



Government  
People Group

# Global HR Design Principles 2024

19 July 2024





# Global HR Design Background

## What is Global HR Design?



Global HR Design originates from the Public Accounts Committee report 'Shared Service Centres' dated 12 October 2016. This report details that the collective failure to create more standardised processes within Government has meant that the efficiencies to be borne through use of the Shared Service centres have ultimately not been realised.

Global HR Design brought the Government back office efficiency agenda together with the HR Functions drive to create HR services with employees and line managers at the centre.

Global HR Design when delivered in 2018 mapped out HR services, operational standards, reports and outputs, considering the application and benefits of modern HR technology. It delivered standardised processes, ways of working, and technology to leverage where savings can be made as well as enhancing the employee experience.

## Global HR Design drivers



The drivers for Global HR Design were:

- **'Getting the Basics Right'** – the HR Functional Delivery Plan
- **User experience** – championing an employee-centric approach
- **Government Shared Services** – achieving efficiencies and adopting common approaches where it makes sense
- **Modern HR software** – assessing the opportunity and the changes required by new technologies



# Global HR Design 2024 Background



## Global HR Design 2024

The [Shared Services Strategy for Government 2021](#) (SSSfG) outlined the future for modern and efficient central government shared services. It provided a roadmap to more streamlined back-office cloud-based systems and processes that will standardise services across transactional HR, finance & commercial functions to make them easy and quick to use, reduce bureaucracy, deliver better value for money, and improve user's experience.

It has overseen the move to five shared service clusters (Defence, Matrix, Overseas, Synergy and Unity) with each cluster working to merge its back-office transactional functions through joint shared service design and procurement of a common operating model and single ERP instance.

On the back of the SSSfG, the Government Functions that oversee and manage HR, Finance, Commercial and Grants Management have worked together to realise the ambitions of the SSSfG and address previous lessons through the coordination and delivery of the **Functional Convergence Programme (FCP)**. The programme delivered:

1. standardise data and data architecture as a prerequisite for automation.
2. standardise processes to provide benchmarks against leading practice, identify process efficiencies and reduce risk.
3. enable convergence to common Government Functional Standards across government departments, arms-length bodies (ALBs) and the wider civil service.

This programme builds on the work established as part of Global HR design of 2018 and meets objective 3 of the SSFG strategy to “*Standardised processes and data to support interoperability, making it easier to understand and compare corporate data.*” and is under pinned by the [Government Functional Standard GovS 003: Human Resources](#).

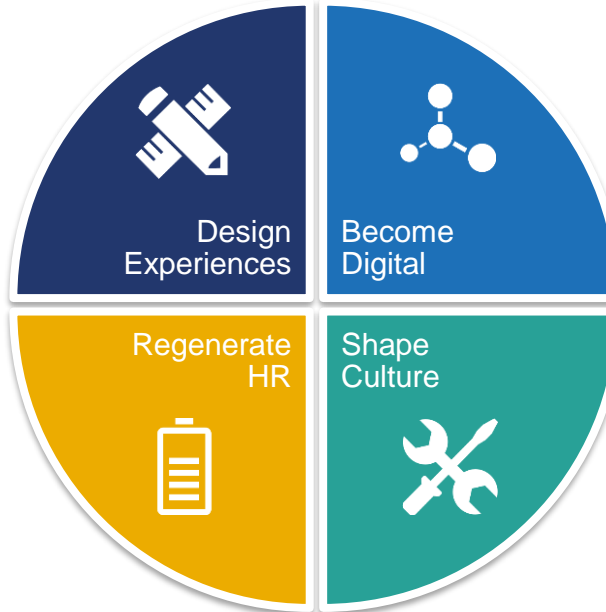


# Outcomes and insight focused

## Global HR Design is continues to reimaging the way we do HR in the Civil Service

A worker-centric approach to the workplace, HR, and management practices that impact people on the job. This approach includes design thinking, an outside-in perspective, and treating the workforce like valued customers.

Develop, structure, and operate a “fit-for-purpose” HR Function to deliver consistent and flexible experiences, tools, and services throughout the Civil Service, and to address emerging trends in work, the workplace, and the workforce.



Leveraging new mindsets with HR and workplace technology to drive transformation, performance, and experiences across the Civil Service now and into the future.

