



ESR Benefits Realisation

ESR – The complete Workforce Management Information system

Over the last 2 years, organisations across the NHS have been implementing ESR, focusing on the complex operational issues involved in moving from separate HR and Payroll Legacy systems to a new integrated web-based workforce management system. Having gone through the basic implementation, now is the time to review how the system is being used and consider the advantages offered by using the complete system.

ESR is not just the ‘next big initiative’. It should be the future for managing your workforce and workforce related costs. It is not simply an IT implementation, it is a whole new way of working, providing systems control to manage workforce and costs. It is not a new system to ‘add on’ to existing systems for managing workforce, training and budgetary control, it provides a total staff management solution, putting people and costs together in one place providing current information, in ‘real time’. It underpins the management and development of workforce as well as the associated costs.

It is one national system, designed by the NHS for the NHS, configured by NHS organisations for their individual use.

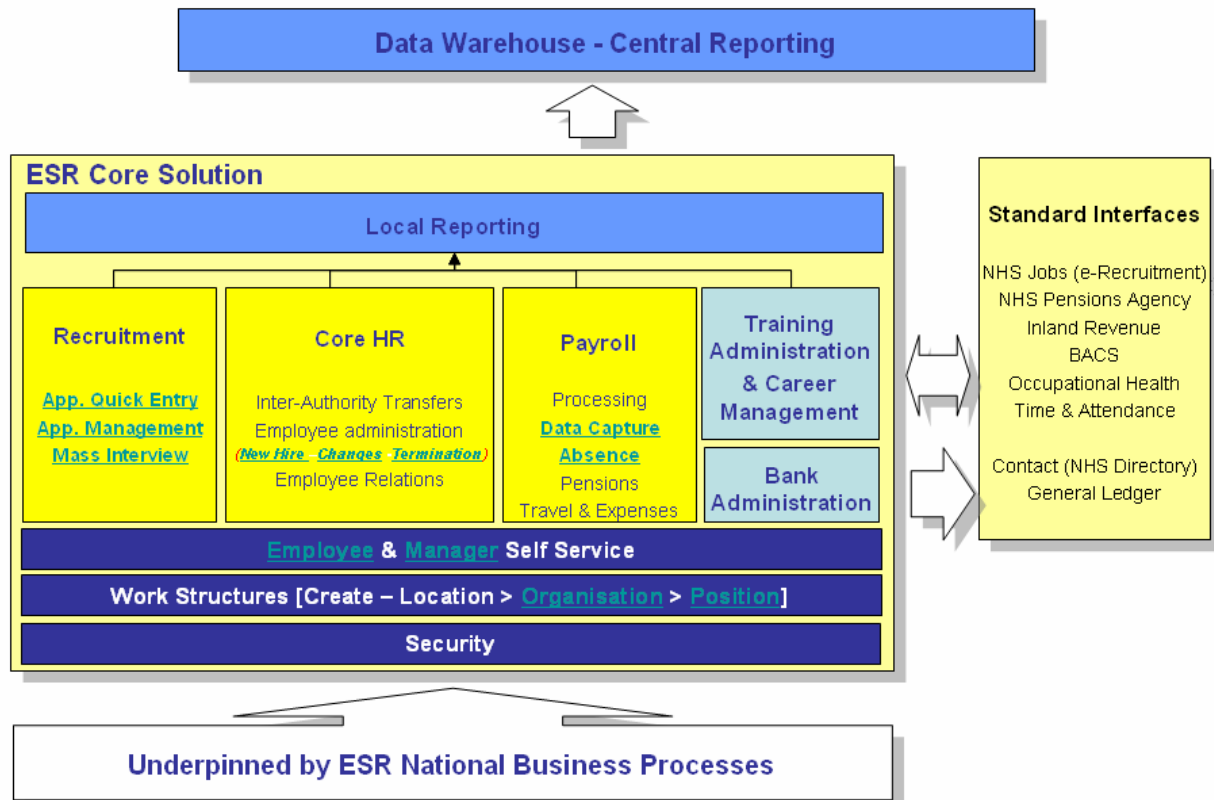
Why is it Different?

