HR Service & Technology Standards

Global HR Design

March 2018

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

Civil Service HR Service & Technology Standards
Contents page

This document summarises Cross-Government Service & Technology Standards for the HR function.

The following components will be highlighted within this document:

1   Introduction and approach

2   Civil Service HR Service & Technology Standards

     HR3   Joining Work

     HR4   Building the Workforce

     HR5   Managing the Workforce

     HR6   Rewarding the Workforce

     HR7   Leaving Work

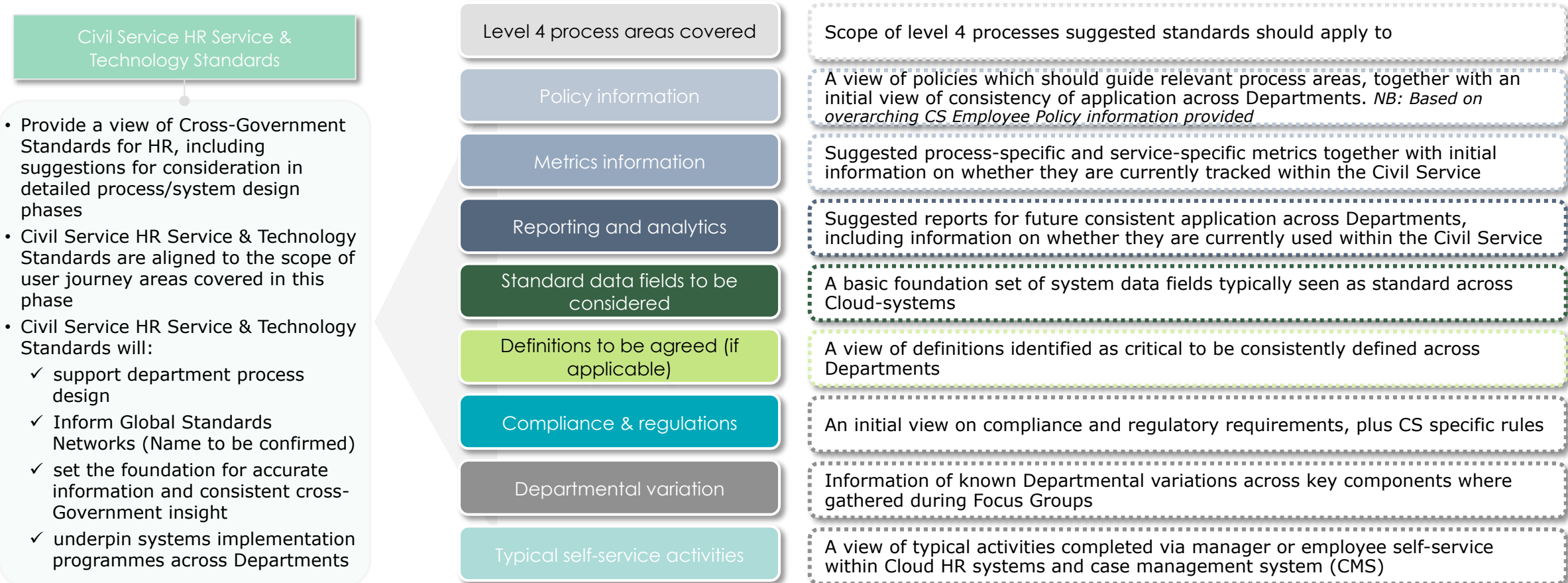   **HR8**   Managing Service

Introduction and approach

Introduction and approach
Introduction

Highlighted below is a short overview of Cross-Government Civil Service HR Service & Technology Standards, their purpose and critical components covered.

Civil Service HR Service & Technology Standards

- Provide a view of Cross-Government Standards for HR, including suggestions for consideration in detailed process/system design phases
- Civil Service HR Service & Technology Standards are aligned to the scope of user journey areas covered in this phase
- Civil Service HR Service & Technology Standards will:
  - ✓ support department process design
  - ✓ Inform Global Standards Networks (Name to be confirmed)
  - ✓ set the foundation for accurate information and consistent cross-Government insight
  - ✓ underpin systems implementation programmes across Departments

Level 4 process areas covered	Scope of level 4 processes suggested standards should apply to
Policy information	A view of policies which should guide relevant process areas, together with an initial view of consistency of application across Departments. *NB: Based on overarching CS Employee Policy information provided*
Metrics information	Suggested process-specific and service-specific metrics together with initial information on whether they are currently tracked within the Civil Service
Reporting and analytics	Suggested reports for future consistent application across Departments, including information on whether they are currently used within the Civil Service
Standard data fields to be considered	A basic foundation set of system data fields typically seen as standard across Cloud-systems
Definitions to be agreed (if applicable)	A view of definitions identified as critical to be consistently defined across Departments
Compliance & regulations	An initial view on compliance and regulatory requirements, plus CS specific rules
Departmental variation	Information of known Departmental variations across key components where gathered during Focus Groups
Typical self-service activities	A view of typical activities completed via manager or employee self-service within Cloud HR systems and case management system (CMS)

Note that insights into standards provide an initial view only, based on external practice and information gathered from focus groups and should be further defined, agreed and adapted across the Departments during process design and system selection activities.

4

Introduction and approach
Important note on addressing data standards in Cloud-systems

This document provides insight into suggested components associated with Civil Service HR Service & Technology Standards.

Detailed metrics and reporting requirements will need to be defined, with foundational information, organisational hierarchy/structure agreed and consistently defined across departments.

Agreement and definition of key data components are typically achieved early, given the criticality of foundational data for Cloud technologies.

Typical components driving organisational hierarchy are highlighted below:

- Supervisory

- Business unit

- Location

- Location hierarchy

- Company

- Cost centre

- Cost centre hierarchy

- Pay group

- Matrix

- Job catalogue

Note: Any additional information which may be required should be discussed with the relevant system implementation partner.

