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**Date:** Tue Jul 17 17:20:14 BST 2018  
**Subject:** HP Records Manager DoF Document : FI1/18/496495 : Brief options paper for progressing NICSHR BI MI project May 2018  
**Attachments:**  [Brief options paper for progressing NICSHR BI MI project May 2018.DOCX](#)  [Brief options paper for progressing NICSHR BI MI project May 2018.tr5](#)

Peter/Eileen

I have added my comments on review of the first two phases of the MI project to the paper - apologies for delay. More than happy to discuss

Many thanks

Ashley

-----< HP Records Manager record Information >-----

Record Number : FI1/18/496495  
Title : Brief options paper for progressing NICSHR BI MI project May 2018

**From: Peter Robinson**

**To: Janine Fullerton**

**Date: xx June 2018**

**Brief update on current position and options for progressing NICSHR HR MI project.**

**1 Purpose**

**1.1 The purpose of this paper is to provide an update on the current position on the project to develop and introduce a new HR management information (MI) framework in NICSHR and consider options for progressing the next stage on its implementation**

**2. Background**

**2.1 The current NICS MI reporting tool provided by HRConnect is Oracle Business Intelligence Discoverer. Support for "Discoverer" is being phased out within the NICS due to the expiry of the licence. To ensure that the NICS can meet its' future HR reporting requirements, a feasibility study and business case was carried out by Enterprise Shared Services in 2014. As a consequence the HRConnect Management Board considered and approved the procurement and implementation of Oracle Business Intelligence (BI) in August 2014 to become the new HR MI reporting tool to "provide a sustainable and cost-effective solution for current and anticipated HR MI requirements.**

**2.2 The ESS business case states that the move to Oracle Business Intelligence will have "significant advantages in terms of output quality and the effectiveness of both the MI and the method by which it is delivered. Information from multiple sources can be combined onto 'dashboards' which can include graphic elements for more impactful and effective presentation. Licensed BI users (at Level 2 Line Manager level) can 'drill down' to query many elements of dashboards, for better and faster interpretation and action. Dashboards can be emailed directly to managers at set intervals, rather than being available only to CHR or DHR users (who then have to 'chase' Line Managers). Information is delivered directly to those who need to see, understand and act on it".**

**2.3 The first reports under the Oracle Business Intelligence solution were introduced in April 2016. Business Intelligence (BI) monthly updates were launched to provide information on staffing, absence, temporary promotions and performance appraisal to line managers (SO and above), for staff below them in their direct line management their-hierarchy, through:**

<sup>1</sup> Based on commencement July 2018

- an e-mail push containing up-to-date information as of the date of the e-mail push; and
- access to a dashboard on BI to provide more and/or current information on the topics listed above. ~~The dashboard allows the manager to drill down on certain sections to provide more detail as to how the MI is produced e.g. Staff on Payroll shows numbers of staff in each analogous grade and the drill down shows the manager the employee name at each grade.~~

2.4 Apart from the e-mail push and associated dashboard no other HR MI reports are currently available under BI.

### 3. MI Project

3.1 On the establishment of NICSHR, a MI Project was established to devise, agree and deploy a standardised HR Management Information (MI) framework through the BI solution within the NICS, to include:

- more in-depth HR MI to enable forward analysis & future projections for NICSHR staff and NICS managers;
- a strategic HR MI solution for senior management (G3 and above) which includes departmental board reports; and
- an enhanced Business Intelligence (BI) solution for HR MI to line managers (SO and above).

These objectives are to be delivered through the enhancement and implementation of Oracle BI.

### 4. Current provision of MI

4.1 Currently HR Management Information can be obtained from a variety of different sources as outlined below. A rough calculation of the yearly cost of providing this information is set out in the table at paragraph 4.9.

#### Monthly HR status updates on Oracle BI

4.2 As outlined in paragraph 2.3 above, under the BI solution, line managers (SO and above), receive HR status updates on staffing, temporary promotions, absence and performance appraisals via an e-mail push, and can also access the BI Dashboard for more and/or current information on these topics.

#### Monthly HR papers to departmental management boards

4.3 The Management Information Team (MIT) within HR Specialist and Support Services (HRS/SS) directorate currently coordinate the production of 25 monthly HR management board reports to NICS departments, directorates, agencies and ALBs, equivalent to approximately 300 separate reports per annum. These reports use a standardised MS Word document template and provide key HR MI including staff in post, vacancies, sickness absence,

Comment [AS1]: I would remove this – this is the objective of the enhancements to the dashboard – it does not provide this detail at the moment

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<sup>1</sup> Based on commencement July 2018

temporary promotions and performance appraisal and sickness management target compliance.

Statistical input to these reports is provided by staff in functional areas and NISRA statisticians working in DoF's Human Resource Consultancy Services (HRCS/NISRA). Most of the content is obtained via existing Discover reports.

DfC is not provided with the standardised management board report and staff in NICSHR are currently producing the same HR MI board reports previously provided to DfC pre-NICSHR.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**HR-related business information requests from NICS business areas.**

- 4.4 The MIT also manage requests for HR-related business information requests emanating outside NICSHR. Again most of the input to these reports is provided by staff in functional areas and NISRA statisticians using Discover reports. Some requests cannot be answered by NICSHR/NISRA and data is obtained directly from ESS/HRConnect via the ad hoc HRConnect System Information Request process. Over 900 HR business information requests have been processed to date since the establishment of NICSHR.

**Monthly/quarterly reports issued by functional areas to departmental business areas.**

- 4.5 Functional areas also issue reports to NICS business areas service-wide on a regular basis. SWfP has advised that they currently issue 75 regular reports (62 monthly and 13 quarterly) as well as a further 50 ad-hoc reports approximately each month. A table listing the reports issued is attached at Annex 1.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**Internal NICSHR business information**

- 4.6 NICSHR staff still largely rely on Discoverer reports for internal operational HR MI, this is supplemented by reports produced by NISRA statisticians, ad hoc reports from ESS/HRConnect and bespoke business area operation databases.

**Provision of HR MI by ESS/HRConnect**

- 4.7 In addition to providing data for some ad hoc HRConnect System Information requests, ESS/HRConnect directly and routinely provide, via Excel spreadsheets, departmental finance sections with;
- monthly paybill reports (SOPCA); and
  - HR MI required for their end of year accounts reports.

**Provision of HR MI by statisticians in HRCS**

<sup>1</sup> Based on commencement July 2018

4.8 In addition to providing input to the management board reports and HR-related business information requests, HRCS also provide the following services to NICSHR and departments;

- Paybill Modelling;
- Absenteeism Monitoring;
- Human Resource Statistics;
- Human Resource Planning; and
- Equal Opportunity Analyses.

More detail on what is provided under each of the above is provided at Annex 2.

NISRA provide a number of regular MI reports to staff in NICSHR relating to a variety of HR issues. These are detailed at Annex 3.

Most of raw data that is used for analysis and reports is provided via agreed routine data extractions from the HRConnect system via ESS. HRCS also have access to Discoverer reports.

The services provided by HRCS are set out in an SLA with NICSHR which also includes a Data Sharing agreement and costings. The current cost of the service provided by HRCS is approximately £580k (£390k from NICSHR and £150k core funds). There are currently 13 staff in HRCS who all, to a greater or lesser degree, work on the outputs for NICS HR.

