Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|                               |        |  |
|-------------------------------|--------|--|
| Manage Voluntary Leaving      | Bronze | Written confirmation of resignation is submitted by the Employee to their Line Manager   |
|                               | Bronze | The line manager is able to confirm the employee's departure in the HCM system   |
|                               | Bronze | Written confirmation of resignation is submitted by the Employee to their Line Manager   |
|                               | Bronze | Leavers are encouraged to join the organisation's Alumni network which provides notifications of future vacancies  |
|                               | Silver | Employees and Line Managers are provided with a digital off-boarding checklist   |
| Manage Formal Voluntary Exits | Bronze | Clear guidance on the process, timelines and implications outlined is provided on the HR portal  |
|                               | Bronze | The line manager is provided with an information pack on the Voluntary Exit Scheme, in order to support employees  |
|                               | Bronze | Voluntary Exit Scheme co-ordinators are provided with a framework and guidance to set criteria for a Voluntary Exit Scheme   |
|                               | Bronze | Employees are able to get projected retirement income estimates on their pension through a self-service portal   |
|                               | Bronze | Employees are regularly updated on the progress of their application to the Voluntary Exit Scheme  |
|                               | Bronze | HR and business leaders communicate the vision for the future and manage any cultural disruption as a result of Voluntary Exit Schemes                                       |
|                               | Silver | Applications for Voluntary Exit are administered on the HCM System   |
|                               | Silver | Integration between the HCM system, payroll systems and pension provider is in place to increase efficiency throughout the process   |
| Manage Involuntary Exit       | Gold   | Applicants can track their status on the Voluntary Exit Scheme on an online dashboard  |
|                               | Bronze | Appropriate legal and regulatory guidance is sought  |
|                               | Bronze | Business-aligned HR (e.g. HRBPs) are consulted for complex terminations  |
|                               | Bronze | Either the Line Manager or the HRBP may initiate the termination depending on the trigger  |
|                               | Bronze | The process is initiated in the HCM system   |
|                               | Silver | The termination letter is generated through the HCM system   |
|                               | Silver | Notification of termination triggers appropriate actions e.g. Payroll, off-boarding checklist  |
| Manage Redundancy             | Bronze | Employees who are losing their job are treated fairly and sensitively as an immediate priority   |
|                               | Bronze | Following redundancies, boosting the morale of the remaining staff members is prioritised - ensuring the organisation's ongoing effectiveness                                |
|                               | Bronze | Business leaders provide a full and clear explanation of the situation, including the redundancy procedure being used  |
|                               | Bronze | Business leaders and Line Managers provide a forward-looking, positive attitude for the future and show remaining employees the value of their role in that future, holding  |
|                               | Bronze | Employers understand their obligations, including employees' rights  |
|                               | Bronze | A formal and standardised procedure for redundancy is in place   |
|                               | Bronze | There is a clear process in place for managing redundancy, which includes: planning; identifying pool for selection; seeking volunteers; consulting employees; selection for |
|                               | Bronze | Where applicable process and procedure are agreed with Trade Unions and/or employee representatives  |
|                               | Bronze | Line Managers are skilled to deal with periods of change   |

# Leading Practice Features

## HR7 Leaving Work (2/2)

### Exiting

Gold  
Silver  
Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|   |  |
|---|--|
| Conduct Exit Interview & Communications | Exit interviews and communications are consistent across the organisation  |
|   | Exit interviews are used as a way to build a complete, real-time understanding of the issues employees face  |
|   | Exit interviews focus on behaviour, allowing the organisation to illicit actionable insights to reduce turnover and increase engagement                  |
|   | Where possible two assessments are conducted to increase reliability and validity of the data, which may be using digital techniques and/or face to face |
| Manage Exit Compliance                  | An off-boarding checklist is defined globally and localised where necessary  |
|   | Relevant parties are automatically notified of off-boarding through the HCM system   |
| Manage Death In Service                 | An empathetic approach to communications appropriate to the situation is in place throughout   |
|   | A preferred method of staying in touch is agreed as appropriate  |
|   | There is an agreed, appropriate, amount of information to be shared with colleagues  |
|   | Cultural diversity is taken into consideration   |
| Manage Redeployment                     | Reasonable, sensitive and objective consideration is given in relation to requests for time off  |
|   | Legal advice is sought with regards to redundancy and redeployment   |