Promote and strengthen our culture with vision, trust, and delegation to help the Civil Service to thrive in an environment of disruptive and rapid change.

Source: *Bersin by Deloitte 2017*



# Outcomes and insight focused

## The challenges and forces for change in 2018 are still the forces in play in 2024.

While the Civil Service has not matured as quickly as expected in terms of AI and Automation, other areas have, particularly around technology advancement and the increase in the volumes of data.

It is a progression which is being delivered through Global HR design and the SSSfG, moving to cloud-based Enterprise Resource Planning (ERP) and automation, to make systems quicker and easier to use, which means we can deliver savings and benefits. We will be able to take advantage of the AI and automation provided as standard within the Cloud ERP's of today and the future, through their evolution of evergreening SaaS capabilities.

This will see cultural shifts in efficiencies and productivity of employees. This leads to a strong evidence base of a **High Performing function** as per priority five of the **People Plan**.

### Civil Service Global HR Design An outcomes and insight-focused HR Function

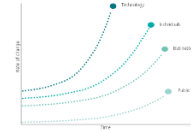
#### The forces of change

Seismic changes are reported in the world of business. This new era, often called The Fourth Industrial Revolution – or the Big Shift – has fundamentally transformed business, the broader economy, and society.

Organisations face a radically shifting context for the workforce, the workplace, and the world of work, with a number of forces at play.

- Technology is everywhere
- AI, cognitive, robotics
- Automation & impact on jobs
- Tsunamis of data
- Diversity & generational change
- Change in the nature of a career
- Explosion in contingent work

#### The rate of change



More than 50 years after the formulation of Moore's Law – which holds that computing power doubles in capacity every 18 to 24 months – mobile devices, AI, and robotics affect our lives more quickly and more pervasively than ever before.

Individuals are relatively quick and adept at adopting new innovations. While individuals adapt to technology relatively rapidly, businesses move at a slower pace. Finally public policy, including those that directly impact businesses shift only after often years of debate. The gap results in imbalances and challenges for business and HR leaders.

Sources: 2017 Deloitte HC Trends, Deloitte High Impact HR, Bersin by Deloitte



#### High impact HR: closing the gap

HR has a unique role to play: It can help leaders and organisations adapt to technology, help people adapt to new models of work and careers, and help the organisation as a whole adapt to and encourage changes in society, regulation, and in public policy.

The highest-performing HR organisations report...

1.3x more likely to meet  
Financial targets.

2.4x more likely to improve  
Efficiency.

2.4x more likely to Innovate.



# Functional Convergence Objectives

**Functional Convergence Programme Objectives** - Driving **cross-functional standards**, investing in **digital technology** fit for a modern Civil Service and generating game-changing **insights and benchmarking**.

## Convergence Objectives



A global functional design to act as a blueprint of leading practice (across public and private sector), covering: Process, Data, Tech, Performance & Controls.



Hosting the design in a digital modelling tool, enabling comparable data and unlocking further analytical tools and techniques, such as data mining.



Having usable system-wide data and real-time insight to benchmark levels of convergence, interoperability and efficiency of functional processes and target continuous improvement.

## Convergence Leading Practices



### Process

Process taxonomies and standardised role-based process flows based on leading practices



### Data

Data architecture, meta data, standards, and Master Data Management



### Controls

A matrix of controls by process that mitigate the risks identified



### Technology

Technology overlay showing how each process is enabled and connected by applications



### Performance

Key Performance Indicators (KPIs) linked to benchmarks enabling insight and smarter working.



### Transformation

Process improvement to transform services and user experiences, through policy standardisation, automation and Interoperability.



# Functional Convergence Engagements

A critical success factor of Global HR Design through the Functional Convergence Programme has been continual engagement across the Civil Service and with external stakeholders, including Clusters, Departments, ALBs, Shared Services, functional and subject matter experts.

## Employees

Focus groups designed to understand the HR issues at the heart of the employee experience.

### Effect

- 17 sprint focus groups attended by 17 departments/agencies, SMEs, Clusters.
- 190 employees engaged for their perspective on HR delivery, service and strategy.

