

ESR Update

September Update From Acting Programme Director, Simon Willcock

The implementation of the ESR continues to make excellent progress.

Wave 9 comprising 45 organisations and c120k employees have now completed their go-live successfully and paid their first monthly payroll on the ESR at the end of August. This means that there are now 949,470 employees and 476 organisations live on ESR!

Wave 10 comprising 45 organisations and c102k employees completed their User Trial in August. Preparations for

cutover to the ESR are being undertaken in two cycles. Cycle 1 organisations make their decision to go-live on 21st September 2007. Cycle 2 organisations are due to make their go-live decision on 28th September 2007.

We are looking forward to breaking the 1 million barrier for the number of employees on the ESR with this wave.

Wave 11 comprising 34 organisations and c71k employees commenced the ESR implementation stage in June 2007, and are working towards Readiness Assessment 2 at the beginning of this month.

Wave 12 comprising 32 organisations

and c78k employees completed Readiness Assessment 1 in August and commenced the ESR implementation stage last month. Of these, 29 passed on green.

One significant development during August was the production of a short film highlighting the benefits of the ESR. This focuses on the experiences of Northumbria Foundation Healthcare NHS Trust – the first Acute Trust to successfully introduce Manager Self Service (MSS) across the organisation. Its 'premiere' is at the TUC Congress scheduled between the 11th and 13th September. This issue of ESR News displays stills from the film, and further details will be given in October.



A refresher training session on manual handling is booked for Staff Nurse Cathryn Richardson by Ward Sister Julia Lavin using Manager Self Service, drawing on the OLM functionality of the ESR. She attends the course – presented by Moving and Handling Lead Elizabeth Thompson – and the lessons she learns are then put into practice. The result is better safety for patients and employees alike.

ESR Learning Management – (OLM)

As well as providing integrated recruitment, HR and Payroll functionality, ESR also provides OLM. This allows users to easily manage, record and report on the training and development of their employees. Linked to the rich functionality in the complete integrated HR and payroll system, employee details are updated in real time in OLM.

The OLM module is provided at no cost to ESR users. Any organisation considering the purchase of a stand-alone learning management system should carefully weigh the benefits of the no cost, automatically updated OLM functionality and its future potential.

Benefits for employees include:

- The ability to search the catalogue of learning events and be enrolled on-line. When training is complete, the resulting competence development is logged in their employee record.
- With Self Service, employees can review their own talent management record, holding competencies, qualifications and experience and plan their career development, subject to manager approval.

Managers can:

- Review competences across their team, recognising skill gaps or the

potential for development.

- Use the information to plan for future service requirements.

Organisations can:

- Obtain reports about the training available, attendance at those events and individual employee training records.
- Use the Training Department package which includes a suite of standard letters such as course joining letters, and registration lists.
- Establish formal learning paths linked to national competence frameworks, eKSF and local competencies.
- Operate a shared training service across organisations.

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Implementing Manager Self Service at Heart of Birmingham Teaching PCT

By Chris Heward

Implementation of Manager Self Service (MSS) at our Trust was for all managers at 'Go Live', initially for Absence recording (especially sickness), Personal Details updates, Terminations, and Hours & Location changes. However, we have progressively added other functions including Appraisals and Learning.

When considering the implementation of MSS, there is a choice to be made between a 'big bang' approach of all managers using most functions, or piloting implementation with a few managers using all functions. We chose the former as we felt this had the advantages of all managers using the same process, and being able to learn from each other, reducing potential help desk calls.

The key lessons we learned were:

Compile a manager/team list for all staff

- Budget holders were asked to identify team managers / leads and to clarify who would be in their team.
- It is important to realise that everyone must have one manager. Our preferred choice was go for the manager who would be in most day-to-day contact with the staff.

Prepare a list of Payslip Delivery Points

- Every manager was allocated a Payslip Delivery Point and a Monthly Staff Attendance Record (turnround) document for their team. Including the 'location' near the start of the name means that the payslips and turnrounds can be printed in sequence, keeping those for the same location together.

Use the Mass Assignment Update

- The easiest way to establish the MSS team hierarchy is via Mass Assignment Update. The manager / administrator and the Payslip Delivery Point can be updated at the same time for a whole team in the Supervisor and Group fields.

Prepare login URPs

- At 'Go Live', only the MSS URP was available*. Of our 160 MSS managers, 23 are team administrators, who sit within the team hierarchy directly beneath a manager but over the team. Consideration needed to be given to the data access that this URP provides these administrators; however, this rarely caused concern as they already hold the paper personal files for their team.