Legacy System/s	ESR
Historic information	Real-time information
‘Green screen’ DOS	Web-based
Information across 2 or more systems	All information in one system
Duplicate input	Single data entry
Paper-based, administrative burden	Self-service enabled
Holds back progression	Supports modernisation
Simple functionality	Locally configured to reflect your service delivery model

ESR does so much more than pay people. It enables better workforce management by associating workforce costs to posts and the people in them. It enables managers to monitor the development of their staff, contributes to improved risk management, empowers staff to maintain their own record subject to approvals; it reduces administrative tasks and therefore related costs and it enables reporting in ‘real time’, at the click of a button.

ESR - the complete workforce and financial management system

How does it work?

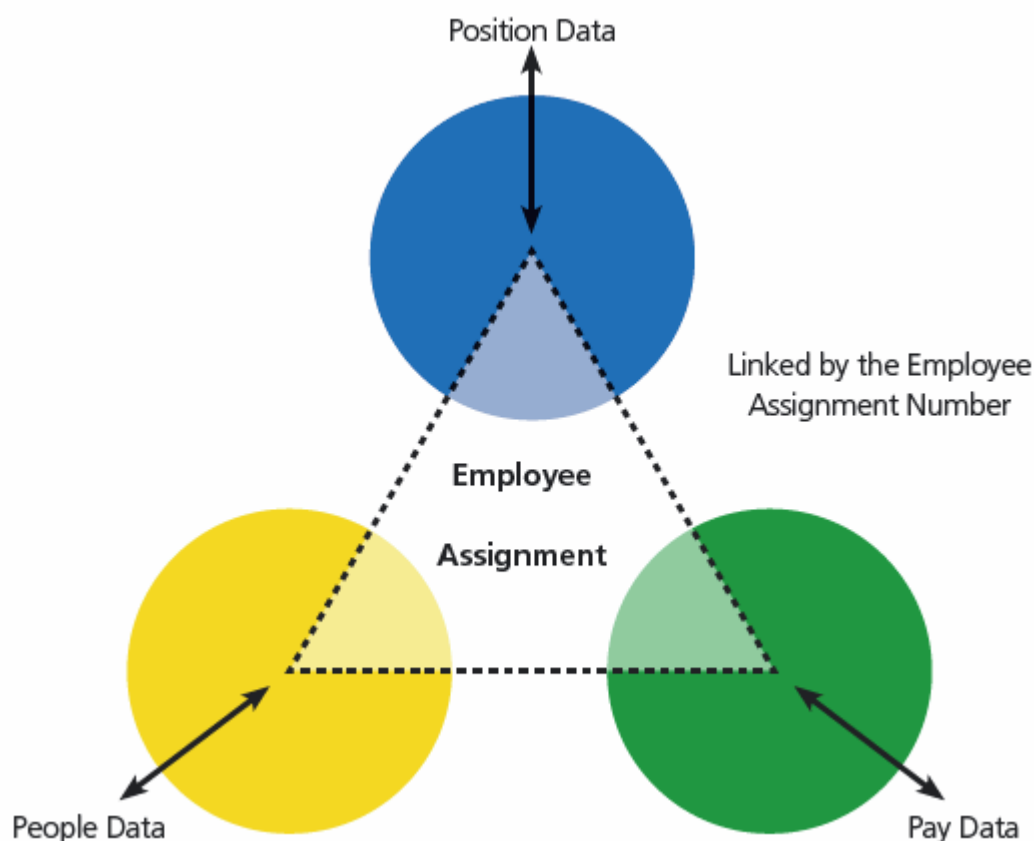


Organisations usually go live with the 3 core modules of Payroll, HR and Recruitment. Managing the organisational change required to fully use the additional functionality is the focus of the post go-live Development Plan.

How does ESR work?