HR Service & Technology Standards

HR3 Joining Work

Civil Service HR Service & Technology Standards
Standards Summary: HR3 Joining Work

Recruitment (including Fast Track and Fast Stream)

Level 4 process areas covered

- Design Recruitment Processes, Tools and Programmes
- Create/Edit Job Description
- Close Job Description
- Attract & Source Candidates

- Create/Update Candidate Profile
- Manage Candidate Pool
- Reinstatement
- Screen Candidate
- Select Candidate

- Manage Job Offer/Contract
- Conduct Pre-Employment Checks
- Security Vetting
- Manage Job Offer/Candidate Withdrawal

Policy information

Applicable policies

- Civil Service Recruitment Principles
- Anonymised Recruitment
- Fixed Term Appointments

- Compliance to behavioural selection criteria

Departmental variation

- Variation in recruitment process across departments and teams
- Often job descriptions are vague and do not reflect the responsibilities of the role
- Variation in vetting procedures
- Variation in use of reserve lists of candidates by hiring managers
- Different points of contact by department for query handling
- Currently not all job descriptions are linked to positions (need to move to robust position management)

Metrics information

Proposed process-specific metrics

- Average time to hire
- Applications started but not completed
- Ratios for page view : application : CV : interview : offer : acceptance
- Diversity ratios
- Average cost per hire by different channels
- Drop out during the process / no shows
- Percentage of jobs filled internally
- Percentage of candidates requiring visas
- Percentage of new hires on modernised T&Cs
- Percentage of reinstatements

Proposed service-specific metrics

- Hiring Manager satisfaction survey
- Candidate effort scores in understanding and ease of gamification psychometric tests
- Time taken to update requisition
- Customer satisfaction score on hiring process reported by applicants/managers
- Time taken for employment checks
- Time taken for vetting
- Satisfaction with contract generation timeframes

Definitions to be agreed (if applicable)

- Recruitment vs Resourcing
- Job description (format, T&C's)
- Grades
- Job families
- Worker type

- Positions vs requisitions

Reporting & analytics

Suggested reports for future use

- Channel for applications, e.g. mobile/careers website/social media
- Time to hire by source and job family
- Success rate of applications by department
- Success of outsourced recruitment vendors
- Outsourced vs insourced recruitment
- Internal vs external hiring
- Rejection of candidates by application stage

- Diversity of applicants and new hires (BAME, Social mobility)
- Number of reinstatements

Compliance & Regulations

- Civil Service Diversity and Inclusion Strategy
- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service's Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act

- Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992
- Compliance to Baseline Personnel Security Standard (BPSS) as a minimum, with any additional Vetting Requirements if appropriate
- Compliance with Civil Service Code of Practice
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Compliance to Agency Worker Regulations

Standard data fields for consideration (Cloud HC system)

- Job number
- Location
- Organisation
- Job description
- Requisition ID
- Date posted
- Job status
- Job type
- Job level / grade

- Schedule / working pattern
- Salary band
- Visa requirements

Typical self-service activities (Cloud HCM system)

- Create job requisition
- Assessing candidates
- Selecting candidates
- Managing job offer withdrawal / candidate withdrawal
- Candidate applying for job
- Approvals`

Civil Service HR Service & Technology Standards
Standards Summary: HR3 Joining Work

Civil Service HR

Onboarding

Level 4 process areas covered	• Manage New Hire • Manage On-Boarding	• Induction • Manage No Shows

Policy information

Applicable policies

- Civil Service Recruitment Principles
- Agency Worker Regulations
- Fixed Term Appointments

Departmental variation

- Managers do not always have the tools or capabilities to deliver a good quality induction to new joiners
- Variation across departments for induction and training for new starters
- Variation in accuracy of contracts, data and payroll information
- Variation across departments for employee access to IT equipment and other hardware on Day 1
- Variation across departments in recording and tracking probation

Metrics information

Proposed process-specific metrics

- Percentage of start dates that are postponed due to delay in background check
- Time on task to complete onboarding information
- % of new hires who failed to be completely provisioned with required equipment on 1st day
- New hires leaving after 3, 6, 12, 24 months, as percentage of total hires on that period

Proposed service-specific metrics

- Employee Customer Effort Score for completing onboarding tasks in new hire portal
- Employee's self-reported "Day 1 readiness"
- Customer satisfaction provided by employee on New Hire survey sent 30 days after start date
- New hire engagement score (for employees with less than 12 months tenure)
- Employee's "Day 1 readiness" score prior to first day
- Line manager satisfaction with the onboarding process

Definitions to be agreed (if applicable)

- On-boarding
- New Hire
- Induction

Reporting & analytics

Suggested reports for future use

- Percentage of 'no shows'
- Retention and success rate of new hires
- New hires leaving during year 1 in role
- Percentage of new hires that pass probation
- New entrants joining the organisation
- New joiners on the monthly payroll by grade and profession

Compliance & Regulations

- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to Baseline Personnel Security Standard (BPPS) as a minimum, with any additional Vetting requirements where appropriate
- Compliance to the Civil Service Code of Practice and the Civil Service Commission
- All personnel files retention must comply with Statutory Retention Periods (in most cases this data has to be held for 'life' due to Civil Service pension requirements)
- Compliance to Equality Act 2010
- Adherence to the Working Time Directive
- Compliance to the Employment Act

Standard data fields for consideration (Cloud HC system)

- Start date
- Line manager
- Primary location
- Mandatory training
- Probation period

Typical self-service activities (Cloud HCM system)

- New hire documentation upload
- New profile creation including data, e.g. bank details
- Benefits selection/enrolment

HR4 Building the Workforce

Civil Service HR Service & Technology Standards
Standards Summary: HR4 Building the Workforce

Learning & Development

| Level 4 process areas covered | • Design Learning Processes, Tools & Programmes
• Conduct Capability & Learning Needs Analysis
• Develop Apprentices | • Develop Learning Content
• Deliver Learning
• Update Learning Curriculum | • Manage Enrolments and Completion
• Manage Cancellations
• Manage Off-Catalogue Requests | • Evaluate Learning Delivery and Impact |