**Cost of Provision**

4.9 The cost of providing the information is set out in the table below.

Source of HR MI information	Cost per year
E-mail Push	£0
Monthly DMB reports	<p><u>£37,500</u></p> <p><u>The resourcing element of this is based on a very rough calculation of 20 days X the average EO2 salary.</u></p> <p><u>It does not include any input from ER for DfC reports</u></p>
HR- related business information requests	£43,000 <sup>228-20</sup>
Monthly /quarterly reports issued by NICSHR functional areas	<p><u>£11,500</u></p> <p><u>This is a very rough calculation based on 1 hour per report produced and the average EO2 hourly salary</u></p>

<sup>1</sup> Based on commencement July 2018

ESS/HRConnect	£0
HRCS (NISRA)	£580,000
Total	

## 5. Current position of project

5.1 The MI Project team have identified key project strands namely:

1. Production of a HR data warehouse that will contain HR data extracted from HRConnect which can be used to produce reports via the BI software.
2. Improvements to the e-mail push and associated dashboard by ESS.
3. Define reporting requirements across NICS departments and other customers and NICS HR (functional, operational, and business). Build, test and deploy as appropriate.

### Progress on Strand 1

5.2 A BI data warehouse has been established to contain extracted data from the HRConnect system. The BI query tool runs HR MI reports from this warehouse. Enhancements to the data warehouse are currently being progressed by Fujitsu to ensure that it captures all the variables used in the production of the Discoverer reports plus any additional variables that have been identified by stakeholders during the early stages of the MI project.

### Progress on Strand 2

5.3 Following approval of Change Proposal CP1342 on improvements to the existing BI reports, HRConnect/Fujitsu, under the direction of ESS, are currently implementing improvements to the e-mail push and associated dashboard. These improvements will:

- enable line managers to "drill down" and identify non-compliant staff within the line manager hierarchy and not just those who are direct reports, on performance appraisal and sickness absence management targets.
- Provide line managers with enhanced access to information re staff in their organisational hierarchy, including temporary promotions, open sickness absences and categories of leave.

The improvements outlined above will cost £60k and are classed as capital expenditure. ESS intend to go live with the improved e-mail push and associated dashboard in July 2018.

<sup>1</sup> Based on commencement July 2018

## MI Project Phase 1 and 2 Review

The first two phases of the MI Project - (i) to populate the data warehouse and (ii) enhancements to the BI solution - are expected to be deployed by end of August 2018. In advance of this, an internal review of the project to date has been undertaken, examining existing project documentation and governance arrangements on phase 1 and 2 with a view to assessing the following:

- if the project objectives have been achieved;
- planned and actual delivery timescales;
- the effectiveness of the project management arrangements;
- impact of issues identified
- any identified outstanding issues to be addressed as the project moves into its next phase

### a. Achievement of Project Objectives

As detailed in section 5, three key phases have been identified for delivery of the project:

1. Production of a HR data warehouse that will contain HR data extracted from HR Connect which can be used to produce reports via the BI software.
2. Improvements to the e-mail push and associated dashboard by ESS.
3. Define reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business). Build, test and deploy as appropriate.

To date, work has only been undertaken on phases 1 and 2 which, while expected to complete at end of August 2018, is still dependent on the testing being successful and has already been subject to significant slippage in delivery dates.

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### b. Compare planned and actual delivery timescales

The project commenced in June 2017 and the timescale for the delivery of the first two phases, as outlined in the draft Project Initiation Document (PID), was December 2017. Delays in defining the requirements for the Data Warehouse and BI

<sup>1</sup> Based on commencement July 2018

dashboard, along with issues raised during solution testing has resulted in slippage of the deployment date to August 2018. This has further impacted on the commencement of phase 3 of the project.

**c. Assess the effectiveness of the project management arrangements:**

A review of the existing project documentation has indicated that a number of key project governance activities and products have not been completed or maintained. These include:

- The Project Initiation Document (PID) which is still in draft format and has not received final sign off from the Project Board. The PID included the project communications plan and stakeholder matrix which have remained in draft and have not been updated or maintained.
- The Risk Register and Issues Log were not regularly updated or maintained.
- Regular meetings of the Project Board were not scheduled with the Board only convening on two occasions since June 2017.
- No project board minutes or action points were recorded at the meetings.
- The project reported to SMT through the monthly Corporate Governance update only, with no separate reporting mechanism in place.
- Stakeholder engagement took place in the early stages of the project to agree on the information which would populate the data warehouse. However, the Project Board met infrequently, regular checkpoint meetings were never established and the proposed working groups for the next phase of the project were never set-up. Progress updates to key stakeholders were also completed infrequently with few records being maintained of these.
- Key decisions made throughout the first two phases of the project have been insufficiently documented resulting in misunderstanding and ambiguity on ownership of tasks and on actual deliverables.

<sup>1</sup> Based on commencement July 2018



#### d. Impact of issues identified

The internal review has found a number of issues with the delivery of the first two phases of the project which have had a significant impact on factors which would ensure successful delivery. These include:

- Ineffective project governance and inadequate recording of project decisions resulted in ambiguity on the roles and responsibilities for those involved in delivering the project and a lack of meaningful stakeholder engagement.
- Insufficient risk management coupled with the high volume of staff turnover and lack of effective handover led to slippage in timescales.

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#### e. Any identified lessons learned and outstanding issues to be addressed as the project moves into its next phase

The issues identified in the review have had an adverse effect on timescales and the quality and effectiveness of the project delivery. Learning from this can be taken to the delivery of the next phase which should include:

- Robust management and fit for purpose documentation with clear reporting structures and accountability
- Assessment of all risks with regular reviews and monitoring
- Identification of key stakeholders and ongoing engagement along with the development of regular communications on progress
- Clearly defined roles and responsibilities for all involved in the next phase.

A key issue which needs to be addressed going forward is the interdependency with the Employee Relations Standardisation project. This project is exploring best practice to develop a uniform approach to all ER casework, ensuring all processes are aligned with policy and procedures, including the development of protocols to ensure consistency in the management of ER casework procedures and decisions. This work will enhance the change in culture of people management in NICS, a key strategic objective of the NICS People Strategy, by providing targeted and effective

<sup>1</sup> Based on commencement July 2018

guidance/advice to line managers and staff which in turn will support the devolvement of decision making responsibilities to line managers over an agreed period of time. The availability of robust and up to date management information will be a key factor in ensuring the successful delivery of the ER project. As the next phase to be taken forward for HR MI is to define the reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business) and build, test and deploy as appropriate, it is vital that there is close collaboration to ensure that all objectives are delivered in the most effective and cost-efficient way possible.

**Additional Work Undertaken/Proposed**

5.5 Based on specific requirements provided by NICSHR, ESS have also built compliance tables for sickness management and performance appraisal using BI. Testing of these tables in conjunction with HRCS(NISRA) was about to commence in July 2017 when other priorities took precedence.

ESS have also indicated that they are proposing to examine options for making the existing SOCPA data available through BI. The intention here is not to replace the existing SOCPA reports but to provide additional analytical capability to the data therein.

**6. Options for progressing Strand 3 of NICSHR HR MI project**

6.1 The sections below examine the options for taking forward Strand 3 of the MI project i.e.

- define reporting requirements across NICS departments, other customers and NICS HR (functional, operational, and business); and
- build, test and deploy reports as appropriate.