## HR Professionals

- Focus groups of HR colleagues from gov't departments across.
- Identification of key points of focus for HR delivery and pain points.

- Engagement of all departments.
- Understanding of varying HR delivery models across Government landscape.

## Centres of Expertise

- Exploration of key identified areas with expert colleagues across centralised services and within departments.
- Input and validation of materials.

### Validation of materials

- Policy and process leads engaged.
- Expert input from functional experts.
- Key engagement and insight gathered.

## Shared Services

- Discussions with key Shared Service colleagues.
- Collaboration with external vendors.

- Key insights drawn on crossover of functional delivery.
- Expert shared service delivery insight gathered including capabilities.
- Understanding of scope of ambition and scalability.

## HR Leadership

Continual engagement, insight and input from the GPG Leadership.

### Alignment to the People Plan

- Insight fed in and leveraged from key strategic programmes.
- Departmental nuances captured.
- Enhanced visibility across Government.
- All senior functional governance groups engaged.



# Sprint Findings

The sprints undertaken identified that Global HR Design 2018 has various missing Leading Practice processes.

Five processes  
in **Recruitment**

Two processes  
in **Learning & Development**

One process in  
**Talent & Succession**

Five processes  
in **People Strategy**

Two processes  
in **Onboarding**

One process  
in **Workforce Experience**

Four processes  
in **Workforce Shaping & Planning**

Twelve  
processes in  
**Workforce Management**

All processes which are missing are at level three.

The sprints provided valuable insights and where possible missing elements have been built into the 2024 functional reference model. The more complex areas which were identified will be considered in the future where benefits and convergence can be made.





# Sprint Findings Examples

To bring to life some of the sprint findings, below is a selection of key findings that have influenced some of the improvements to our updated processes.

## Onboarding

A key finding related to automation and data capture; there is notable lack of integration between recruitment, onboarding data and further downstream systems, which often results in double entry.

Although there is some digitisation in this space through the use of an Employee Transfer Portal, the systems are not mature.

Onboarding will need to include further control points which will use pre-populated new starter data.

A major theme which has been documented relates to the classification of personas/worker types. Each 'persona' will follow a different sequence of onboarding steps i.e. cross-government moves vs external candidates. Control points within 'initiate provisioning' and other process stages will equip the individual with relevant onboarding into their new role/dept.

## Talent and Succession

Talent Management was identified to be a key enabler of other processes, such as Workforce Shaping / Planning and Learning & Development. Effective Talent Management processes (especially strategic talent management) are dependent on good data on skills, capabilities, behaviours etc.

There was dependency on the completion of the skills taxonomy work in delivering a consistent list of skills for use across the Civil Service and consistent frameworks around them.

Furthermore, there is a dependency on Departments using the skills taxonomy and employees and line managers regularly updating skills profiles in order to maximise benefits from this work. Processes will need to be updated to specifically reference the skills taxonomy and other relevant building blocks such as Success Profiles in order to integrate these pieces into ways of working.

## Recruitment

A key finding on recruitment included the insertion of additional control points to ensuring appropriate governance, account for different recruitment personas (e.g. external hires, internal hires/moves, contingent workers etc.) and to account for the security vetting and employment checks required across the Civil Service.

Pre-employment checks and security vetting – this represents an issue for Civil Service; the time it takes to complete checks can seriously impact time to hire. Recruitment processes need to align around clear progression through provisional, conditional and final offers, in line with security and vetting requirements whilst supporting opportunities to enhance and optimise candidate experience.

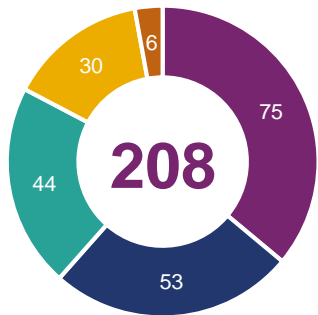


# Cluster and HR Feedback on Data Standards

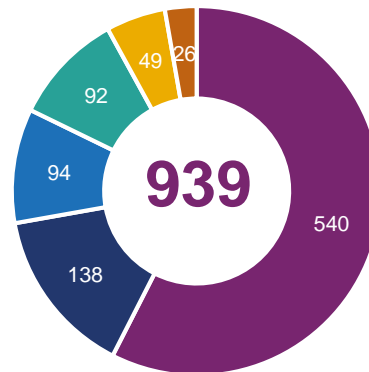
A throughout the delivery of the **Functional Convergence Programme** feedback from key stakeholders has been paramount, particularly with Clusters whereby the changes to Global Design influence the data convergence as they move into the development phase of their new ERPs.