Policy information

Applicable policies

- Study Leave
- Departmental Learning Policy
- Fast Track/Fast Stream
- Special leave
- Mandatory Learning Policy

Departmental variation

- Variation in perception and success of talent schemes and materials for development opportunities
- Variation in role specific training – some training very technical and more interactive guidance is required. Videos better for more general support areas
- Variation in learning budget availability across departments
- Variation in terms of enrolment onto courses
- Varied access to learning (e.g. paying for courses which are free elsewhere)

Metrics information

Proposed process-specific metrics

- Number of courses/average learning hours completed per employee
- Training cost budget vs. spend per employee
- Learning spend to course feedback comparison
- Percentage of training hours that are delivered through e-learning, instructor-based online training and classroom training
- % managers upskilled
- Mandatory training completion rate
- Course cancellation rate

Proposed service-specific metrics

- Employee satisfaction survey
- Course feedback/satisfaction
- Course availability satisfaction
- Total number of continuous professional development hours undertaken by employees during the reporting period

Definitions to be agreed (if applicable)

- Learning
- Talent Development
- Learning Needs Analysis
- Professional Learning

Reporting & analytics

Suggested reports for future use

- Number of course cancellations by reason over reporting period
- Number of hours training per employee in reporting period
- Staff booked onto training events during reporting period
- Total costs of providing training for employees during the reporting period
- Expenses associated with vendor services provided towards training activities in reporting period
- Training events per annum by training type
- Learning Management system effectiveness
- Employee satisfaction with the course effectiveness
- Percentage of staff who completed required 5 days learning
- Percentage of staff completing professional learning

Compliance & Regulations

- Adherence to Annex 11 of Cabinet Office Controls
- Compliance to the Civil Service Code of Practice
- Compliance with General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to Equality Act 2010
- Health and Safety at Work
- Adherence to anti-bribery and personal independence rules
- Adherence to rules, legislations and guidance regulating professional eligibility

Standard data fields for consideration (Cloud HC system)

- Course name
- Delivery type
- Learning ID
- Start / end date
- Course description
- Status
- History
- Learning requests
- Requested by (source)
- Completion due date

Typical self-service activities (Cloud HCM system)

- Employee registration and enrolment into learning programmes
- Manager enrolment of their direct reports into learning programmes
- Manager access to view team's performance and development plans
- Manager approvals for team learning
- Manager dashboards/reports of overdue learning of their team members
- Mentor/coach selection

Civil Service HR Service & Technology Standards
Standards Summary: HR4 Building the Workforce

Civil Service HR

Talent and Succession

Level 4 process areas covered	• Design Talent Processes, Tools & Schemes • Manage Succession Plan • Conduct Talent Review & Identify Talent	• Manage Talent Moderation • Manage Talent Pool / Network • Mentoring & Outreach	• Manage Internships • Manage Talent Schemes

Policy information

Applicable policies

- Civil Service Recruitment Principles
- Recruitment Policy
- Civil Service Competency Framework
- Talent Scheme Information
- SCS Indicators of Potential
- Civil Service Leadership Statement
- Pay and Grading Policy

Departmental variation

- Various approaches to talent reviews on departmental level
- Various access to reports required to input into talent reviews / moderation
- High level of manual report generation across multiple departments
- Various levels of maturity across management of talent pools
- Various levels of access to/availability of mentoring schemes across the departments
- Variation in talent development processes across departments

Metrics information

Proposed process-specific metrics

- No of successor candidates in development programs
- No of roles covered by succession process
- Rate of internal vs external hires
- Time to fill key / critical roles
- % of talent identified on succession plans
- % employees ready for promotion
- Number of critical roles with "ready now" successors
- No of moves across departments

Proposed service-specific metrics

- Reason for leavers due to a lack of progression opportunities
- Engagement and satisfaction results
- Satisfaction/engagement of leaders with career management/talent management processes
- Satisfaction of Talent review data
- Satisfaction of Talent Reviews for employees

Definitions to be agreed (if applicable)

- Talent moderation
- Talent review
- Talent
- Succession Planning

Reporting & analytics

Suggested reports for future use

- Effectiveness of talent utilisation/deployment
- Impact of older workers on overall organisational performance
- Overall cost of talent development
- High-performers/top talent turnover
- Diversity analysis across roles
- Performance and productivity measures
- % of roles filled internally
- Engagement survey results including satisfaction with Talent reviews and schemes and succession opportunities

Compliance & Regulations

- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service's Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Required compliance to Equality and Diversity in the Cabinet Office
- Compliance to the Fair & Open Policy
- Adherence to Employment rights and pay for interns
- Compliance to the Civil Service Commission

Standard data fields for consideration (Cloud HC system)

- Race/Ethnicity
- Skills
- Performance Review
- Development Items
- Development Plans
- Goals
- Feedback
- Competencies
- Talent Pools
- Work Mentors
- Succession Plan
- Willing to Relocate log (Yes/No)

Typical self-service activities (Cloud HCM system)

- View of development plan/succession pathway (ESS)
- View Talent review feedback (ESS)
- View Talent review results by area (MSS)
- Update / Amend Talent review outcomes (MSS)
- Available / identified internal candidates for a role (MSS)
- Create succession plan (MSS)
- View area organisational structure / grade (MSS)
- Request to re-design department/ function (MSS)
- Request to become a mentor / mentee (ESS)
- Request an intern (MSS)
- Report generation (MSS)

HR5 Managing the Workforce

Civil Service HR Service & Technology Standards
Standards Summary: HR5 Managing the Workforce

Civil Service HR

Manage Performance

Level 4 process areas covered	• Design Performance Processes and Tools • Create, Develop and Refresh Objectives • Create and Manage Development Plans • Conduct Performance Reviews	• Manage Competencies • Manage Performance Improvement • Manage Poor Performance • Manage Probation Period

Policy information

Applicable policies

- Managing Poor Performance
- Performance Management
- Discipline & Grievance
- Job Evaluation
- Attendance Management