ESR links together 3 sets of information. First of all, information about the posts (positions) that people fill in the organisation, then information about the individual people occupying posts and finally, pay data. The 'employee assignment' links together the 3 sets of data.

How ESR links information together

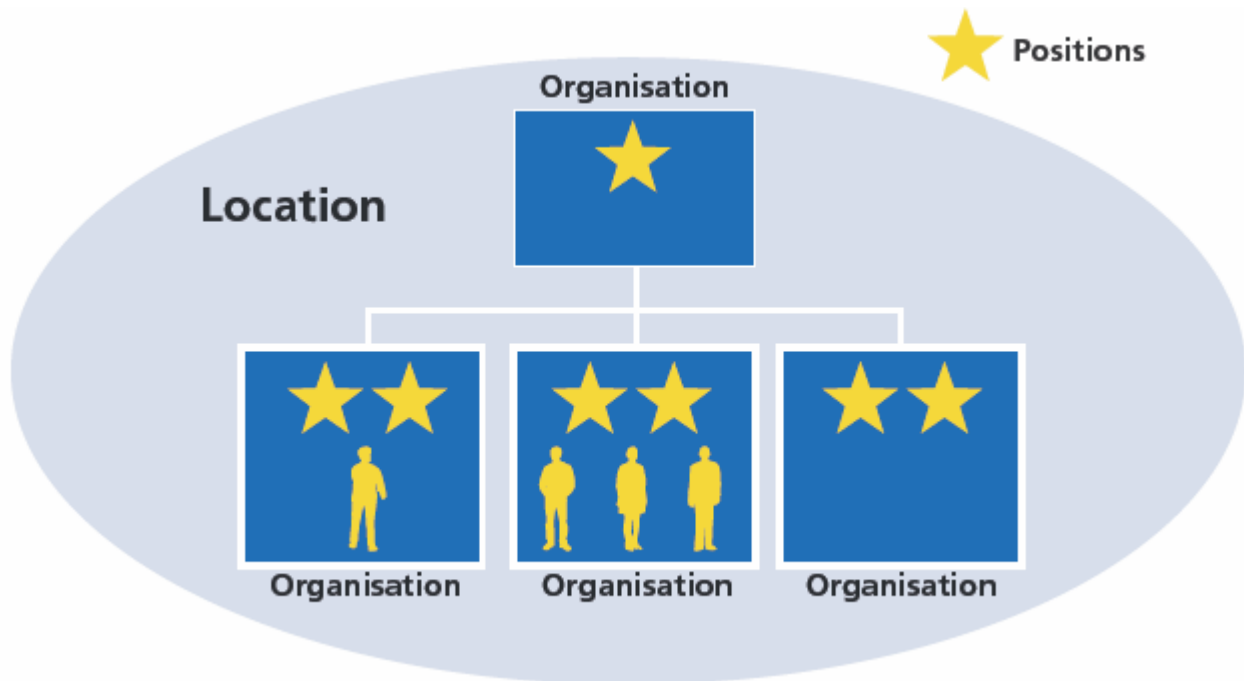


Building Your ESR

'Form follows Function' - The local customisation of your ESR system must follow the structure of your organisation, and reflect your service delivery model. Work Structures is the foundation of your ESR, so these need to be designed to mirror your organisation, your service delivery model and your requirements from the system.