Civil Service HR

# HR8 Managing Service

# Leading Practice Features

## HR8 Managing Service (1/8)

### Manage Reporting

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|   |  |   |
|---|--|---|
| Manage Statutory & Parliamentary Reporting  | Bronze   | HCM systems comply to frameworks and controls required from a statutory and parliamentary reporting perspective   |
|   | Silver   | Defined statutory and parliamentary reports are automatically generated from the HCM system, and are flagged to the relevant user groups/individuals when data is refreshed                     |
| Maintain/Update Report Catalogue & Schedule | Bronze   | A report catalogue is well defined  |
|   | Bronze   | Definition of a clear governance framework and infrastructure is required to support the reporting team to operate effectively and deliver the strategy; clear roles and responsibilities exist |
|   | Bronze   | Operational reporting is intuitive and delivered in an 'easy to use' format   |
|   | Bronze   | The HCM system is the primary system for reporting needs  |
|   | Bronze   | Reporting originates in and is based on the source system   |
|   | Bronze   | Reporting for cross HR functional data is conducted from a consolidated platform, using the analytics tool of choice  |
|   | Bronze   | Reports are delivered at a frequency appropriate for the purpose and objective of the report  |
|   | Bronze   | Reports are built to show relevant trends and monitor strategic objectives  |
|   | Bronze   | Reports are consistent across the Civil Service   |
|   | Bronze   | HR MI is linked to the HR strategy and objectives   |
|   | Bronze   | Data is a strategic asset and is actively stewarded   |
|   | Bronze   | Complete, clean and consistent data drives improved reporting   |
|   | Bronze   | Rigorous safeguards are in place to protect against security threats and data breaches  |
|   | Bronze   | Metrics and data are clearly defined with standard definitions  |
|   | Bronze   | Requirements and requests for reports are submitted to the specialist HR Operations team for MI, who assess the nature of the report requirement and assess feasibility                         |
|   | Bronze   | An appropriate review process is in place, to review and sign off requirements and design the report in line with the specification   |
|   | Bronze   | Where a reporting requirement is raised by multiple requestors, the HR Operations team assess if the conditions exist to create and deploy a new standard report within the catalogue           |
| Bronze                                      | The report catalogue is periodically reviewed, with the frequency of accessing reports and usability regularly assessed                          |   |
| Silver                                      | Pre-defined reports are available on demand through self-service, with security and filters informing and protecting the data available to users |   |
| Silver                                      | Reports provide real-time information leveraging accurate data   |   |

# Leading Practice Features

## HR8 Managing Service (2/8)

### Manage Reporting

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                  |        |  |
|----------------------------------|--------|--|
| Manage Ad-Hoc Reporting Requests | Bronze | Ad-hoc reporting is kept to a minimum, with standard reports available through the HCM system  |
|                                  | Bronze | Ad-hoc reporting requests are reviewed against the reporting matrix, outlining the approved access to reports per relevant role/user   |
|                                  | Silver | A dedicated specialist HR Operations team is in place focusing on analysis and insights  |
|                                  | Silver | All users required to have access to data and analytics as a part of their role are able to run reports directly from the HCM system, reducing the number of ad-hoc reporting requests raised to HR Operations |
| Manage Regulatory Compliance     | Bronze | All HR offerings and programmes implemented are reviewed on an ongoing basis to ensure regulatory compliance   |
|                                  | Bronze | Implementation of HR offerings and programmes is reviewed on ongoing basis to ensure compliance with regulatory requirements, with concerns raised at the relevant forum as appropriate                        |
|                                  | Bronze | The business controls framework is aligned to the HR service catalogue   |
|                                  | Bronze | Retention and destruction policies are in place for handling information throughout the employee lifecycle   |
|                                  | Bronze | The HCM system segments data to comply with rules and regulations of the UK and, where applicable, other national employment laws  |
|                                  | Bronze | HCM system(s) and solutions comply to frameworks and controls required from a regulatory and reporting perspective   |