Departmental variation (Acceptance to be confirmed)

- Variation across performance review frequency in departments /within departments
- Variation across performance management process (some Departments pilot a new performance approach)
- Various departments do not upload objectives on the system currently
- Across some departments there is no information on employees on probation as it is not recorded
- Significant variation regarding how bonus pay is calculated for employees across departments

Metrics information

Proposed process-specific metrics

- Effectiveness-to-goal on business outcomes as demonstrated on the current performance review
- Percentage of employees receiving poor and high performance reviews (as % of total employee population) as per policy
- Number of employee development plans created per year (in relation to total employee number)
- Performance rating distribution statistics year on year

Proposed service-specific metrics

- Percentage of employee reviews performed through self-service
- Average customer satisfaction score reported by high-performing employees related CS performance management policies and practices and opportunities for advancement
- Manager satisfaction with HR support provided in managing poor performance, probation and performance improvement
- Average time spent submitting performance feedback forms

Definitions to be agreed (if applicable)

- Worker type (contractor/full time/part time)
- Performance categories

Reporting & analytics

Suggested reports for future use

- Objectives completion report
- Percentage of employees receiving performance reviews
- Share of new hires receiving top performance rating
- Retention of high performers
- Year-end performance rating breakdown by Dept.
- Effectiveness-to-goal on business outcomes as demonstrated on the current performance review
- Performance / employee data report
- Appraisal marks completion analysis (sensitive) – incl. mid/end year completion/non-completion

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR)
- Cabinet Office reporting
- Compliance to Equality Act 2010 (Age,Disability,Gender,Marriage and Civil Partnership, Race, Religion, Sex, Sexual Orientation)
- Compliance to the Employment Act 2010

Standard data fields for consideration (Cloud HC system)

- Performance rating (mapped according to specific approach utilised)
- Feedback/case notes and details
- Objectives
- Probation period start date/end date
- Calibration output
- Competency assessment
- Sanction applied

Typical self-service activities (Cloud HCM system)

- Upload objectives (ESS)
- Request feedback (ESS)
- Provide feedback (ESS)
- Record performance sanctions such as disciplinary action (HR)
- Approve team member's objectives (MSS)
- Create team goals and plans
- Manage development plan (MSS/ESS)
- Request support from HR in performance management (CRM)

Civil Service HR Service & Technology Standards
Standards Summary: HR5 Managing the Workforce

Civil Service HR

Absence, Health & Wellbeing

Level 4 process areas covered
- Manage Wellbeing Initiatives
- Manage Leave of Absence
- Administer Leave
- Record Short-Term Sickness
- Manage Long-Term Sickness
- Administer Occupational Health Referral
- Manage Return to Work
- Manage Flexible Working

Policy information

Applicable policies
- Attendance Management
- Special Leave
- Workplace Adjustments
- Parental Leave/Shared Parental Leave
- Flexible Working
- Remote Working
- Career Breaks
- Discipline & Grievance
- Efficiency Departments

Departmental variation (Acceptance to be confirmed)
- Variation across sickness absence review trigger points
- Variation across the management of the process, guidance around manager-employee touchpoints for
- Significant variation across methods for reporting sickness
- Variation across suggested ways to keep in touch with the manager throughout periods of absence (operationally specific)

Metrics information

Proposed process-specific metrics
- Cost of sickness absenteeism per Dept.
- Average percentage of employees on sick leave p/a
- Average working days lost
- Number of workplace adjustment passports
- Attendance cost as a percentage of Department budget
- Number of Shared Parental Leave requests across departments
- Volume of rejection of applications for SPL
- Number of referrals to OH on a monthly basis

Proposed service-specific metrics
- Manager satisfaction with the sickness absence management process
- Number of sickness absence queries raised to HR Operations
- Time to resolve the first query submitted
- Customer satisfaction score and customer effort score related to scheduling leave, returning to work
- Employee satisfaction with OH resolution timelines

Definitions to be agreed (if applicable)
- Absence
- Absence types
- Work schedules FTE Days/Hours
- Sickness terminology (i.e. sickness absence vs. sick leave) to be used
- consistently across Departments
- Special leave types
- Ill Health trigger point thresholds

Reporting & analytics

Suggested reports for future use
- % of working time lost through absence (incl. cost of absence, Departmental sickness analysis, working hours per team)
- Departmental sickness costs by pay group
- Current and scheduled leave (including maternity/paternity leave)
- Absence analysis (Department absence overview by type and reason)
- Sick pay pension rate report and staff on part time medical grounds
- Volume of Occupational Health Assessments and outcome (by Employee)

Compliance & Regulations
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Pensions
- TUPE arrangements

Standard data fields for consideration (Cloud HC system)
- Time off start date
- Time off end date
- Time off type
- Time off units
- Leave of absence start date
- Leave of absence expected end date
- Absence reason
- Absence type

Typical self-service activities (Cloud HCM system)
- Booking leave
- Reporting sickness
- Supplying self-certification documentation
- Supplying doctor's notes
- Approving leave (MSS)
- Requesting carry-over leave
- Requesting flexible working
- Checking holiday allowance
- Running a report on current / scheduled leave within the team hierarchy (MSS)
- Request/notify HR of parental leave

Civil Service HR Service & Technology Standards
Standards Summary: HR5 Managing the Workforce

Civil Service HR

Employee Changes

Level 4 process areas covered	
• Change Employee Personal Data • Change Work Schedules • Administer Promotion, Demotion & Lateral Moves • Change Employment Status	• Administer Mass Data Changes • Manage Personnel Files • Manage Political Appointments & Activity

Policy information

Applicable policies

- Job Evaluation
- Job Share
- Flexible Working
- Fixed Term Appointments
- Transfers within the CS Policy
- Data Protection Policy
- Responsible for Information Policy

Departmental variation (Acceptance to be confirmed)

- Different approach taken to changing personal data information on employee Portal
- In certain departments employees are not able to change their personal data on the Portal
- Different guidance across departments around changing working pattern and others employee changes
- Self-service functionality for employee changes (both manager and employee actions) varied across Departments