6.2 The options considered are detailed in the table below.

Option	Description
ESS develop reports with assistance from Fujitsu staff	<ul style="list-style-type: none"> <li>• HRS/SS provides reporting specification to ESS following consultation with NICSHR functional areas/stakeholders as appropriate.</li> <li>• ESS produce reports utilising available ESS staff able to access data warehouse and trained in BI query tool.</li> <li>• Fujitsu staff will be used to assist ESS with production of reports.</li> <li>• ESS liaise with NICSHR/HRCS</li> </ul>

<sup>1</sup> Based on commencement July 2018

	/stakeholders to quality assure reports before sign-off and go live.
Statisticians (2 x DP, 2 x SO) embedded in NICSHR for period of 18 months.	Employ statisticians (2 x DP, 2 x SO) on a temporary basis (18 months) to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders
Use of external IT service provider for how long	Procure external service provider to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders

## 7. Assessment of options

- 7.1 The 3 options above were assessed against the 7 key requirements stipulated below on a score 1-5 (5 = fully meets requirements):
1. Implementation of new reporting framework in a timely manner
  2. Value for Money
  3. Well-presented reports that are user friendly
  4. Reliable and accurate reporting
  5. Flexible approach to delivery of new reporting framework
  6. Knowledge of NICS HR policies and structures
  7. Knowledge and Experience in BI software.
- 7.2 Each option has been scored against a scale of 1-5 according to the extent to which it meets each key requirement (a score of 5 being optimal in terms of meeting requirements). The assessment scores and explanations are provided at Annex 3.
- 7.3 The option that scores the highest in terms of meeting the stipulated requirements is utilisation of statisticians (2 X DP and 2 X SO) working in NICSHR. The major advantages of this option are:

<sup>1</sup> Based on commencement July 2018

- the knowledge and expertise in data presentation that the statisticians would bring to the project;
- the fact that they would work exclusively on the project; and
- it allows for greater flexibility with regard to the design, build and test process;

7.4 Another big advantage is the fact that this option is significantly lower in cost than the others and offers the best value for money. The estimated cost is £225k<sup>1</sup> (Year 1, 18/19- £118k) (Year 2, 19/20-£106k). This includes £12k for BI Oracle training in year 1.

## 8 Affordability of Strand 3

8.1 HRConnect Management Board members approved Change Proposal 988- Implementation of Oracle BI, (see Annex 4) in August /September 2014. The Change Proposal paper included re-profiled costs from those outlined in the Feasibility Study based on the final Fujitsu commercial proposal (specifically para 15 and Annex D). It spread the cost of BI bespoke analysis & development over the current life of the contract i.e £533k spread over 6 years, instead of putting it all in the first year of live use.

8.2 Since the approval of CP988, a number of further BI change proposals, (see table below), have been approved. Each CP, so far, has been able to reference and live within the allowance made for future development of BI within CP988 and the total cost so far, as shown in the table below, is £466.5k. This however only leaves £67k for any future BI change proposals. Therefore, regardless of whichever option is preferred, a further business case will be required and the necessary finance secured.

CP ref	Scope	Approved	£k
1128	Email push & dashboards	Dec 2015	108
1163	Add missing med certs to email push & dashboards	Feb 2016	20
1165	BI for CAL reporting	Feb 2016	7.5
1166	BI 'end user layer' to support Discoverer replacement	Feb 2016	27
1212	BI Training & ESS/SSC user setup	Oct 2015	23
1227	Updates to email push & dashboards	Oct 2015	31
1303	Warehouse update for HR MI	Mar 2017	190
1342	Drill-down to names on email push and dashboards & RTW calc	Mar 2017	60
		Total	466.5
		Remaining	67k

## 9 Future business case

<sup>1</sup> Based on commencement July 2018

- 9.1 In order to progress the BI solution a full business case will be required and the options for sourcing the necessary funding explored.
- 9.2 It is estimated that the preferred option will cost £225k spread over 2 years - £118k in Year 1 and £106 in Year 2. Our NICSHR capital allocation for 2018-19 includes £150k for enhancements to HR management information reporting and £75k for enhancements to HR financial reporting – a total of £225k. If Finance Division were to approve, we could use this money in Year 1 to employ the statisticians to work on the BI system on the basis that we are carrying out developmental work in order to improve the value of an asset. However we could only use this money for Year 1 and there would still be a shortfall in Year 2.
- 9.3 This shortfall could be addressed if our revenue bid in respect of 2019-21 pressures, in which our requirement for statisticians has been highlighted and a bid submitted for £0.19m, is met.
- 9.4 Alternatively, we could bid for more money for the project for this year and next in the 18/19 October monitoring round.

## **10. Proposed next steps**

- 10.1 On the assumption that utilisation of statisticians will be the preferred option and ESS confirm that their use is feasible, the next step will be to acquire the necessary staff as quickly as possible. NISRA could be approached in the first instance regarding the possibility of allowing the staff required to transfer 'on-loan' to HRS/SS for the time involved. Alternatively, a recruitment competition may need to be run.
- 10.2 Once the statisticians are in place, the next steps will be to design, build and test the reports that have been identified following consultation with users. It is recommended that this work is taken forward replicating MI currently provided in the following order of priority:
- information contained in monthly DMB reports and the DfC stewardship/Grade 3 reports;
  - functional area monthly/quarterly reports;
  - reports currently produced by NISRA;
  - departmental SOPCA reports;
  - Fujitsu End of Year Accounts reports; and
  - reports used by functional areas for day-to-day operational purposes.

## **11. Longer term provision of HR MI**

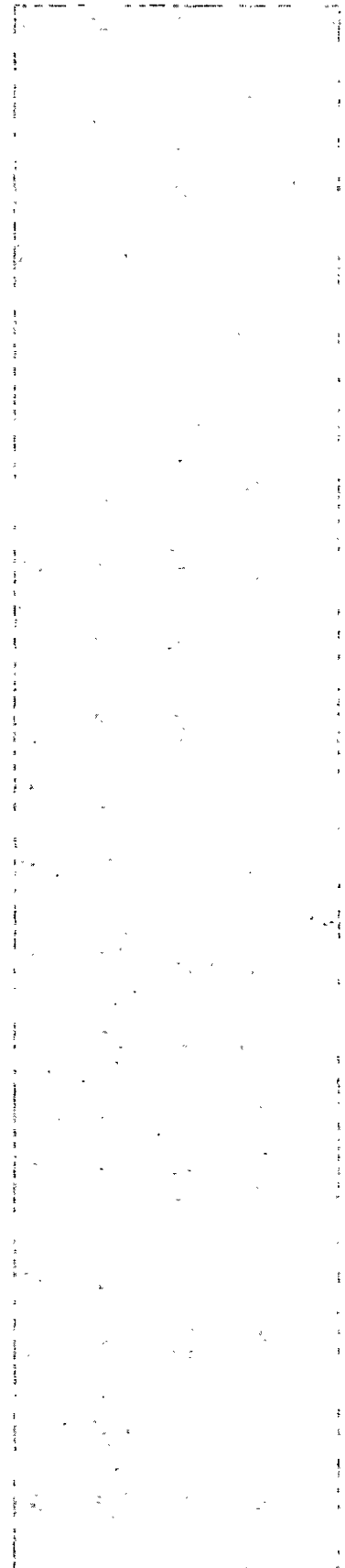
- 11.1 Once the new MI reports are in place, consideration will need to be given to the quantity and nature of the resources required for BAU. Understandably, the MI solution will not cover every report that is needed and a certain level of staffing will be needed for ad-hoc requests for HR-related business information. It is also very likely that, moving forward, some changes/tweaking will be required to the reports that have been built and

<sup>1</sup> Based on commencement July 2018

consideration will be given to other activities that might be handled more effectively and efficiently through the BI solution.

- 11.2 At some point in the future therefore a further scoping exercise would need to be carried out to determine the resource required for BAU and to develop a business case for addressing this requirement.