Prepare training materials for managers, plus a course schedule

- We gave our managers a 2.5 hour training session, starting with a 20 minute introduction to familiarise them with the ESR terminology. With continual referral to Trust Policies and Procedures, the remaining time was spent hands on using live logins – learning about absence entries, personal details updating etc. Training was prioritised for managers less likely to be using ESR for view-only sessions.
- A guide book was created, which includes a series of screen shots with explanatory text and references to relevant Trust Policies and Procedures.
- Intranet pages were set up to post latest ESR news and guidance on ESR usage.

Use the Discover reports

- These are invaluable – both for preparing for the implementation and for keeping on top of team changes and updates when live.



Chris Heward,
Heart of Birmingham Teaching PCT

Establish a project board

- A project board should oversee the implementation, and should include Line Managers, HR, IT and Finance – preferably those involved in 'Go Live'. It will be beneficial if the MSS Implementation Project Manager has been part of the original implementation, as he or she will be familiar with his or her Trust's use of ESR.

* Supervisor and Administrator URPs are also available now, which have different restrictions and workflows, providing additional flexibility in how you implement self service in your Trust.

ESR and eRostering – An Unbeatable Combination!

The advantages of introducing eRostering to improve the utilisation of productive time are well known.

Benefits for organisations include:

- Better workforce planning, with the right match between skill mix and clinical workload,
- Better payroll accuracy and reduced administration,
- Improved budgetary control, and
- Reduced staff turnover and sickness absence.

Benefits for staff include:

- The ability to self-roster,
- The ability to plan work to achieve a better work / life balance, and
- Transparency.

As NHS organisations go live on ESR, the procurement of an eRostering solution to complete the end-to-end management of working time and pay is arguably the essential 'next step'. The NHS ESR Team recognised early in the implementation

project that it was vital to ensure third party eRostering systems could communicate with the ESR. As a result, three generic interfaces were included. These are:

● **Generic Inbound Attendance** – This enables third party systems to update the ESR with details of elements to be paid. These can be drawn directly from rostering or bank administration systems that record time on to timesheets. (The interface allows the transfer of any element classed as 'Non Recurring' by the ESR, plus details of travel and subsistence payments.)

● **Generic Inbound Absence** – This allows third party systems to update the ESR with details of absences.

● **Generic Outbound** – This passes details of new joiners, leavers and HR changes from the ESR to third party systems, thus reducing the need for double entry. The ESR remains the master employment record, but the interface enables other systems to be

kept up to date with amendments.

The ESR Interface Team has worked with many third party suppliers over the last 12 months to assist them in developing their products to make use of these interfaces. (Their names and the number of sites they have were listed in July's ESR News, which can be viewed at www.esrsolution.co.uk/news/newsarch.)

Any NHS organisation live on ESR and wishing to use these interfaces should log a call with the ESR Helpdesk and ask for it to be referred to the Interface Team, who will respond to agree an appropriate project plan.

Currently, there are no charges arising from the ESR for the implementation or use of these interfaces, but this will be reviewed in April 2008. As a result, there has never been a better time to introduce eRostering.

For more information, contact your ESR Benefits Realisation Manager or Account Manager, or email communications@esrsolution.co.uk.

Surveying The Scene With The Data Warehouse

For the first time, the ESR Data Warehouse (the database populated with extracts from the ESR) was the source of this year's NHS Earnings Estimates.

The complete findings of the survey published in July 2007 are available from the Information Centre's web site, at www.ic.nhs.uk. In the sense that it has drawn on a new data source, these statistics are experimental, and the Information Centre would welcome comments and feedback relating to the methodology and results.

However, the results of the new survey show that the Data Warehouse is already supplying a wide range of consistent and robust data for analysis, including supra-Trust statistics of considerable significance. Once the implementation of the ESR is complete, it will provide aggregate data for strategic planning and national reporting.

The IC and the NHS ESR Team are working closely together to ensure that the Data Warehouse is fit for purpose

and enables the automatic transfer of workforce management information for strategic workforce planning.

Tim Straughan, Acting Chief Executive of the IC, commented: "Independent, reliable and up-to-date information on the earnings of staff in particular roles helps to inform the pay review bodies and support financial planning. These estimates also enable comparisons across professions."

Since the ESR is the source for the Data Warehouse, it is vital that users achieve and maintain data quality (as was emphasised in the 'Think Data, Think Quality' story in the August ESR News). Better information leads to better decision-making.