Metrics information

Proposed process-specific metrics

- Number of employee changes processed on self-service
- Cycle time/amount of days it takes for a transfer/promotion request to reach completion
- Number of employees who change departments within 12/6 months of joining CS
- Promotion rate (percent of employees who are promoted in a given time period)
- Average time to promotion (includes lateral moves)

Proposed service-specific metrics

- Number of queries raised to HR Operations team
- Number of errors encountered in relation to an employee change per task attempt
- Employee satisfaction with the lateral move and promotion process
- Manager satisfaction level with the time taken to complete the transfer

Definitions to be agreed (if applicable)

- Foundational structures (incl. organisational hierarchy)
- Location definition
- Position definition
- Organisational unit definition
- Employment and appointment status
- Grade and Profession
- Worker type (contractor/full time/part time)
- Mass data criteria
- Progression pay
- Working patterns

Reporting & analytics

Suggested reports for future use

- Personal data gaps / missing documentation report
- Changes in job patterns and work schedules, incl. part-time, full time etc.
- Staff on temporary duties allowance (TDA/TP/TCA)
- 'Ready to move' individuals tracker
- Salary change action and reason
- Duplicate data / records (all employees)

Compliance & Regulations

- All Departments must report pay data to the Treasury (both on the forecasts and outturns for the pay round). The submission of data is done using Workforce and Pay Remit application on OSCAR
- All ministerial and non-ministerial departments, agencies and NDPBs must comply with the Civil Service pay guidance and associated guidance issued by Cabinet Office
- Pay remits must be submitted to the Secretary of State or responsible Minister for approval
- All Personnel Files retention must comply with the Statutory Retention Periods (in most cases this data has to be held for 'life' due to Civil Service Pension requirements)
- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010

Standard data fields for consideration (Cloud HC system)

- New job profile
- New weekly hours
- New location
- New position
- New org unit
- New manager
- New compensation details

Typical self-service activities (Cloud HCM system)

- Changing personal data (surname, bank details, address)
- Initiating change to the work schedule (MSS)
- Initiating change to employment status (MSS)
- Approving promotion, demotion, lateral move (MSS within threshold)
- Administer mass data change (MSS)
- Updating education/qualification/certification information

Global Mobility

Level 4 process areas covered			
	• Manage Start of a Loan • Extend Loans • Manage End of Loans • Manage Secondments	• Manage Loan/Secondment Changes • Manage Relocation • Request / Renew Work Permit / Visa • Manage TUPE & COSoP	• OGD Transfers • Manage Reserve Commitments

Policy information

Applicable policies

- Domestic Loans and Secondments
- Recruitment
- Overseas Loans and Secondments
- Fixed Term Appointments
- Reservists
- Transfers within the CS Policy

Departmental variation (Acceptance to be confirmed)

- Various roles supporting the same activities across the Department
- Various levels of access to relevant information
- Different information requested to initiate the transfer
- OGD process varies across Departments, different timeframes, guidance, level of support and role involvement

Metrics information

Proposed process-specific metrics

- Number of employee changes processed on self-service
- Cycle time/amount of days it takes for a transfer request to reach completion
- Number of employees who change departments within 12 months of joining the Civil Service (filtered by profession, department)
- Relocation administrative expense
- Relocation cost
- Number of exceptions to the policy

Proposed service-specific metrics

- Number of queries raised to HR Operations team
- Employee satisfaction with the lateral move process
- Manager satisfaction level with the time taken to complete the transfer
- Employee satisfaction with relocation
- Number of delayed start dates as a percentage of all secondments/relocations and loans

Definitions to be agreed (if applicable)

- Location definition
- Grade and profession
- Assignment definition
- Assignment types
- Secondment
- Interchange
- Allowance band definitions

Reporting & analytics

Suggested reports for future use

- Staff on detached duty, loan and secondment out
- Staff on secondment and loan in
- Staff approaching visa expiry / work permit end (right to work monitoring report)
- Overall relocation costs across the Department
- Global mobility benefits / allowances breakdown
- Global mobility expenditure analysis (incl. policy exceptions, modifications, retro payments etc.)

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Compliance to Baseline Personnel Security Standard (BPSS) as a minimum, with any additional Vetting requirements where appropriate
- Compliance to the Civil Service Code Of Practice
- Where required for TUPE & COSoP, union engagement must comply to Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992
- TUPE Regulations compliance

Standard data fields for consideration (Cloud HC system)

- New location
- Assignment start date
- Proposed assignment end date
- Assignment type
- Assignment compensation details

Typical self-service activities (Cloud HCM system)

- Applying for international secondment
- Applying for transfer
- Approving the move to another Government Department (MSS)
- Approving changes/extensions to loans/ secondments (MSS)
- Reporting Reserve Commitments

Standards Summary: HR5 Managing the Workforce

Civil Service HR

Conduct and Discipline

Level 4 process areas covered	• Manage Casework (grievance, disciplinary and appeals) • Manage Formal Whistleblowing Arrangements • Manage Political Activity and Appointments

Policy information

Applicable policies

- Discipline & Grievance
- Whistleblowing
- Settlement Agreements
- Redundancy
- Redeployment

Departmental variation (Acceptance to be confirmed)

- Variation in terms of access to casework support across Departments
- Varied guidance across management of grievances, disciplinaries, appeals
- In some Departments additional guidance and training information exists on appropriate management of disciplinaries, grievances and appeals, whilst in others there is no offering
- Variation across roles and responsibilities (in some cases support provided by HRBPs, in others casework teams or HR advisors)
- Differing advice provided by HR representatives to managers when requesting support in appropriate management of cases

Metrics information

Proposed process-specific metrics

- Number of grievance queries raised to the HR Operations specialist team
- Number of grievance cases raised per year
- Cycle time/amount of days it takes from raising grievance to resolving the issue and closing the case
- Number of employment tribunals p/a