<sup>1</sup> Based on commencement July 2018





SWP - Detail of  
monthlyquarterly re

**Annex 1**

<sup>1</sup> Based on commencement July 2018

## Annex 2

### Services Provided by NISRA's HRCS

Current NISRA SLA customers being subsumed into the NICSHR SLA are:

- 9 Ministerial Departments, i.e. DAE:RA, DfC, DfE, DE, DoF, DoH, DfI, DoJ and TEO
- Public Prosecution Service (PPS)
- DfE – Health and Safety Executive for Northern Ireland (HSENI)
- DfI – Roads and Rivers Group
- DoF – Northern Ireland Statistics & Research Agency (NISRA)

### Paybill Modelling

1. Undertake Non-industrial Pay Award modelling, as required.
2. Undertake Industrial Pay Award modelling, as required.
3. Undertake an Equal Pay Audit, in an agreed format, on an *annual* basis for the NICS overall.
4. Provision of an NICS Outturn Report, in an agreed format, on a *quarterly* basis.
5. Provision of detailed Industrial and Non-Industrial allowances data, in an agreed format, on an *annual* basis for the NICS overall.
6. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Absenteeism Monitoring

1. Provision of NICS overall/Departmental/Agency/NDPBs sickness absence monitoring reports (including key facts summary reports) and projection reports, in agreed formats, on an annual, monthly and quarterly basis, as agreed, to NICS HR.
2. Provision of NICS overall/Departmental/Agency Mental Health Statistics summary reports, on a *monthly* basis, to NICS HR.
3. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Human Resource Statistics

1. Publication of NICS overall report with departmental analyses on Personnel Statistics, in an agreed format, on a quarterly basis.
2. Publication of a report on Personnel Statistics with departmental analyses, in an agreed format, on an annual basis.
3. Provision of NICS overall combined Workforce and Paybill Monitoring reports, on a quarterly basis.

<sup>1</sup> Based on commencement July 2018



4. Provision of Wastage (Leavers) reports, in an agreed format, on an *annual* basis for the NICS overall with annexes providing breakdown for each Department.
5. Provision of Welfare Support Service reports for NICS overall with departmental/Agency analyses, in an agreed format, on a quarterly and annual basis.
6. Provision of Performance Management Appraisal Assessment report in an agreed format, for the NICS overall with key tables disaggregated by departments.
7. Development and maintenance of databases and analysis of data on home/work location, *as and when required*.
8. Answering small ad hoc queries, including AOs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Human Resource Planning**

1. Development and running of HR workforce model and the provision of reports, in an agreed format, every 6 months, or more frequently if required, for the NICS overall with separate analyses providing breakdowns for each Department. Provision of separate analyses to inform planning of corporate internal and external competitions, *as and when required*. All work will be subject to agreed SLA funding/resourcing constraints and workloads.
2. Provision of reports and input, as and when required, in relation to any proposed exit scheme, including but not limited to selection requirements, ad hoc queries and information from legal challenges subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Equal Opportunity Analyses**

1. Publication of a Recruitment Report, to meet the information requirements detailed in the Civil Service Commissioners' Recruitment Code Appendix C para (d), on an *annual* basis.
2. Provision of an Equal Opportunity profile report, in an agreed format, on an *annual* basis to NICS HR.
3. Provision of Equal Opportunity data and analyses of Departmental external competitions, in an agreed format, on a *quarterly* basis.
4. Provision of Equal Opportunity analyses of Departmental internal competitions, in an agreed format, on a *quarterly* basis.
5. Provision of reports, in agreed formats, on selected corporate external and internal Competitions, *as and when required*.

#### **Management/Miscellaneous**

<sup>1</sup> Based on commencement July 2018

1. Creation, validation and management of databases to enable relevant analyses and reports to be undertaken.
2. Management of work programme, attendance at meetings and provision of advice.
3. Assist in the completion of Departmental Board Meeting report templates, on a *monthly* basis (input initially restricted to sickness absence information, compliance with sickness absence reporting criteria, and compliance with Performance Management processes).
4. Input to the development of a new framework for the HR MI reporting across NICS, including input to HRConnect BI dashboard creation and validation, subject to agreed SLA funding/resourcing constraints and workloads.

<sup>1</sup> Based on commencement July 2018

## Annex 3

### HRCS Reports

#### Absence Monitoring

- Approximately 15 main reports along with around 20 sub-analyses/reports each month, plus about another 5 quarterly reports.
- Official statistic annual publication along with 13 Departmental versions.

#### Paybill

- Quarterly NICS Outturn reports and annual allowance reports.
- Equal Pay Audits and Industrial / Non-Industrial Pay Award modelling ongoing as requested.

#### HR / Personnel / Equal Opportunities

- Quarterly and annual NICS Personnel reports (official statistics),
- Quarterly NICS Workforce and Paybill Monitoring reports,
- annual NICS Wastage report,
- annual NICS Recruitment report,
- annual Equal Opportunity profile report,
- quarterly Recruitment analyses,
- ongoing HR workforce models

<sup>1</sup> Based on commencement July 2018




CP988 Oracle BI -  
Board Paper recomm.

## Annex 4

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<sup>1</sup> Based on commencement July 2018

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Ashley.Smyth@finance-ni.gov.uk  
**Date:** Mon Jul 30 16:21:44 BST 2018  
**Subject:** Draft Options paper for BI MI project  
**Attachments:**  [Brief options paper for progressing NICSHR BI MI project May 2018.tr5](#)

Ivor

As previously discussed, please see attached draft options paper for delivering the next stage of the BI MI project. I would welcome any initial views/comments particularly in relation to the feasibility of the preferred option.

Please note that this document has not yet been considered by our SMT or NISRA and is very much a draft at this stage so most grateful if you did not circulate wider at this stage.

Thanks,

Peter

**Peter Robinson**

*Head Of Corporate Governance and Management Information Branch  
Support/Specialist Services Directorate  
NICS-HR  
Department of Finance  
ext 85659*



**From: Peter Robinson**

**To: Janine Fullerton**

**Date: xx June 2018**

**Brief update on current position and options for progressing NICSHR HR MI project.**

**1 Purpose**

- 1.1 The purpose of this paper is to provide an update on the current position on the project to develop and introduce a new HR management information (MI) framework in NICSHR and consider options for progressing the next stage on its implementation**

**2. Background**

- 2.1 The current NICS MI reporting tool provided by HRConnect is Oracle Business Intelligence Discoverer. Support for "Discoverer" is being phased out within the NICS due to the expiry of the licence. To ensure that the NICS can meet its' future HR reporting requirements, a feasibility study and business case was carried out by Enterprise Shared Services in 2014. As a consequence the HRConnect Management Board considered and approved the procurement and implementation of Oracle Business Intelligence (BI) in August 2014 to become the new HR MI reporting tool to "provide a sustainable and cost-effective solution for current and anticipated HR MI requirements.**
- 2.2 The ESS business case states that the move to Oracle Business Intelligence will have "significant advantages in terms of output quality and the effectiveness of both the MI and the method by which it is delivered. Information from multiple sources can be combined onto 'dashboards' which can include graphic elements for more impactful and effective presentation. Licensed BI users (at Level 2 Line Manager level) can 'drill down' to query many elements of dashboards, for better and faster interpretation and action. Dashboards can be emailed directly to managers at set intervals, rather than being available only to CHR or DHR users (who then have to 'chase' Line Managers). Information is delivered directly to those who need to see, understand and act on it".**
- 2.3 The first reports under the Oracle Business Intelligence solution were introduced in April 2016. Business Intelligence (BI) monthly updates were launched to provide information on staffing, absence, temporary promotions and performance appraisal to line managers (SO and above), for staff below them in their direct line management their hierarchy, through:**

<sup>1</sup> Based on commencement July 2018

- an e-mail push containing up-to-date information as of the date of the e-mail push; and
- access to a dashboard on BI to provide more and/or current information on the topics listed above. 7

2.4 Apart from the e-mail push and associated dashboard no other HR MI reports are currently available under BI.

### 3. MI Project

3.1 On the establishment of NICSHR, a MI Project was established to devise, agree and deploy a standardised HR Management Information (MI) framework through the BI solution within the NICS, to include:

- more in-depth HR MI to enable forward analysis & future projections for NICSHR staff and NICS managers;
- a strategic HR MI solution for senior management (G3 and above) which includes departmental board reports; and
- an enhanced Business Intelligence (BI) solution for HR MI to line managers (SO and above).