Feedback was collected in two phases with the majority of the feedback relating to HR, and the volumes increasing substantially between the two phases.

Phase 1 Data Dictionary Feedback



Phase 2 Data Dictionary Feedback



**64%**  
of all feedback in  
phase 2 was  
accepted

■ HR ■ Finance ■ General ■ Commercial ■ Grants ■ Cross Functional

## Feedback relating to other HR key components

**41** Relating to Key Performance Indicators

**56** Relating to Process Maps



**101** Relating to the Business Glossary



# Functional Reference Model

The feedback and input from Clusters, SMEs, Shared Services and Centre of Expertise, developed and improved the Global Design from 2018. This provides a stronger and more supportive Functional Reference Model in 2024 and becomes a key enabler of the SSSfG.

## Global HR Design Progression

	2018	2024
Data Standards	50* 	326
Level 3 Processes	18 	246
Key Performance Indicators	-**	56

## The Functional Reference Model

**750+** individual functional **Process Maps** detailing roles, activities and decision points;

**600+** core **Data Standards** elements.

**2000+** common **Business Glossary** terms.

**250+** **Key Performance Metrics** for Finance, HR, Grants Management & Commercial functions, defined and categorised into levels of importance for corporate management.

\*The figure represents the "Reporting Standards" which were present in the 2018 Global Design products.

\*\* KPIs were documented in 2018, but no exhaustive list to provide an accurate figure of comparison.



# NOVA Functional Reference Model

## NOVA Functional Reference Model

NOVA is the integral deliverable as part of the Functional Convergence Programme. NOVA is a digital suite of leading practice design assets to align and support cloud-system design and implementation with Government Functional Standards. It also acts as a centralised government repository for historic cloud-ERP designs.

NOVA, is intended to be used as a central benchmark, over the course of designing and implementing new ERPs, thus avoiding duplicate design costs (through use of consultancy and system implementors) for each separable ERP Shared Service Programme. It can also unlock further analytical tools and techniques, such as process mining, to provide game-changing insight to drive continuous improvement.

The NOVA offer provides the central repository of the 750+ individual functional Process Maps detailing roles, activities and decision points; 600+ core Data Standards elements, 2000+ common Business Glossary terms and 250+ Key Performance Metrics.

NOVA is accessible by contacting the NOVA Product Team on the following email; [NOVAsupportteam@hmtreasury.gov.uk](mailto:NOVAsupportteam@hmtreasury.gov.uk), or contacting your Cluster HR Lead.

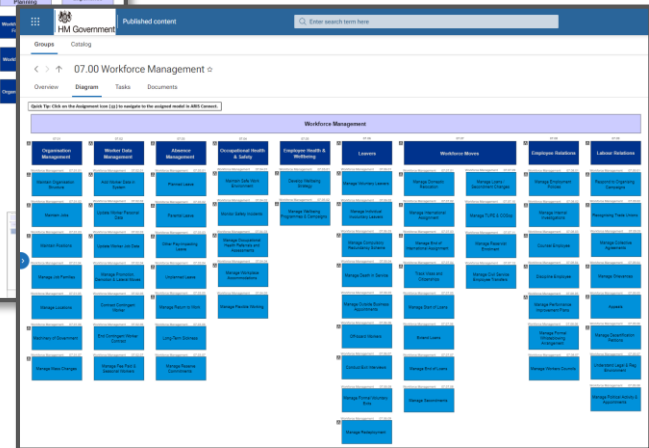
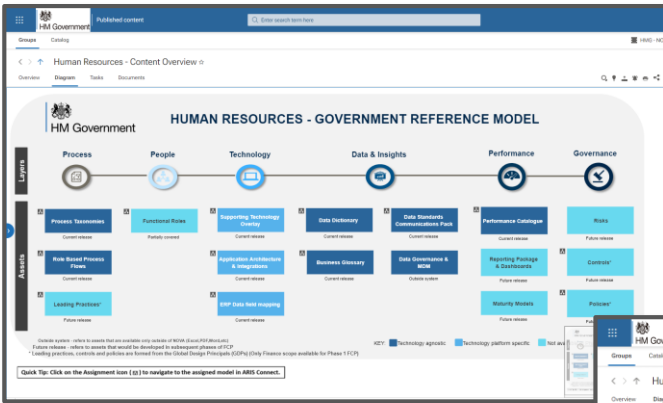