Proposed service-specific metrics

- Investigation manager satisfaction with support available to manage the case
- Time taken to respond to first query related to casework (employee or line manager)
- Number of conduct and discipline queries raised to the HR Operations team (incl. requests for support)
- Employee satisfaction with quality of HR responses/resolutions
- Time taken from grievance/disciplinary case being raised to assignment of investigation manager

Definitions to be agreed (if applicable)

- Sanction reasons and sanction types
- Terminology agreement on sanctions / warnings
- Whistleblowing categories

Reporting & analytics

Suggested reports for future use

- Sanctions report per issue type
- Grievance, disciplinary and appeals analysis report
- Settlement agreements overview p/a including overall cost and breakdown by type
- Current conduct and grievance cases open by status (unresolved/in progress)
- Tribunal claims analysis p/a
- Referrals for mediation

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- Any engagement with unions (appointment of trade union representation, etc.) must comply to Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992
- CS Commission
- Adherence to the Civil Service Code of Conduct
- Adherence to the Civil Service Management Code

Standard data fields for consideration (Cloud HC system)

- Reason for misconduct
- Appeal outcome
- Disciplinary period start date
- Disciplinary period end date
- Sanction applied

Typical self-service activities (Cloud HCM system)

- Raising a grievance case
- Requesting support from casework/specialist team to support
- Running ER reports (HRBP only)
- Whistleblowing

HR6 Rewarding the Workforce

Civil Service HR Service & Technology Standards
Standards Summary: HR6 Rewarding the Workforce

Civil Service HR

Manage Compensation

Level 4 process areas covered	• Gather Industry Comp Comparisons • Design Compensation Plans • Analyse & Evaluate Jobs	• Manage Annual Compensation Review • Notify Employee of Compensation • Manage Allowances	• Manage Off Cycle Compensation Changes & One time Payments

Policy information

Applicable policies

- Civil Service Recruitment Principles
- Civil Service Competency Framework
- Civil Service Employee Policy
- Civil Service Annual Compensation Policy
- Pay & Grading Policy and Procedure
- Civil Service / Department Pay Policy
- Job Evaluation Policy

Departmental variation

- Communication to employees on compensation and benefits has been varied across government departments

Metrics information

Proposed process-specific metrics

- % of leavers after compensation review
- % of leavers going to competitors
- Turnover rates
- No of re-negotiations of job refusals due to package
- Total reward costs
- Performance management results
- No of one off payments required
- Contact rate for queries related to reward
- Number of jobs regraded

Proposed service-specific metrics

- Employee satisfaction and engagement survey results
- No of grievances and complaints made regarding reward and remuneration
- Customer satisfaction scores across general query resolution
- Customer effort score reported by employees for submitting a bonus enquiry
- Percentage of escalation misdirects

Definitions to be agreed (if applicable)

- Allowances
- Benefits vs allowances
- Compensation vs reward

Reporting & analytics

Suggested reports for future use

- Analysis of employee satisfaction results including reward satisfaction
- Leavers by leaving reason / type
- Quarterly leavers analysis inc reason for leaving and turnover rates
- % of leavers going to competitors and competitor comp analysis
- Diversity of PM scores/bonus recipients
- Gender Pay Gap reporting
- % employees ready for promotion
- OSCAR reporting
- Comparison to industry compensation benchmarks
- % of jobs re-graded per annum
- % roles with allowances

Compliance & Regulations

- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service's Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Civil Service Nationality Rules
- Adherence to IR35 legislation
- Compliance to Civil Service Pay Guidance
- Compliance with Civil Service Compensation Scheme
- Compliance to the HM Treasury Guidance on Public Sector Pay Items
- ACAS Guidance on Gender Pay Gap Reporting
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Standard data fields for consideration (Cloud HC system)

- Job number
- Location
- Organisation
- Job description / Job classification
- Job status
- Job type
- Job level / grade
- Schedule / working pattern
- Salary bands
- Number of days since last salary change
- Salary Change Reason
- New Salary Effective Start Date
- Hire date
- Time Type / FTE
- Comp-ratio

Typical self-service activities (Cloud HCM system)

- Approving off-cycle compensation change (MSS) – where within the approved threshold Report generation (MSS)
- View of current remuneration package and communication (ESS)
- Request for Industry comp comparison analysis (MSS)
- Report generation (MSS)

Civil Service HR Service & Technology Standards
Standards Summary: HR6 Rewarding the Workforce

Civil Service HR

Manage Benefits and Manage Time

Level 4 process areas covered	
• Gather Industry Benefit Comparisons • Design Benefits Processes, Tools & Programmes • Manage Pension, Benefit Enrolment &	• Amendments • Process Benefit Costs	• Record Employee Time Data

Policy information

Applicable policies

- Civil Service Competency Framework
- Job Evaluation
- Advances of Pay Policy and Procedure
- Flexi-time Policy
- Overtime Policy
- Sickness Policy

Departmental variation

- Variation and inconsistency in issuing P60 affects employee's pensions and entitlements in some departments
- Variation in classification for hours in and out of London
- Variation in benefits access across departments

Metrics information

Proposed process-specific metrics

- % of take up for different benefits
- Cost of benefits to the org
- Flexi-time accrual
- Overtime costs
- Overtime taken in lieu
- First contact resolution on benefits enquiries
- Contact rate for queries related to bonus and compensation

Proposed service-specific metrics

- Employee survey satisfaction results
- Customer satisfaction scores across general query resolution
- Customer effort score reported by employees for submitting a bonus enquiry
- Customer satisfaction post call survey analysis
- Satisfaction with flexible working
- % of annual incentives / benefits that are initiated through self-service

Definitions to be agreed (if applicable)

- Benefits vs allowances
- Benefit types
- Ill Health trigger point thresholds

Reporting & analytics

Suggested reports for future use

- Customer satisfaction post call survey analysis
- Reason for leaving analysis
- Sick pay costs and number of working days missed due to sickness
- No of employees who take time off due to stress / days taken due to stress
- Uptake of benefits e.g. number of season ticket loans issued
- Average working days lost
- Number of overtime hours accrued vs. flexitime