For further details on the work of the Information Centre, email enquiries@ic.nhs.uk or telephone 0845 300 6016.

¹ The Information Centre (IC) is an independent NHS Special Health Authority that collects, analyses and distributes national statistics on health and social care

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Additional benefits include:

- Reduced insurance premiums resulting from reports to demonstrate risks are being managed by demonstrating that all staff are either competent to do the job they perform, or that they have an agreed training path with reviews, resulting in full competence within their job role. Essential and mandatory training can be shown to be up to date.
- Reduced paper flows and administration resulting from on-line application and booking for courses.
- The transfer of development and competence information when staff move to a new job in the NHS via Inter Authority Transfer enabling all organisations to keep accurate information about their employees' individual skills and competence and development requirements.

The NHS ESR Team are keen to exploit the potential of the Learning Management functionality and will keep Users informed about developments.

Top Tips

Amending Organisations Following Mergers

Work Structures are the means by which the ESR captures the hierarchy of NHS bodies, from entire Trusts down to individual posts. Organisations are one of the three components (the others being locations and positions). They serve several purposes, including grouping staff together for reporting and security purposes.

It is vital that Work Structures are kept up to date and always reflect the structure of your organisation.

This is a fundamental requirement for successful system administration.

Details relating to the organisations in your Work Structures should always be reviewed after a technical merge exercise. It is likely that changes will be necessary.

To create, amend or end an organisation, follow the procedures in Chapter 4 of the User Manual.

When creating an organisation, remember to attach it immediately to a parent within the existing hierarchy. If this is not done, the new organisation will disappear once the next

automatic process is run overnight.

When transferring an organisation to another parent, amend the latter through Local Work Structures > Organisations > Descriptions > Others, remembering to save your changes.

When ending an organisation, you must 'end date' it rather than deleting it. This allows it to feature on retrospective reports, while preventing it from appearing on current time reports. If you delete an organisation, it will be omitted from both types of report.

Recording Absence in ESR

ESR offers the ability to input various types of absences, from those affecting pay (e.g. sickness, maternity) to those which are non-pay affecting but which Trusts monitor for management purposes (e.g. study, parental, bereavement leave).

Non Pay Affecting Absences, their effects and examples:

1 Study Leave

- Study Decreasing Balance – This category can be used to record study leave against an accrual rate, and to monitor when an employee has used his/her entitlement. In order for this to happen, the Trust needs to attach an accrual plan to the employee's record.
- Study Increasing Balance – This category can be used to record study leave for an employee who does not have an agreed limit on the amount of study leave they can use within a year. When using this category, the Trust does not need to attach an accrual plan to the employee's record.

Study Leave Analysis Workbook

– This standard Discoverer report is used to monitor the usage of study leave. It will provide the information as recorded in the absence module including accruals if used. It will also relate back to the Oracle Learning

Management (OLM) module, if used, to identify if the employee was on a class at the same time. If he/she was, then additional information is returned relating to that class.

2 Special Increasing/Decreasing Leave

The 'Absence Reason' field for these types is a drop down list as follows:

- Bereavement
- Career Break
- Court Appearance
- Emergency Leave/Time Off for Dependants
- Jury Service
- Magisterial/Local Government/Parliamentary Candidate
- Medical suspension
- Other
- Parental Leave
- Training with Reserve and Cadet Forces

a. Special Decreasing Balance

– To use this absence, a Trust should record an accrual plan against the employee's record. For instance, in the case of parental leave, a local policy may state that an employee is entitled to up to 10 days leave per annum.

An accrual plan would be attached to an employee's record and then as parental leave is taken, the accrual is reduced by the number of days taken.

b. Special Increasing Balance – To

use this absence, a Trust does not need to attach an accrual plan. A Trust may choose to record Jury Leave using this absence as the absence length is not linked to any accrual the employee is entitled and the length is not determined by the Trust themselves.

3 Paid Part Day

This adds the 'Paid Absence NHS' element to an assignment, and can be used if an employee is absent for part of a day but is present working for some time, and therefore does not use any of their Occupational Sick Pay entitlement. It has no effect on pay and can be used for reporting purposes.

Absence reasons are:

- Medical/Dental Appointment
- Other
- Paid Part Day

4 Medical Suspension

If used, this adds the Paid Absence NHS element to an assignment, and does not affect an employee's pay. It can be used for reporting purposes.

Absence reasons are

- Allergy
- Infection
- Needlestick
- Other

For further information on how to record Absence in ESR, please see the Absence section of the User Manual.