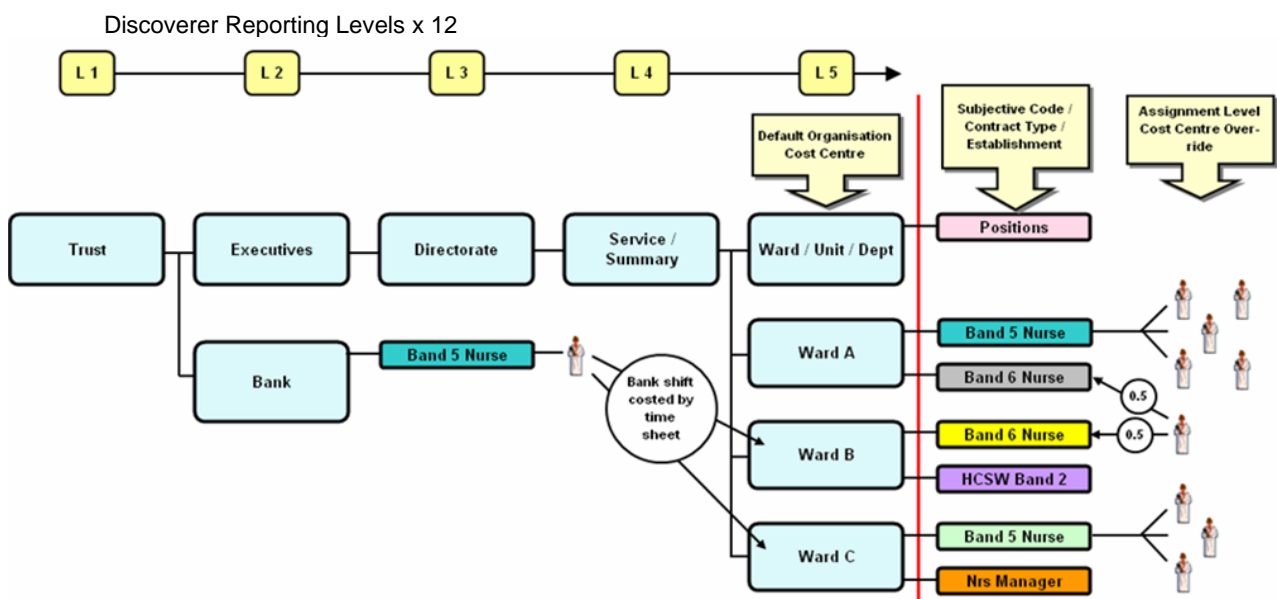
It is vitally important that HR, Finance and Payroll departments work together to build ESR, based on the service delivery model, coding workforce costs to reflect that model. The initial set up of Locations, Organisations and Positions must be accurate so that people are in the right place and costed correctly. Finally, it is vital that a System Manager is identified, to make sure that from day one Work Structures are maintained, ensuring people costs always reflect the funded establishment.

People and Costs together



When Work Structures in ESR hold the right information (cost codes and establishment WTE against positions) about jobs and the people in them, in a hierarchy which reflects the employing organisation's structure, then ESR can provide accurate, 'real-time' reporting to manage workforce and financial governance.

Work Hierarchy



ESR provides the business process to manage establishment control against budgeted costs.