# NOVA Reference Model and Taxonomy

**NOVA is a reference model** which provides access to the consistent and coherent HR assets for the Civil Service, from processes, technology, data and insights, performance and KPIs and governance.

It visually identifies our global processes and creates a common language to be used when referring to processes. It also defines the process groups, sub processes and tasks within each functional area.



The **process taxonomy** builds on the Global HR 2018 products, by driving deeper into four process layers, and across more HR subjects. All containing supportive process maps and RACI data for each individual task. The taxonomy will:

- Provide a structured framework that identifies our processes.
- Establish a common language.
- Provide clarity on process ownership.
- Be the one document that underpins the future design for Clusters.



# Aligning the HR Taxonomy to the Employee Journey

The HR process taxonomy in NOVA identifies our global processes and creates a common language to be used. It's important to understand how the HR process taxonomy aligns to the Employee Journey in the Civil Service, how it links to our employees, policies and strategy, and data and insights underpinned by People Analytics.





# Employee Journey Mapped to NOVA The Functional Reference Model

The employee journey maps to the level three processes within NOVA The Functional Reference Model, below shows how some of the level three process fit.

## Join

### Recruitment

- Recruitment Strategy
- Requisition Management
- Candidate Sourcing
- Candidate Evaluation
- Offer Management
- Fast Track

### Onboarding

- Pre-Hire Onboarding
- Day 1 On Boarding
- Post Day 1 Onboarding

## Build

### Learning Strategy

- Learning and Development
- Learning Delivery
- Learning Operations

### Talent Design

- Talent Evaluation
- Talent Development
- SCS Performance Management

## Manage

### Workforce Management

- Organisation Management
- Absence Management
- Performance Management
- Manage Moves
- Employee Relations

### Strategic

### Workforce Planning

- Workforce Planning
- Organisational Design

### Workforce

### Experience

- Employee Experience
- Continuous Improvement

## Enable

### Workforce Management

- Occupational Health and Safety
- Employee Health and Wellbeing

## Reward

### Reward Management

- Reward Strategy
- Compensation Management

### Reward

### Management

- Manage Health and Wellbeing Benefits
- Manage Retirement Benefits

### Payroll

- Payroll Management
- On/Off-cycle Payroll process
- Post Payroll process
- Payroll Statutory Reporting