These objectives are to be delivered through the enhancement and implementation of Oracle BI.

### 4. Current provision of MI

4.1 Currently HR Management Information can be obtained from a variety of different sources as outlined below. A rough calculation of the yearly cost of providing this information is set out in the table at paragraph 4.9.

#### Monthly HR status updates on Oracle BI

4.2 As outlined in paragraph 2.3 above, under the BI solution, line managers (SO and above), receive HR status updates on staffing, temporary promotions, absence and performance appraisals via an e-mail push, and can also access the BI Dashboard for more and/or current information on these topics.

#### Monthly HR papers to departmental management boards

4.3 The Management Information Team (MIT) within HR Specialist and Support Services (HRS/SS) directorate currently coordinate the production of 25 monthly HR management board reports to NICS departments, directorates, agencies and ALBs, equivalent to approximately 300 separate reports per annum. These reports use a standardised MS Word document template and provide key HR MI including staff in post, vacancies, sickness absence, temporary promotions and performance appraisal and sickness management target compliance.

<sup>1</sup> Based on commencement July 2018

Statistical input to these reports is provided by staff in functional areas and NISRA statisticians working in DoF's Human Resource Consultancy Services (HRCS/NISRA). Most of the content is obtained via existing Discover reports.

DfC is not provided with the standardised management board report and staff in NICSHR are currently producing the same HR MI board reports previously provided to DfC pre-NICSHR.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**HR-related business information requests from NICS business areas.**

- 4.4 The MIT also manage requests for HR-related business information requests emanating outside NICSHR. Again most of the input to these reports is provided by staff in functional areas and NISRA statisticians using Discover reports. Some requests cannot be answered by NICSHR/NISRA and data is obtained directly from ESS/HRConnect via the ad hoc HRConnect System Information Request process. Over 900 HR business information requests have been processed to date since the establishment of NICSHR.

**Monthly/quarterly reports issued by functional areas to departmental business areas.**

- 4.5 Functional areas also issue reports to NICS business areas service-wide on a regular basis. SWfP has advised that they currently issue 75 regular reports (62 monthly and 13 quarterly) as well as a further 50 ad-hoc reports approximately each month. A table listing the reports issued is attached at Annex 1.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**Internal NICSHR business information**

- 4.6 NICSHR staff still largely rely on Discoverer reports for internal operational HR MI, this is supplemented by reports produced by NISRA statisticians, ad hoc reports from ESS/HRConnect and bespoke business area operation databases.

**Provision of HR MI by ESS/HRConnect**

- 4.7 In addition to providing data for some ad hoc HRConnect System Information requests, ESS/HRConnect directly and routinely provide, via Excel spreadsheets, departmental finance sections with;
- monthly paybill reports (SOPCA); and
  - HR MI required for their end of year accounts reports.

**Provision of HR MI by statisticians in HRCS**

<sup>1</sup> Based on commencement July 2018



4.8 In addition to providing input to the management board reports and HR-related business information requests, HRCS also provide the following services to NICSHR and departments;

- Paybill Modelling;
- Absenteeism Monitoring;
- Human Resource Statistics;
- Human Resource Planning; and
- Equal Opportunity Analyses.

More detail on what is provided under each of the above is provided at Annex 2.

NISRA provide a number of regular MI reports to staff in NICSHR relating to a variety of HR issues. These are detailed at Annex 3.

Most of raw data that is used for analysis and reports is provided via agreed routine data extractions from the HRConnect system via ESS. HRCS also have access to Discoverer reports.

The services provided by HRCS are set out in an SLA with NICSHR which also includes a Data Sharing agreement and costings. The current cost of the service provided by HRCS is approximately £580k (£390k from NICSHR and £150k core funds). There are currently 13 staff in HRCS who all, to a greater or lesser degree, work on the outputs for NICS HR.

**Cost of Provision**

4.9 The cost of providing the information is set out in the table below.

Source of HR MI information	Cost per year
E-mail Push	£0
Monthly DMB reports	<p><u>£37,500</u></p> <p><u>The resourcing element of this is based on a very rough calculation of 20 days X the average EO2 salary.</u></p> <p><u>It does not include any input from ER for DfC reports</u></p>
HR- related business information requests	£43,000 <sup>228.20</sup>
Monthly /quarterly reports issued by NICSHR functional areas	<p><u>£11,500</u></p> <p><u>This is a very rough calculation based on 1 hour per report produced and the average EO2 hourly salary</u></p>

<sup>1</sup> Based on commencement July 2018

ESS/HRConnect	£0
HRCS (NISRA)	£580,000
Total	

## 5. Current position of project

5.1 The MI Project team have identified key project strands namely:

1. Production of a HR data warehouse that will contain HR data extracted from HRConnect which can be used to produce reports via the BI software.
2. Improvements to the e-mail push and associated dashboard by ESS.
3. Define reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business). Build, test and deploy as appropriate.

### Progress on Strand 1

5.2 A BI data warehouse has been established to contain extracted data from the HRConnect system. The BI query tool runs HR MI reports from this warehouse. Enhancements to the data warehouse are currently being progressed by Fujitsu to ensure that it captures all the variables used in the production of the Discoverer reports plus any additional variables that have been identified by stakeholders during the early stages of the MI project. ESS have confirmed that they expect this work to be completed by the end of August 2018.

### Progress on Strand 2

5.3 Following approval of Change Proposal CP1342 on improvements to the existing BI reports, HRConnect/Fujitsu, under the direction of ESS, are currently implementing improvements to the e-mail push and associated dashboard. These improvements will:

- enable line managers to “drill down” and identify non-compliant staff within the line manager hierarchy and not just those who are direct reports, on performance appraisal and sickness absence management targets.
- Provide line managers with enhanced access to information re staff in their organisational hierarchy, including temporary promotions, open sickness absences and categories of leave.

The improvements outlined above will cost £60k and are classed as capital expenditure. ESS intend to go live with the improved e-mail push and associated dashboard by the end of August in July 2018.

<sup>3</sup> Based on commencement July 2018

### Additional Work Undertaken/Proposed

5.5 Based on specific requirements provided by NICSHR, ESS have also built compliance tables for sickness management and performance appraisal using BI. Testing of these tables in conjunction with HRCS(NISRA) was about to commence in July 2017 when other priorities took precedence.

ESS have also indicated that they are proposing to examine options for making the existing SOCPA data available through BI. The intention here is not to replace the existing SOCPA reports but to provide additional analytical capability to the data therein.

### MI Project Phase 1 and 2 Review

An internal review of the project to date has been undertaken, ~~with~~ with a view to assessing the following:

- if the project objectives have been achieved;
- planned and actual delivery timescales;
- the effectiveness of the project management arrangements;
- impact of issues identified
- any identified outstanding issues to be addressed as the project moves into its next phase

The ~~internal review found~~ review identified a number of issues with the delivery of the first two phases of the project which have had a significant detrimental impact on ~~factors which would ensure successful delivery of objective to date~~. These include:

- Ineffective project governance and inadequate recording of project decisions resulted in ambiguity on the roles and responsibilities for those involved in delivering the project and a lack of meaningful stakeholder engagement.
- Insufficient risk management coupled with the high volume of staff turnover and lack of effective handover led to slippage in timescales.

The issues identified in the review have had an adverse effect on timescales and the quality and effectiveness of the project delivery. The review recommended that learning from the issues identified should ~~be taken~~ be taken to the delivery of the next phase which should include:

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<sup>1</sup> Based on commencement July 2018

- Robust management and fit for purpose documentation with clear reporting structures and accountability
- Assessment of all risks with regular reviews and monitoring
- Identification of key stakeholders and ongoing engagement along with the development of regular communications on progress
- Clearly defined roles and responsibilities for all involved in the next phase.