Compliance & Regulations

- Compliance to Equality Act 2010
- Civil Service Nationality Rules
- Adherence to Civil Service's Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission
- Civil Service Nationality Rules
- Compliance to Civil Service Pay Guidance
- Compliance to the ACAS code of practice for flexible working

Standard data fields for consideration (Cloud HC system)

- Organisation
- Location
- Time Type / FTE
- Employee type
- Salary / Salary Band
- Dependents
- Beneficiaries
- Benefit plans
- Eligibility Profiles
- Standard Working Hours
- Job Level / Grade
- Cost Centre
- Work Schedule
- Job mapping code (e.g. to a provider)

Typical self-service activities (Cloud HCM system)

- Viewing and enrolling into benefits (ESS)
- Amending benefits (ESS)
- View of flexi-time accrual (ESS)
- Recording time (ESS, MSS)
- Report generation (MSS)
- Request for Industry benefits comparison analysis (MSS)
- Request for Benefits and remuneration spend by area / function (MSS)

HR7 Leaving Work

Civil Service HR Service & Technology Standards
Standards Summary: HR7 Leaving Work

Civil Service HR

Exiting

Level 4 process areas covered			
	• Manage Voluntary Leaving • Manage Formal Voluntary Exits • Manage Involuntary Exit	• Manage Redundancy • Manage Outside Business Appointments • Conduct Exit Interview & Communications	• Manage Exit Compliance • Manage Death In Service • Manage Redeployment

Policy information

Applicable policies

- Redundancy Policy & Procedure
- Death in Service Procedure
- Special Leave Policy & Procedure
- CS Employer Pension Guide
- Standards of Behaviour Policy
- Retirement Policy
- Ill Health Retirement Procedure
- Medical Retirement Policy
- Partial Retirement Policy
- Redeployment Policy
- Grievance/Dismissal Policy
- Efficiency Departures Policy

Departmental variation

- Variation in use of exit surveys across Civil Service departments
- Variation in use of exit interviews across Civil Service departments
- No streamlined / standardised process on dismissals; staff dismissed by other departments are applying to roles in other departments without disclosing previous dismissal
- Inconsistency in how people leave the civil service due to lack of standard processes

Metrics information

Proposed process-specific metrics

- Staff turnover in comparison to industry standards
- Resignations/exits by length of service and reason
- Employees exited involuntarily as a percentage of the overall population
- High performers/top talent turnover rate
- Percentage of redeployees in relation to the total departmental population
- Percentage of redeployees who returned within 5 years of exiting the Civil Service

Proposed service-specific metrics

- Customer satisfaction across resignation query resolution
- Customer satisfaction for Line manager on case support
- Customer satisfaction across ill health resolution
- Customer satisfaction assessment report outcome
- Line manager satisfaction for dismissal support
- Amount of time taken to escalate webchat queries to a live HR representative

Definitions to be agreed (if applicable)

- Voluntary Leaving vs voluntary exit
- Compulsory exit
- Involuntary exit

Reporting & analytics

Suggested reports for future use

- Leavers by leaving reason / type / grade
- Leavers by diversity group (incl. male, female, BAME, etc.)
- Employee turnover rate
- Turnover report (voluntary and involuntary turnover rate), including voluntary and involuntary turnover rates within the first year of employment
- Quarterly, half-yearly, yearly staff turnover per CS department

- Frequency of Voluntary Exit / Voluntary Redundancy Schemes / Compulsory Exits
- Number of new hires vs redundancies and redeployment
- Default notice periods
- Pay through date
- Recommended for Rehire flag (Yes/No)
- Gardening Leave Date
- Bonus eligible

Compliance & Regulations

- Compliance to Equality Act 2010
- Adherence to CS Competency Framework
- Compliance to General Data Protection Regulations 2018 (GDPR) and the Data Protection Act
- Compliance to the Employment Act
- Adherence to the Working Time Directive
- Compliance with the Civil Service Commission

- Compliance with Cabinet Office 2016 Protocol – Civil Service Redundancy Principles
- Comply with the Public Sector Equality Duty
- Adhere to Efficiency Compensation 2016 guidance
- Compliance with CS Compensation Scheme
- Adherence to the Business Appointment Rules for Civil Servants
- Adherence to the Civil Service Code

Standard data fields for consideration (Cloud HC system)

- Resignation date
- Last day in the office date
- Leaver reason/type
- Voluntary Exit Acceptance date

Typical self-service activities (Cloud HCM system)

- Notifying of exit – voluntary resignation, transfer/secondment, retirement (ESS)
- Requesting involuntary exit actions related to an employee (MSS)
- Completing exit/off-boarding checklist (ESS)
- Requesting face to face interview (ESS)
- Completing exit/off-boarding survey (ESS)

- Notifying of a death in service (MSS)
- Report generation (MSS)

HR8 Manage Service

Civil Service HR Service & Technology Standards
Standards Summary: HR8 Managing Service

Civil Service HR

Manage Employee Contact

Level 4 process areas covered	• Receive and Resolve HR Queries • Manage Escalations/Exceptions

Policy information

Applicable policies

- N/A -no specific policies related to this area however good practice principles should apply

Departmental variation (Acceptance to be confirmed)

- Variation in the service, knowledge and expertise provided by the HR representatives
- Variation across awareness of contact routes for particular type of queries
- Variation in the use and application of query tracking systems amongst departments

Metrics information

Proposed metrics

- First-time resolution as percentage of overall queries (monthly, quarterly, yearly)
- Total number of enquiries reopened
- Customer satisfaction scores across general query resolution (per query type) and support provided by HR Operations
- Amount of time taken to escalate webchat queries to a live HR representative
- Percentage of users who start a query in self-service/webchat and complete query via call to

HR Operations
- Customer effort score reported by employees for submitting a general enquiry
- Average number of hand-offs per case
- Percentage of cases accurately logged
- Data integrity and accuracy
- Quality of answer (HR Operations competence)
- Number of users accessing HR Operations contacts via search as a percentage of all users who access the Portal page