### Time Management

- Time and Attendance

## Leave

### Workforce Management

- Leavers

### Reward Management

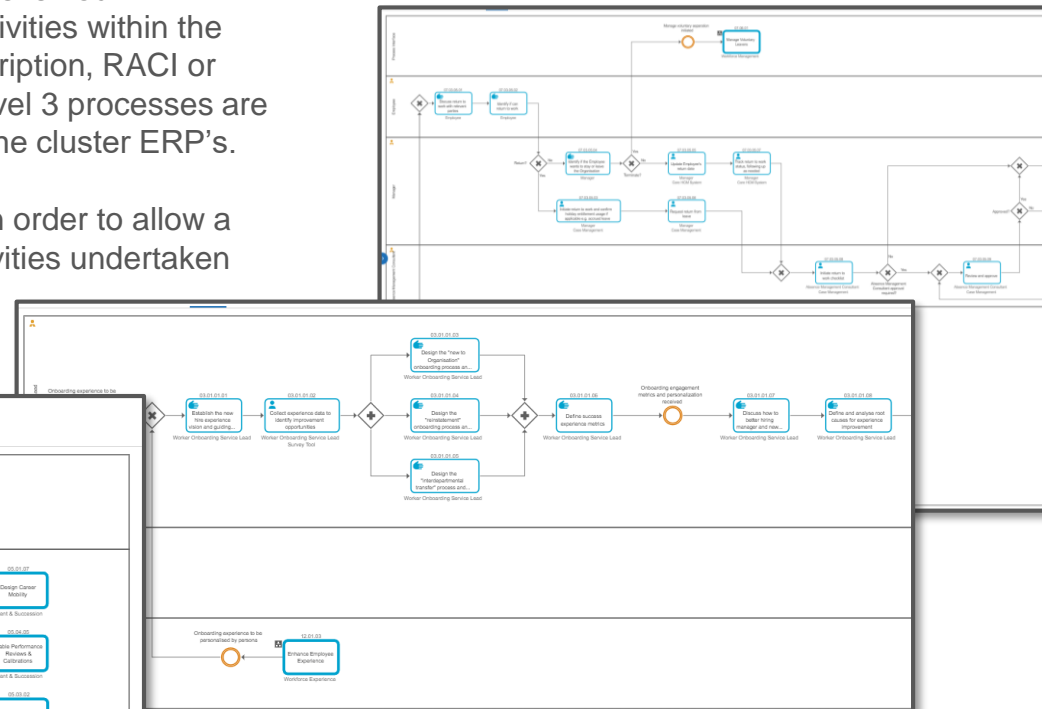
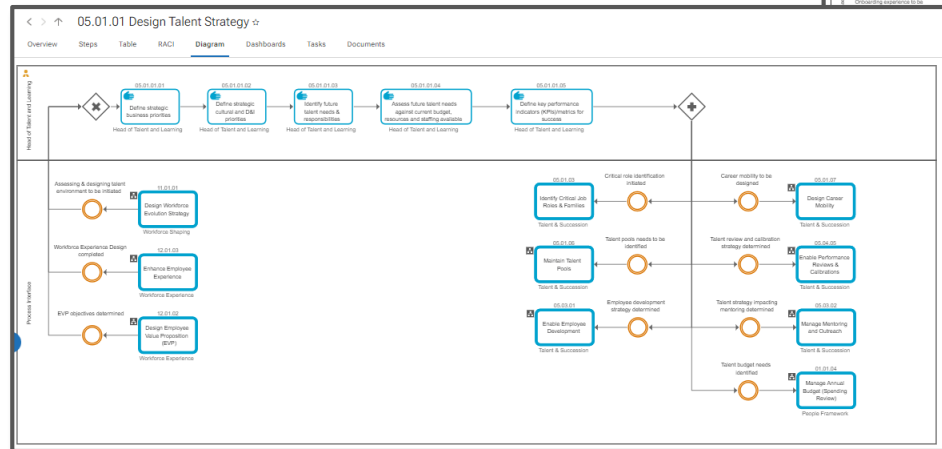
- Retirement Benefits



# NOVA Process Maps

**NOVA** provides access to consistent, and best practice level four interactive process maps. This allows users to select activities within the processes to understand information relating to the description, RACI or Key Performance Indicators linked to the activity. The level 3 processes are technology agnostic, enabling them to be configured in the cluster ERP's.

The easy navigation allows you to follow each process in order to allow a streamlined navigation between processes, and the activities undertaken in-between.







# NOVA RACI

Responsible

Accountable

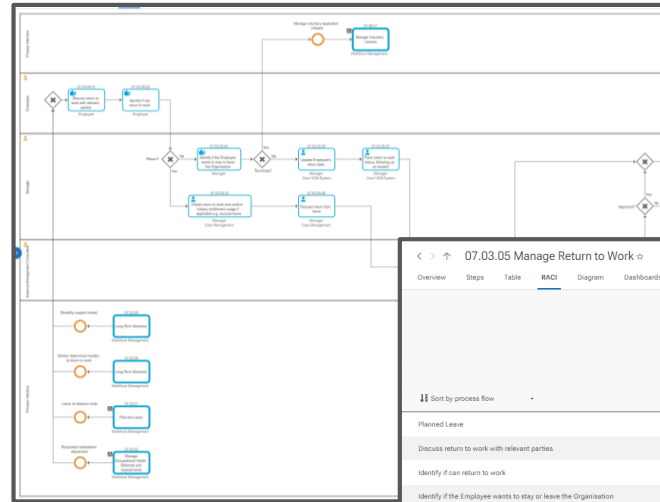
Consulted

Informed

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

The Level 3 process splits (RACI) will:

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



07.03.05 Manage Return to Work				
Activity	Responsible	Accountable	Consulted	Informed
Planned Leave				
Discuss return to work with relevant parties				
Identify if can return to work				
Identify if the Employee wants to stay or leave the Organisation				
Update Employee's return date				
Track return to work status, following up as needed				
Initiate return to work checklist				
Review and approve				
Receive notification of approval/return to work				
Update return to work date				
Rate workstation adjustment request				
Plan return to work with Employee as required by relevant policy				
Return to work and bring supporting documentation, if required				
Review and store documentation, if required				
Process Eligibility and Enrolment				
Initiate return to work and confirm holiday entitlement usage if applicable e.g. accrued leave				
Approve and enrolment				

Each Level 3 process map, when selecting an activity, will highlight the RACI along with the activity description. Alternatively, the RACI for all activities can be selected and viewed.



# NOVA RACI

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

## Responsible

Those who get the work done to achieve the task. This may refer to individual workers to perform the given task. There is at least one role tagged as 'responsible', although others can be delegated to assist in the work required.

## Accountable

The party ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. There must be only one accountable party specified for each task or deliverable. The accountable party has the ultimate decision-making authority and oversees the work.

## Consulted

Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication. This could be a stakeholder who can provide advice regarding an activity where a subjective opinion may be required.

## Informed

Those who have some interested in relevant activity and are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is typically one-way communication.



# NOVA Business Glossary

The **Business Glossary** contains business terms to which their definitions produces a common business vocabulary that ensures the same definitions are used when analysing data.

In 2018 the Glossary contained 38 terms, this has been expanded exponentially to over 600 terms for HR and are held exclusively in NOVA. Collectively over 2000 terms have been defined across the four functions.

The screenshot displays the 'Human Resources - Business Glossary' interface. It features a navigation sidebar on the left with categories like 'Government Reference Model', 'Human Resources', and 'Business Glossary'. The main area is a grid of terms, each with a red-bordered box containing the term name and a small icon. The terms are organized into columns and rows, with a search bar and filters at the top. The interface is clean and professional, typical of a government data portal.



# NOVA Data Dictionary

The Data Dictionary is defined as the Data Standards / Items that a Government Function prioritises 'must' be standardised for a common process to operate. This is essential to enable interoperability and common reporting across Government Functions, Shared Service Clusters and Departments.

The Data Dictionary is contained within NOVA, and also as an MS Excel document, and both contain a consolidated set of Data Standards / Items, for HR, Finance, Commercial and Grants Government functions across the 24 taxonomy areas. These agreed, common Data Standards, are to be adopted across organisations' foundational data models, with any localisations (including List of Values) to be mapped back where appropriate.

Data Group	Data Item Name	Description	Business Rule	Related Data Items	Example	List of Values	Reference Data	Min Character Length	Max Character Length	Data Type	Data Format
HR Absence	Absence Duration	The duration of the absence period.	The system SHALL convert to days (based on contractual hours)	Is a variant of "Duration"; is part of "Absence Record"; is part of "Sickness Absence Record";	"50:25"	Not Applicable	Not Applicable	5	7	Date/Time	"Pattern":"[H][H]MM "Note":"Where [H] denotes optional hours"
HR Absence	Absence End Date	The date on which the leave of absence is due to end.	SHOULD be the last day of absence, before the employee returns to work.	Is a variant of "Date"; is part of "Absence Record"; is part of "Sickness Absence Record";	"25-10-2023"	Not Applicable	Not Applicable	10	10	Date/Time	"Pattern":"DD-MM-YYYY"
HR Absence	Absence History	The numerical count of an employee's hours of absence.	The system SHALL convert into days for reporting purposes	Is related to "Absence Record"; is related to "Absence Start Date"; is related to "Absence End Date";	"50:25"	Not Applicable	Not Applicable	5	7	Date/Time	"Pattern":"[H][H]MM "Note":"Where [H] denotes optional hours"
HR Absence	Absence Start Date	The date on which the leave of absence becomes effective.	SHALL be the first day on which the employee is absent from work.	Is a variant of "Date"; is part of "Absence Record"; is part of "Sickness Absence Record";	"25-10-2023"	Not Applicable	Not Applicable	10	10	Date/Time	"Pattern":"DD-MM-YYYY"

The MS Excel document is a structured repository that includes the description and details of the key Data Standards (entities and attributes), and their specifications such as Descriptions, Business Rules, Atomic (Child / Individual Item) or Composite (Parent / Composed of other Data Items), Related Data Items, Regulatory Requirements, List of Values, Reference Data Sources etc. To get access to the MS Excel file, contact [NOVAsupportteam@hmtreasury.gov.uk](mailto:NOVAsupportteam@hmtreasury.gov.uk).