## 6. Options for progressing Strand 3 of NICSHR HR MI project

6.1 The sections below examine the options for taking forward Strand 3 of the MI project i.e.

- define reporting requirements across NICS departments, other customers and NICS HR (functional, operational, and business); and
- build, test and deploy reports as appropriate.

6.2 The options considered are detailed in the table below.

Option	Description
ESS develop reports with assistance from Fujitsu staff	<ul style="list-style-type: none"> <li>• HRS/SS provides reporting specification to ESS following consultation with NICSHR functional areas/stakeholders as appropriate.</li> <li>• ESS produce reports utilising available ESS staff able to access data warehouse and trained in BI query tool.</li> <li>• Fujitsu staff will be used to assist ESS with production of reports.</li> <li>• ESS liaise with NICSHR/HRCS /stakeholders to quality assure reports before sign-off and go live.</li> </ul>
Statisticians (2 x DP, 2 x SO) embedded in NICSHR for period of 18 months.	Employ statisticians (2 x DP, 2 x SO) on a temporary basis (18 months) to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders
Use of external IT service	Procure external service provider to

<sup>1</sup> Based on commencement July 2018

provider for how long	define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders
-----------------------	--

## 7. Assessment of options

7.1 The 3 options above were assessed against the 7 key requirements stipulated below on a score 1-5 (5 = fully meets requirements):

1. Implementation of new reporting framework in a timely manner
2. Value for Money
3. Well-presented reports that are user friendly
4. Reliable and accurate reporting
5. Flexible approach to delivery of new reporting framework
6. Knowledge of NICS HR policies and structures
7. Knowledge and Experience in BI software.

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7.2 Each option has been scored against a scale of 1-5 according to the extent to which it meets each key requirement (a score of 5 being optimal in terms of meeting requirements). The assessment scores and explanations are provided at Annex 43.

7.3 The option that scores the highest in terms of meeting the stipulated requirements is utilisation of statisticians (2 X DP and 2 X SO) working in NICSHR. The major advantages of this option are:

- the knowledge and expertise in data presentation that the statisticians would bring to the project;
- the fact that they would work exclusively on the project; and
- it allows for greater flexibility with regard to the design, build and test process;

7.4 Another big advantage is the fact that this option is significantly lower in cost than the others and offers the best value for money. The estimated cost is £225k<sup>1</sup> (Year 1, 18/19- £118k) (Year 2, 19/20-£106k). This includes £12k for BI Oracle training in year 1.

<sup>1</sup> Based on commencement July 2018

## 8 Affordability of Strand 3

- 8.1 HRConnect Management Board members approved Change Proposal 988- Implementation of Oracle BI, (see Annex 54) in August /September 2014. The Change Proposal paper included re-profiled costs from those outlined in the Feasibility Study based on the final Fujitsu commercial proposal (specifically para 15 and Annex D). It spread the cost of BI bespoke analysis & development over the current life of the contract i.e £533k spread over 6 years, instead of putting it all in the first year of live use.
- 8.2 Since the approval of CP988, a number of further BI change proposals, (see table below), have been approved. Each CP, so far, has been able to reference and live within the allowance made for future development of BI within CP988 and the total cost so far, as shown in the table below, is £466.5k. This however only leaves £67k for any future BI change proposals. Therefore, regardless of whichever option is preferred, a further business case will be required and the necessary finance secured.

CP ref	Scope	Approved	£k
1128	Email push & dashboards	Dec 2015	108
1163	Add missing med certs to email push & dashboards	Feb 2016	20
1165	BI for CAL reporting	Feb 2016	7.5
1166	BI 'end user layer' to support Discoverer replacement	Feb 2016	27
1212	BI Training & ESS/SSC user setup	Oct 2015	23
1227	Updates to email push & dashboards	Oct 2015	31
1303	Warehouse update for HR MI	Mar 2017	190
1342	Drill-down to names on email push and dashboards & RTW calc	Mar 2017	60
		Total	466.5
		Remaining	67k

## 9 Future business case

- 9.1 In order to progress the BI solution a full business case will be required and the options for sourcing the necessary funding explored. The business case will assess the potential savings to the current cost of HR MI provision through the implementation of the BI reporting option.
- 9.2 It is estimated that the preferred option will cost £225k spread over 2 years - £118k in Year 1 and £106 in Year 2. Our NICSHR capital allocation for 2018-19 includes £150k for enhancements to HR management information reporting and £75k for enhancements to HR financial reporting – a total of £225k. If Finance Division were to approve, we could use this money in Year 1 to employ the statisticians to work on the BI system on the basis that we are carrying out developmental work in order to improve the value of an asset.

<sup>1</sup> Based on commencement July 2018

However we could only use this money for Year 1 and there would still be a shortfall in Year 2.

- 9.3 This shortfall could be addressed if our revenue bid in respect of 2019-21 pressures, in which our requirement for statisticians has been highlighted and a bid submitted for £0.19m, is met.
- 9.4 Alternatively, we could bid for more money for the project for this year and next in the 18/19 October monitoring round.

## 10. Proposed next steps

10.1 On the assumption that utilisation of statisticians will be the preferred option and ESS confirm that their use is feasible, the next step will be to acquire the necessary staff as quickly as possible. NISRA could be approached in the first instance regarding the possibility of allowing the staff required to transfer 'on-loan' to HRS/SS for the time involved. Alternatively, a recruitment competition may need to be run.

10.2 Once the statisticians are in place, the next steps will be to design, build and test the reports that have been identified following consultation with users. It is recommended that this work is taken forward replicating MI currently provided in the following order of priority:

- information contained in monthly DMB reports and the DfC stewardship/Grade 3 reports;
- functional area monthly/quarterly reports;
- reports currently produced by NISRA;
- departmental SOPCA reports;
- Fujitsu End of Year Accounts reports; and
- reports used by functional areas for day-to-day operational purposes.

A key issue which needs to be addressed going forward is the interdependency with the Employee Relations Standardisation project. This project is exploring best practice to develop a uniform approach to all ER casework, ensuring all processes are aligned with policy and procedures, including the development of protocols to ensure consistency in the management of ER casework procedures and decisions. The availability of robust and up to date management information will be a key factor in ensuring the successful delivery of the ER project. As the next phase to be taken forward for HR MI is to define the reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business) and build, test and deploy as appropriate, it is vital that there is close collaboration to ensure that all objectives are delivered in the most effective and cost-efficient way possible.

## 11. Longer term provision of HR MI

11.1 Once the new MI reports are in place, consideration will need to be given to the quantity and nature of the resources required for BAU. Understandably,

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<sup>1</sup> Based on commencement July 2018

the MI solution will not cover every report that is needed and a certain level of staffing will be needed for ad-hoc requests for HR-related business information. It is also very likely that, moving forward, some changes/tweaking will be required to the reports that have been built and consideration will be given to other activities that might be handled more effectively and efficiently through the BI solution.

- 11.2 At some point in the future therefore a further scoping exercise would need to be carried out to determine the resource required for BAU and to develop a business case for addressing this requirement.