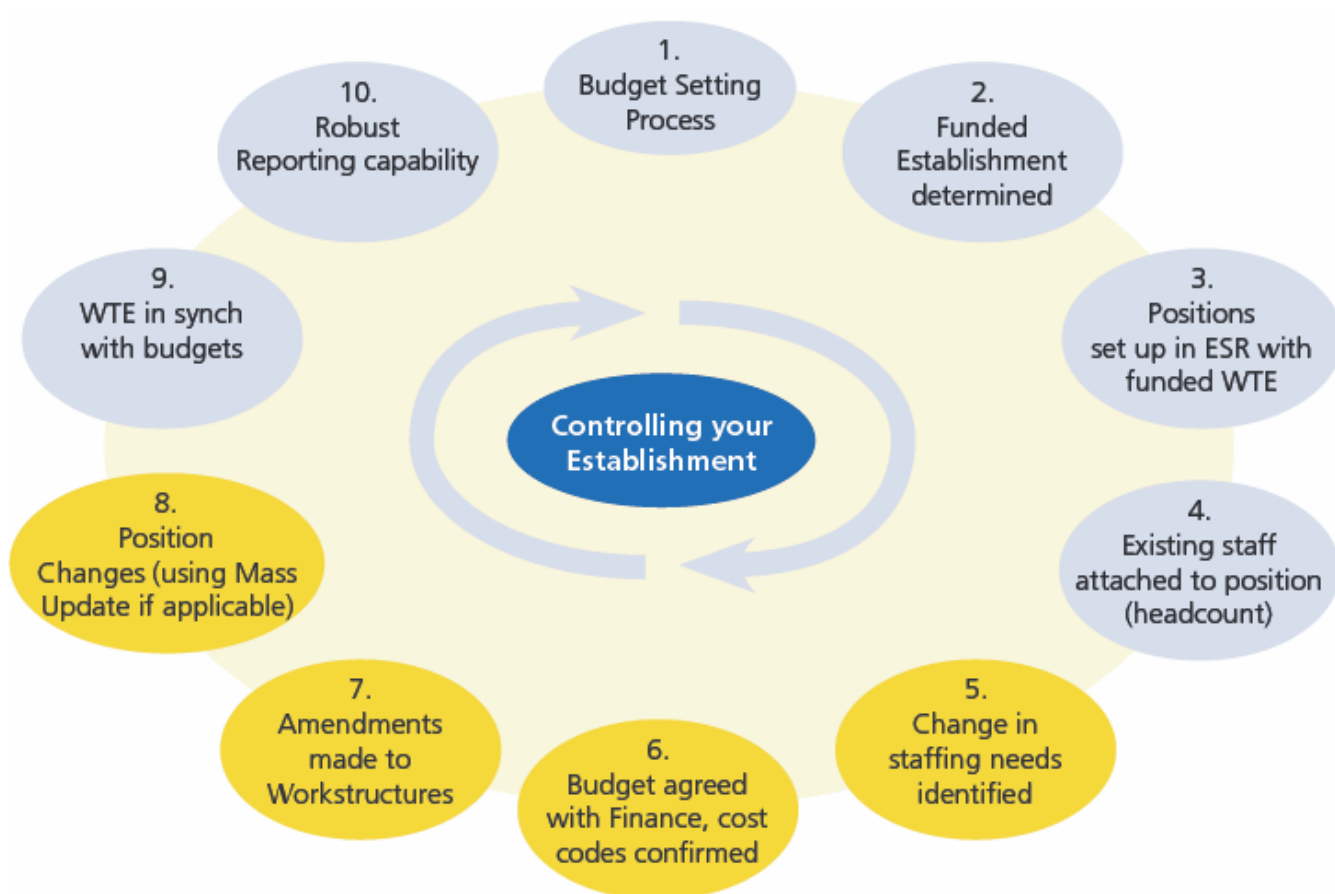
Establishment Control – budgeted costs



The importance of ESR systems management cannot be over estimated. Security protocols, and the allocation of URPs (User Responsibility Profiles, giving access to appropriate parts of the system) must be maintained on a day-to-day basis. Similarly, from a workforce and financial governance perspective, work structures must always reflect the organisation's current structure and coding.

Establishment Control

The Establishment Control change cycle looks like this:



The result will be that ESR reflects your organisation and you will have reports that give you the information you want to see in the way you can understand it; Trust Board reports retrieved from ESR in 'real time', harmonising HR and finance information.

In terms of recruitment, using ESR for establishment control, funded positions are ready for recruitment, using the interface with NHS Jobs which gives a streamlined recruitment process with the ability to report on vacant posts and related recruitment costs.



With establishment control and supporting internal processes, with people costed to the right budget code, changes to the organisation can be managed by planning and signing off changes to the establishment before it is entered on ESR. The process facilitates flexing budgets and virement, giving the ability to move positions around the organisation to maximise the utilisation of costs against budgeted costs.

This is essentially a pre-requirement for self service.

The administrative benefits from this approach include visibility and improved efficiency through minimised data entry. All positions are linked to complete organisation and job role information with the potential for improved accuracy in data handling.

Maintaining Your ESR

System maintenance, performing the routine actions which ensure ESR continues to reflect the service delivery model requires a System Administration Manager. Fundamental, however, to successful use of ESR to manage workforce and workforce related costs is the relationship between HR, Payroll and Pensions administration and Finance working together as a team to exploit the synergies that the system offers.