# Leading Practice Features

## HR8 Managing Service (3/8)

### Manage Employee Contact

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                 |  |  |
|---------------------------------|--|--|
| Recieve & Resolve<br>HR Queries | Bronze   | Roles are defined, sized and structured correctly to drive optimal performance   |
|                                 | Bronze   | A multi-channelled approach for HR customer queries allows interactions through multiple intake channels and technologies (integrated platforms, mobile-first apps, IVR)   |
|                                 | Bronze   | Security balances rigorous risk management with reduced customer effort  |
|                                 | Bronze   | Teams deliver enquiry, data, and specialised services, generating capacity for other HR Operations teams   |
|                                 | Bronze   | HR queries are logged and tracked via a case management system to ensure accurate documentation of query and resolution  |
|                                 | Bronze   | SLAs are clearly defined   |
|                                 | Bronze   | Employee information is automatically populated in the case management system from the core record when webchat / phone calls from employees are initiated   |
|                                 | Bronze   | HR Operations representatives are knowledgeable and skilled  |
|                                 | Bronze   | Service teams have differentiating capabilities and competencies, for example: Operational Excellence, Communication, Customer Focus, Problem Solving, Prioritization, Detail Oriented, Team Player, Organisational Skills, Adaptability |
|                                 | Bronze   | "Voice of the business" and relevant external research and benchmarking is used to design and deploy HR Operational Services processes and practices   |
|                                 | Bronze   | Incoming inquiries are answered accurately, professionally and efficiently   |
|                                 | Bronze   | There service provided is friendly, efficient and effective, delivering a positive employee experience   |
|                                 | Bronze   | Queries are escalated or redirected as required  |
|                                 | Silver   | There is a personalised customer experience tailored to workforce segments   |
|                                 | Silver   | There is channel choice of contact for the employee including phone, webchat and CMS   |
|                                 | Silver   | Integrated analytics and real-time interactive dashboards allow HR Operations to monitor query volumes, case resolution, call and chat quality, data accuracy, customer satisfaction etc.  |
|                                 | Silver   | There is a robust knowledge base to support first time resolution by providing representatives with expertise and tools to address employee queries  |
|                                 | Silver   | There is a shift from traditional, purely transactional "Shared Services" work to higher value "Operational Services"  |
| Gold                            | Robotic Process Automation is deployed on webchats to resolve employee queries     |  |
| Gold                            | Virtual Assistants / Agents are available 24/7 to handle frequent / common queries |  |

# Leading Practice Features

## HR8 Managing Service (4/8)

### Manage Employee Contact

- Gold
- Silver
- Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|                                 |        |  |
|---------------------------------|--------|--|
| Manage Escalations / Exceptions | Bronze | All escalations are managed through the CMS  |
|                                 | Bronze | The CMS is used as an escalation enabler, supporting both automated and manual escalations, with comprehensive case categorisation |
|                                 | Bronze | Escalation of cases follows predefined routing based on case categorisation  |
|                                 | Bronze | Escalations are typically for complex queries or policy interpretation   |
|                                 | Bronze | Case management system access for different roles across the HR operating model is clearly defined                                 |
|                                 | Bronze | Case escalations outside HR Operations are by exception; queries continue to be owned through to resolution, by HR Operations      |

# Leading Practice Features

## HR8 Managing Service (5/8)

### Manage Data and Knowledge Management

- Gold
- Silver
- Bronze

- Pioneering measures to provide an **excellent** service
- Enhanced measures to provide a **good** experience
- Minimum measures to provide a **satisfactory** experience

|                                     |        |  |
|-------------------------------------|--------|--|
| Manage HR Information and Knowledge | Bronze | Standard templates are available within the knowledge management solution/portal where appropriate, which improve documentation standardisation and consistency                                  |
|                                     | Bronze | Voice of the Customer feedback' and insights are sought from employees   |
|                                     | Silver | A knowledge and content management strategy exists   |
|                                     | Silver | There is a defined content maintenance process in place, with a dedicated HR Operations team/roles responsible for managing the end-to-end process   |
|                                     | Silver | Employees can identify content/knowledge updates and submit a request using self-service, in line with the defined content maintenance process   |
|                                     | Silver | Content approval workflows built within the portal allow for specific 'content groups' to be sent notifications with approval required   |
|                                     | Silver | HR portal content, knowledge and information is accessible via multiple channels, particularly mobile  |
|                                     | Silver | HR Operations teams are notified about feedback received on content/knowledge on the portal/part of the portal they are responsible for  |
|                                     | Silver | The portal search functionality has an ability to measure and improve upon the quality of search results based on feedback from users and key words used in the search, through machine learning |

# Leading Practice Features

## HR8 Managing Service (6/8)

### Manage Service

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                     |        |  |
|-------------------------------------|--------|--|
| Manage Continuous Improvement       | Bronze | A robust end-to-end process, including tools and governance, is in place   |
|                                     | Bronze | There is a dedicated team/role(s) within HR Operations responsible/accountable for continuous improvement activity   |
|                                     | Bronze | Voice of the Customer' feedback and insights are actively sought from employees  |
|                                     | Bronze | HR governance includes a 'Continuous Improvement Forum' to share insights and identify opportunities across the HR operating model   |
|                                     | Bronze | Employees are able to raise complaints using self-service or other channels as preferred   |
| Manage Employee Complaints          | Bronze | All complaints are captured and tracked using the CMS  |
|                                     | Bronze | HR Operations assess the nature of the complaint and update the priority level of the issue on the CMS accordingly   |
|                                     | Bronze | Where a complaint is being made, 'warm transfers' to a supervisor/manager are acceptable   |
| Manage Customer Satisfaction Survey | Bronze | Voice of the Customer' feedback and insights are sought from employees   |
|                                     | Silver | Voice of the Customer' feedback and insights are presented as aggregated dashboards for analysis   |
|                                     | Silver | Voice of the Customer' feedback and insights are enabled by sentiment tracking   |
| Manage Service Change Request       | Bronze | A single feedback mechanism is in place across all HCM systems and applications, allowing contextualised feedback on the basis of users' recent transactions, searches and navigation through the system, etc. |
|                                     | Bronze | A standard request template ensures relevant supporting information is gathered prior to a change being taken forward for governance approval  |
|                                     | Bronze | All service change requests related to HR Operations are logged using the case management system and routed to the appropriate HR Operations team for review   |
|                                     | Bronze | Mandatory service change requests are prioritised and actioned based on the timelines prescribed by the relevant party   |
|                                     | Bronze | The process is applied to any system configuration changes to the HCM system   |