<sup>1</sup> Based on commencement July 2018



## Annex 2

### Services Provided by NISRA's HRCS

Current NISRA SLA customers being subsumed into the NICSHR SLA are:

- 9 Ministerial Departments, i.e. DAERA, DfC, DfE, DE, DoF, DoH, DfI, DoJ and TEO
- Public Prosecution Service (PPS)
- DfE – Health and Safety Executive for Northern Ireland (HSENI)
- DfI – Roads and Rivers Group
- DoF – Northern Ireland Statistics & Research Agency (NISRA)

### Paybill Modelling

1. Undertake Non-industrial Pay Award modelling, as required.
2. Undertake Industrial Pay Award modelling, as required.
3. Undertake an Equal Pay Audit, in an agreed format, on an *annual* basis for the NICS overall.
4. Provision of an NICS Outturn Report, in an agreed format, on a *quarterly* basis.
5. Provision of detailed Industrial and Non-Industrial allowances data, in an agreed format, on an *annual* basis for the NICS overall.
6. Answering small ad hoc queries, including AOs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Absenteeism Monitoring

1. Provision of NICS overall/Departmental/Agency/NDPBs sickness absence monitoring reports (including key facts summary reports) and projection reports, in agreed formats, on an annual, monthly and quarterly basis, as agreed, to NICS HR.
2. Provision of NICS overall/Departmental/Agency Mental Health Statistics summary reports, on a *monthly* basis, to NICS HR.
3. Answering small ad hoc queries, including AOs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Human Resource Statistics

1. Publication of NICS overall report with departmental analyses on Personnel Statistics, in an agreed format, on a quarterly basis.
2. Publication of a report on Personnel Statistics with departmental analyses, in an agreed format, on an annual basis.
3. Provision of NICS overall combined Workforce and Paybill Monitoring reports, on a quarterly basis.

<sup>1</sup> Based on commencement July 2018

4. Provision of Wastage (Leavers) reports, in an agreed format, on an *annual* basis for the NICS overall with annexes providing breakdown for each Department.
5. Provision of Welfare Support Service reports for NICS overall with departmental/Agency analyses, in an agreed format, on a quarterly and annual basis.
6. Provision of Performance Management Appraisal Assessment report in an agreed format, for the NICS overall with key tables disaggregated by departments.
7. Development and maintenance of databases and analysis of data on home/work location, *as and when required*.
8. Answering small ad hoc queries, including AOs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Human Resource Planning**

1. Development and running of HR workforce model and the provision of reports, in an agreed format, every 6 months, or more frequently if required, for the NICS overall with separate analyses providing breakdowns for each Department. Provision of separate analyses to inform planning of corporate internal and external competitions, *as and when required*. All work will be subject to agreed SLA funding/resourcing constraints and workloads.
2. Provision of reports and input, as and when required, in relation to any proposed exit scheme, including but not limited to selection requirements, ad hoc queries and information from legal challenges subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Equal Opportunity Analyses**

1. Publication of a Recruitment Report, to meet the information requirements detailed in the Civil Service Commissioners' Recruitment Code Appendix C para (d), on an *annual* basis.
2. Provision of an Equal Opportunity profile report, in an agreed format, on an *annual* basis to NICS HR.
3. Provision of Equal Opportunity data and analyses of Departmental external competitions, in an agreed format, on a *quarterly* basis.
4. Provision of Equal Opportunity analyses of Departmental internal competitions, in an agreed format, on a *quarterly* basis.
5. Provision of reports, in agreed formats, on selected corporate external and internal Competitions, *as and when required*.

#### **Management/Miscellaneous**

<sup>1</sup> Based on commencement July 2018

1. Creation, validation and management of databases to enable relevant analyses and reports to be undertaken.
2. Management of work programme, attendance at meetings and provision of advice.
3. Assist in the completion of Departmental Board Meeting report templates, on a *monthly* basis (input initially restricted to sickness absence information, compliance with sickness absence reporting criteria, and compliance with Performance Management processes).
4. Input to the development of a new framework for the HR MI reporting across NICS, including input to HRConnect BI dashboard creation and validation, subject to agreed SLA funding/resourcing constraints and workloads.

<sup>1</sup> Based on commencement July 2018

## **Annex 3**

### **HRCS Reports**

#### **Absence Monitoring**

- Approximately 15 main reports along with around 20 sub-analyses/reports each month, plus about another 5 quarterly reports.
- Official statistic annual publication along with 13 Departmental versions.

#### **Paybill**

- Quarterly NICS Outturn reports and annual allowance reports.
- Equal Pay Audits and Industrial / Non-Industrial Pay Award modelling ongoing as requested.

#### **HR / Personnel / Equal Opportunities**

- Quarterly and annual NICS Personnel reports (official statistics),
- Quarterly NICS Workforce and Paybill Monitoring reports,
- annual NICS Wastage report,
- annual NICS Recruitment report,
- annual Equal Opportunity profile report,
- quarterly Recruitment analyses,
- ongoing HR workforce models

<sup>1</sup> Based on commencement July 2018



Annex 4 MI Project  
option assessment.)

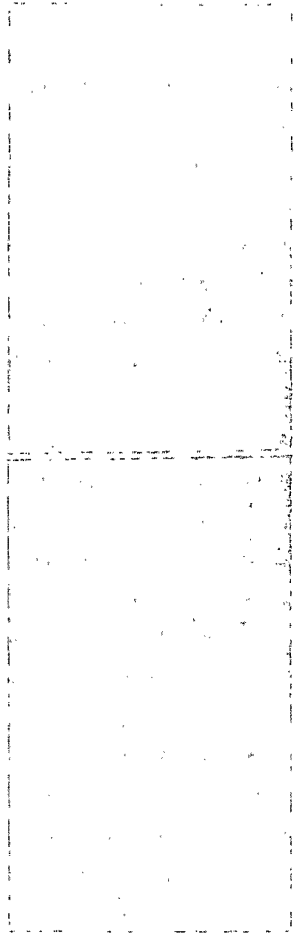
Annex 4



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<sup>1</sup> Based on commencement July 2018

<sup>1</sup> Based on commencement July 2018



**From:** Peter.Robinson@finance-ni.gov.uk  
**To:** Gavin.Quinn@finance-ni.gov.uk; Eileen.Connolly@finance-ni.gov.uk  
**Cc:**  
**Date:** Thu Aug 09 17:13:35 BST 2018  
**Subject:** FW: BI - HR MI project  
**Attachments:**  Brief options paper for progressing NICSHR BI MI project May 2018.docx  Brief options paper for progressing NICSHR BI MI project May 2018 - options comparison.xlsx

Gavin, Eileen

See attached and below.

Most grateful if we could discuss when you have considered.

Peter

**Peter Robinson**

*Head Of Corporate Governance and Management Information Branch  
Support/Specialist Services Directorate  
NICS-HR  
Department of Finance  
ext 85659*



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**From:** Hughes, Ivor  
**Sent:** 09 August 2018 16:48  
**To:** Robinson, Peter (DoF) <Peter.Robinson@finance-ni.gov.uk>  
**Cc:** Campbell, Myles <Myles.Campbell@finance-ni.gov.uk>  
**Subject:** BI - HR MI project

Hi Peter

We had a detailed discussion on the paper here yesterday and I attach both a commented version of the paper and the options spreadsheet with a new column with our comments on most individual options.

Our main issue is that the options are not about longer term support for HR MI per se, but for the project and for a problem it doesn't have (technical resource availability or even the cost thereof). Instead of the (main) one the project does have, which as the body of the paper indicates are in the field of management and governance.

To the extent there may be options for resourcing the project technically, we think the comparison looks differently, as indicated in the comments, such that a change in tack doesn't seem to us to be worth contemplating.

Ivor

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**From:** Peter Robinson

**To:** Janine Fullerton

**Date:** xx June 2018

**Brief update on current position and options for progressing NICSHR HR MI project.**

**1 Purpose**

**1.1 The purpose of this paper is to provide an update on the current position on the project to develop and introduce a new HR management information (MI) framework in NICSHR and consider options for progressing the next stage on its implementation**

**2. Background**

**2.1 The current NICS MI reporting tool provided by HRConnect is Oracle Business Intelligence Discoverer. Support for "Discoverer" is being phased out within the NICS due to the expiry of the licence. To ensure that the NICS can meet its' future HR reporting requirements, a feasibility study and business case was carried out by Enterprise Shared Services in 2014. As a consequence the HRConnect Management Board considered and approved the procurement and implementation of Oracle Business Intelligence (BI) in August 2014 to become the new HR MI reporting tool to "provide a sustainable and cost-effective solution for current and anticipated HR MI requirements.**

**Comment [IH1]:** Not correct. Per the BI business case, Disco (and the many existing HR reports which use it) needs phased out because it is no longer adequately supported by Oracle and therefore as time goes by, is potentially vulnerable. Our licence to use it is not expiring.