Definitions to be agreed (if applicable)

- High priority categories
- Case categories
- Case types

Reporting & analytics

Suggested reports for future use

- Demand and capacity planning
- Daily, weekly, monthly, quarterly, yearly service report (incl. service and performance)
- KPI dashboard and SLA performance report
- Self-service performance reports
- Cross-channel volume forecasting report
- Call volume forecasting accuracy report
- Voice of customer report
- Channel popularity analysis

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010
- OSCAR/HMT reporting

Standard data fields for consideration (Cloud HC system)

- Case priority
- Case category (aligned to service catalogue)
- Case type (aligned to service catalogue)
- Case requestor
- Requestor ID / EE number
- Requestor phone number
- Case ID
- Case status
- Assigned to

Typical self-service activities (Cloud HCM system)

- Submit query on CMS (case management system)
- Check case / query status / progress / updates
- Provide additional evidence / documentation where required
- Close query / case (where query resolved by the employee/manager before HR Operations resolution)
- Reopen a query / case (within specified timeframe where allowed)
- Provide feedback

Civil Service HR Service & Technology Standards
Standards Summary: HR8 Managing Service

Manage Service

Level 4 process areas covered	• Manage Continuous Improvement • Manage Employee Complaints • Manage Customer Satisfaction Survey • Manage Service Change Request	• Manage Systems and Configurations • Manage Critical Issue Resolution • Manage Vendors (Operational Management) • Manage Projects/Change activity

Policy information

Applicable policies

- N/A -no specific policies related to this area however good practice principles should apply

Departmental variation (Acceptance to be confirmed)

- Variation in the service, knowledge and expertise provided by the HR representatives
- Variation in the use and application of query tracking systems amongst departments for complaint management
- Complaints management procedures variation / lack of awareness across employee populations

Metrics information

Proposed metrics

- Percentage of users who encountered an error when attempting to submit the complaint
- Proportion of complaints issues versus overall queries handling process
- Complaint abandonment rate
- Time taken to complete the complaint form and satisfaction survey
- Data integrity and accuracy
- Quality of answer (HR Operations competence)
- Audit and legislative compliance

Proposed service-specific metrics

- Number of users accessing complaints via search as a percentage of all users who access the complaint pages
- Customer satisfaction score across effectiveness of complaints resolution reported by employees/managers
- First-time resolution rates as percentage of overall complaints

Definitions to be agreed (if applicable)

- High priority categories
- Case categories
- Case types

Reporting & analytics

Suggested reports for future use

- Demand and capacity planning
- Daily, weekly, monthly, quarterly, yearly service report (incl. service and performance)
- KPI dashboard and SLA performance report
- Service failures report
- Data integrity and accuracy
- Voice of customer report
- Complaint analysis report

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010

Standard data fields for consideration (Cloud HC system)

- Case priority
- Case category (aligned to service catalogue)
- Case type (aligned to service catalogue)
- Case requestor
- Requestor ID / EE number
- Requestor phone number
- Case ID
- Case status
- Assigned to

Typical self-service activities (Cloud HCM system)

- Submit complaint on CMS (case management system)
- Check complaint status / progress / updates
- Provide additional evidence / documentation where required
- Close complaint (where resolved by the employee/manager before HR Operations resolution)
- Provide feedback / suggest improvement / report out of date information
- Submit service change request

Civil Service HR Service & Technology Standards
Standards Summary: HR8 Managing Service

Civil Service HR

Manage Data and Knowledge Management, Manage Reporting

Level 4 process areas covered	
• Manage Data & Knowledge Management • Manage HR Information & Knowledge • Manage Reporting • Manage Statutory and Parliamentary Reporting	• Maintain/Update Report Catalogue & Schedule • Manage Ad-hoc Reporting Requests • Manage Regulatory Compliance

Policy information

Applicable policies

- N/A -no specific policies related to this area however good practice principles should apply

Departmental variation (Acceptance to be confirmed)

- Variation in maturity of employee Portals and knowledge, guidance contained within them
- Different reporting catalogues with variation across self-service reporting functionality/availability across departments
- Variation across access to reporting and self-service access across populations (NB: populations allowed to view relevant data)
- No consistent approach to knowledge management

Metrics information

Proposed metrics

- Click-through rate on the employee Portal
- Number of views related to manager guidance on the Portal
- Number of users accessing knowledge and information via search as a percentage of all users who access the Portal
- Customer satisfaction score across effectiveness of search reported by employees/managers
- First-time resolution rates as percentage of overall complaint queries
- Percentage of users who submit query following viewing guidance on the Portal
- Percentage of users who encountered an error when attempting to initiate/complete transaction following viewing information on the Portal
- Percentage of users who requested report from HR Operations instead of accessing via self-service

Definitions to be agreed (if applicable)

- N/A – all definitions reflected within this document need to be agreed in order for consistent reporting to be achieved

Reporting & analytics

Suggested reports for future use

- Out of date content report
- Content approaching recertification period
- Administrative and operational cost breakdown of knowledge maintenance per Department
- Self-service reports generation vs. report requests raised to HR Operations
- Top 5 content categories resulting in contact with HR operations
- Voice of customer user ratings across content

Compliance & Regulations

- Required compliance with General Data Protection Regulations 2018 (GDPR) and Data Protection Act
- Compliance with Cabinet Office reporting
- Compliance to Equality Act 2010

Standard data fields for consideration (Cloud HC system)

- Case priority
- Case category (aligned to service catalogue)
- Case type (aligned to service catalogue)
- Case requestor
- Requestor ID / EE number
- Requestor phone number
- Case ID
- Case status
- Assigned to

Typical self-service activities (Cloud HCM system)

- Run/access reports (MSS) – NB: not all reports will be available via self-service
- Submit ad-hoc report request (MSS)
- Access knowledge and information provided on the Portal
- Provide feedback on knowledge / content / guidance
- Provide feedback / suggest improvement / report out of date information / content / reports