# Leading Practice Features

## HR8 Managing Service (7/8)

### Manage Service

|        |
|--------|
| Gold   |
| Silver |
| Bronze |

Pioneering measures to provide an **excellent** service  
 Enhanced measures to provide a **good** experience  
 Minimum measures to provide a **satisfactory** experience

|                                  |  |  |
|----------------------------------|--|--|
| Maintain Systems & Configuration | Bronze   | Hosting and application management handled by vendors reduces staff overheads, but various HR and IT resources are needed on a regular basis   |
|                                  | Bronze   | Adoption of global standard blueprints / processes reaps benefits  |
|                                  | Bronze   | Flexible support is provided by the vendor(s)  |
|                                  | Bronze   | Functionality upgrades are regular and delivered by the vendor   |
|                                  | Bronze   | Scale on demand - automatic scaling up and down of computation and storage - is in place   |
|                                  | Bronze   | There is an up-to-date network infrastructure to support browser-based interaction with the application  |
|                                  | Bronze   | There is a shared understanding of the operating and service delivery model associated with system support   |
|                                  | Silver   | Technical infrastructure requirements are minimal with a focus on network infrastructure, rather than the underlying platform  |
|                                  | Silver   | A SaaS-driven HR support function, able to deliver functional enhancements on a fluid basis, is used   |
|                                  | Silver   | System support project teams have the flexibility to increase staff numbers periodically to support enhancements   |
|                                  | Silver   | Configuration is agile and flexible, and customisations/localisations are avoided where at all possible  |
| Manage Critical Issue Resolution | Silver   | There is a solution and outcomes-focused approach with a focus on business engagement, rather than technical development   |
|                                  | Bronze   | A critical issue must impact a common threshold of the employee population   |
| Manage Vendors (Operational Mgt) | Bronze   | All critical issues are logged and monitored using enabling technologies, with resolution subject to governance and the approval framework   |
|                                  | Bronze   | The roles and responsibilities of boards, senior management and lines of business are clearly defined, including job descriptions for 'Vendor Relationship Managers'                 |
|                                  | Bronze   | There is coverage across the full 'Vendor Lifecycle' including pre-contract due diligence, Vendor evaluation and selection phases, and contract termination                          |
|                                  | Bronze   | Contracts include applicable risk management clauses; contract reviews are conducted to ensure that new Vendor requirements are included in existing contracts                       |
|                                  | Bronze   | There is an understanding and formal definition of risk appetite / tolerance, with the ability to demonstrate how risk management activities are driven by the type of risk exposure |
|                                  | Bronze   | There is ongoing monitoring of third parties based on results of the pre-contract due diligence  |
|                                  | Bronze   | Dependencies on a specific vendor or a geographic region are identified  |
|                                  | Bronze   | Customer complaints attributed to, or received by, third parties to address regulatory scrutiny around consumer protection are monitored and tracked to resolution                   |
|                                  | Bronze   | Controls and compliance are used and viewed with increasing importance   |
| Silver                           | There is an extension of vendor management to manage additional risk domains beyond Information Security and Supplier Performance (e.g. Reputation, Compliance, or Geo-political Risk) |  |

# Leading Practice Features

## HR8 Managing Service (8/8)

### Manage Service

- Gold
- Silver
- Bronze

Pioneering measures to provide an **excellent** service  
Enhanced measures to provide a **good** experience  
Minimum measures to provide a **satisfactory** experience

|                                       |        |  |
|---------------------------------------|--------|--|
| Manage<br>Projects/Change<br>Activity | Bronze | Efficient workforce planning with supply and demand planning is in place, to identify spare capacity for HR Operations teams to support projects/change activity appropriately |
|                                       | Silver | A flexible pool of HR Operations representatives is available to support projects and change activities when required  |
|                                       | Gold   | Skills, talents, and competencies tracked within the HCM system are used to quickly identify relevant skilled resources to support project activity                            |