# Cross Functional Standards and Governance

Improvements of the Data Standards have been made across the delivery of the Functional Convergence Programme, standardising cross functional data, improving data ownership and improving the governance to ensuring continued coherence and longevity of the data standards.

## Cross Functional Standards include:

**Address** – follows BS 7666 spatial datasets for geographical referencing.

**Legal Name** – follows Home Office Use of Names in Passports.

**Telephone Number** – follows ITU, the international standards in telecommunications.



## HR Data Standards include:

**Religion And Belief** – Follows UK CENSUS 2021.

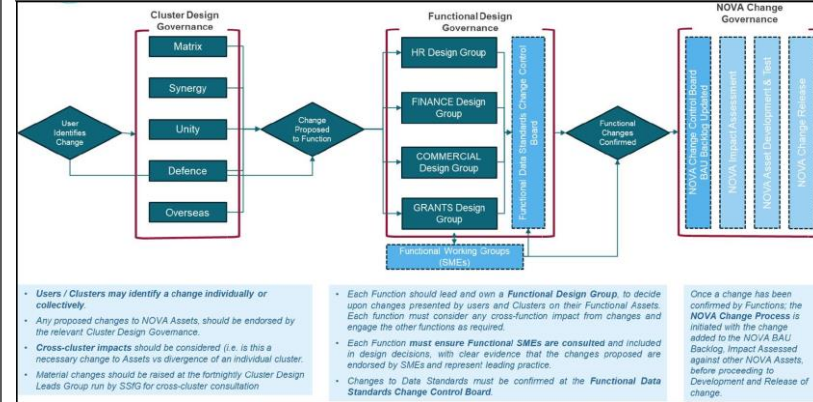
**Nationality** – Follows the list of nationalities on GOV.UK.

**Worker Country Code** – Follows ISO 3166 Country Codes.

**Permanent / Temporary right to work** – Follows UK Visas and Immigration guidance on GOV.UK.



## Governance



Change management service is provided by the NOVA Product Team, with engagement from the Clusters and the Functions. For the full process and supporting documents, contact the [NOVA team](#).



# Future Convergence Opportunities

**Opportunities are being explored to create further convergence within the Clusters. This will drive further standardisation on data, process and policy, supported by the HR Function in exploring these options.**

Policy Standardisation has been centralised in the strategic centre of Cabinet Office, since 2011 as part of Next Generation HR, which saw the centralisation of core HR services of Learning, Policy and Recruitment.

This approach over the past decade has seen the creation of a suite of consistent Civil Service Model Policies for HR, and has driven value and efficiency in centrally developing HR policy for all Civil Servants to use.

The delegation model ensures that organisations can decide to have HR policies that meet their needs. This has led to model policies being tailored or in small instances not taken at all. As such, there's varying degrees of differentials by organisation.

This provides a significant opportunity to drive substantial efficiencies which can be achieved through policy convergence within the five Clusters. The strategic centre will support Cluster design leads with expert advice as the Clusters converge on their HR policies. Converged policies must meet relevant the legalisation, [ACAS Codes of Practice](#), and [Civil Service Recruitment Principles](#).

Whereby Clusters want to access the Civil Service Model Policies, these can be accessed through the [GPG Hub](#), or through contacting their organisations single point of contact.





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For more information on Global HR Design  
Contact – [hfunction@cabinetoffice.gov.uk](mailto:hfunction@cabinetoffice.gov.uk)

For access to NOVA The Functional  
Reference Model –  
[NOVAsupportteam@hmtreasury.gov.uk](mailto:NOVAsupportteam@hmtreasury.gov.uk)