**2.2 The ESS business case states that the move to Oracle Business Intelligence will have "significant advantages in terms of output quality and the effectiveness of both the MI and the method by which it is delivered. Information from multiple sources can be combined onto 'dashboards' which can include graphic elements for more impactful and effective presentation. Licensed BI users (at Level 2 Line Manager level) can 'drill down' to query many elements of dashboards, for better and faster interpretation and action. Dashboards can be emailed directly to managers at set intervals, rather than being available only to CHR or DHR users (who then have to 'chase' Line Managers). Information is delivered directly to those who need to see, understand and act on it".**

**2.3 The first reports under the Oracle Business Intelligence solution were introduced in April 2016. Business Intelligence (BI) monthly updates were launched to provide information on staffing, absence, temporary promotions and performance appraisal to line managers (SO and above), for staff below them in their direct line management their-hierarchy, through:**

<sup>1</sup> Based on commencement July 2018

- an e-mail push containing up-to-date information as of the date of the e-mail push; and
- access to a dashboard on BI to provide more and/or current information on the topics listed above. -

2.4 Apart from the e-mail push and associated dashboard no other HR MI reports are currently available under BI.

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- more in-depth HR MI to enable forward analysis & future projections for NICSHR staff and NICS managers;
- a strategic HR MI solution for senior management (G3 and above) which includes departmental board reports; and
- an enhanced Business Intelligence (BI) solution for HR MI to line managers (SO and above).

These objectives are to be delivered through the enhancement and implementation of Oracle BI.

### 4. Current provision of MI

4.1 Currently HR Management Information can be obtained from a variety of different sources as outlined below. A rough calculation of the yearly cost of providing this information is set out in the table at paragraph 4.9.

#### Monthly HR status updates on Oracle BI

4.2 As outlined in paragraph 2.3 above, under the BI solution, line managers (SO and above), receive HR status updates on staffing, temporary promotions, absence and performance appraisals via an e-mail push, and can also access the BI Dashboard for more and/or current information on these topics.

#### Monthly HR papers to departmental management boards

4.3 The Management Information Team (MIT) within HR Specialist and Support Services (HRS/SS) directorate currently coordinate the production of 25 monthly HR management board reports to NICS departments, directorates, agencies and ALBs, equivalent to approximately 300 separate reports per annum. These reports use a standardised MS Word document template and provide key HR MI including staff in post, vacancies, sickness absence, temporary promotions and performance appraisal and sickness management target compliance.

<sup>1</sup> Based on commencement July 2018

Statistical input to these reports is provided by staff in functional areas and NISRA statisticians working in DoF's Human Resource Consultancy Services (HRCS/NISRA). Most of the content is obtained via existing Discover reports.

DfC is not provided with the standardised management board report and staff in NICSHR are currently producing the same HR MI board reports previously provided to DfC pre-NICSHR.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**HR-related business information requests from NICS business areas.**

- 4.4 The MIT also manage requests for HR-related business information requests emanating outside NICSHR. Again most of the input to these reports is provided by staff in functional areas and NISRA statisticians using Discover reports. Some requests cannot be answered by NICSHR/NISRA and data is obtained directly from ESS/HRConnect via the ad hoc HRConnect System Information Request process. Over 900 HR business information requests have been processed to date since the establishment of NICSHR.

**Monthly/quarterly reports issued by functional areas to departmental business areas.**

- 4.5 Functional areas also issue reports to NICS business areas service-wide on a regular basis. SWfP has advised that they currently issue 75 regular reports (62 monthly and 13 quarterly) as well as a further 50 ad-hoc reports approximately each month. A table listing the reports issued is attached at Annex 1.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**Internal NICSHR business information**

- 4.6 NICSHR staff still largely rely on Discoverer reports for internal operational HR MI, this is supplemented by reports produced by NISRA statisticians, ad hoc reports from ESS/HRConnect and bespoke business area operation databases.

**Provision of HR MI by ESS/HRConnect**

- 4.7 In addition to providing data for some ad hoc HRConnect System Information requests, ESS/HRConnect directly and routinely provide, via Excel spreadsheets, departmental finance sections with;

- monthly paybill reports (SOPCA); and
- HR MI required for their end of year accounts reports.

**Provision of HR MI by statisticians in HRCS**

<sup>1</sup> Based on commencement July 2018

4.8 In addition to providing input to the management board reports and HR-related business information requests, HRCS also provide the following services to NICSHR and departments;

- Paybill Modelling;
- Absenteeism Monitoring;
- Human Resource Statistics;
- Human Resource Planning; and
- Equal Opportunity Analyses.

More detail on what is provided under each of the above is provided at Annex 2.

NISRA provide a number of regular MI reports to staff in NICSHR relating to a variety of HR issues. These are detailed at Annex 3.

Most of raw data that is used for analysis and reports is provided via agreed routine data extractions from the HRConnect system via ESS. HRCS also have access to Discoverer reports.

The services provided by HRCS are set out in an SLA with NICSHR which also includes a Data Sharing agreement and costings. The current cost of the service provided by HRCS is approximately £580k (£390k from NICSHR and £150k core funds). There are currently 13 staff in HRCS who all, to a greater or lesser degree, work on the outputs for NICS HR.

**Cost of Provision**

4.9 The cost of providing the information is set out in the table below.

Source of HR MI information	Cost per year
E-mail Push	£0
Monthly DMB reports	<p><u>£37,500</u></p> <p><u>The resourcing element of this is based on a very rough calculation of 20 days X the average EO2 salary.</u></p> <p><u>It does not include any input from ER for DfC reports</u></p>
HR- related business information requests	£43,000 <sup>228.20</sup>
Monthly /quarterly reports issued by NICSHR functional areas	<p><u>£11,500</u></p> <p><u>This is a very rough calculation based on 1 hour per report produced and the average EO2 hourly salary</u></p>

<sup>1</sup> Based on commencement July 2018

ESS/HRConnect	£0
HRCS (NISRA)	£580,000
Total	

## 5. Current position of project

5.1 The MI Project team have identified key project strands namely:

1. Production of a HR data warehouse that will contain HR data extracted from HRConnect which can be used to produce reports via the BI software.
2. Improvements to the e-mail push and associated dashboard by ESS.
3. Define reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business). Build, test and deploy as appropriate.

### Progress on Strand 1

5.2 A BI data warehouse has been established to contain extracted data from the HRConnect system. The BI query tool runs HR MI reports from this warehouse. Enhancements to the data warehouse are currently being progressed by Fujitsu to ensure that it captures all the variables used in the production of the Discoverer reports plus any additional variables that have been identified by stakeholders during the early stages of the MI project. ESS have confirmed that they expect this work to be completed by the end of August 2018.

### Progress on Strand 2

5.3 Following approval of Change Proposal CP1342 on improvements to the existing BI reports, HRConnect/Fujitsu, under the direction of ESS, are currently implementing improvements to the e-mail push and associated dashboard. These improvements will:

- enable line managers to "drill down" and identify non-compliant staff within the line manager hierarchy and not just those who are direct reports, on performance appraisal and sickness absence management targets.
- Provide line managers with enhanced access to information re staff in their organisational hierarchy, including temporary promotions, open sickness absences and categories of leave.

The improvements outlined above will cost £60k and are classed as capital expenditure. ESS intend to go live with the improved e-mail push and associated dashboard by the end of August in July 2018.

<sup>1</sup> Based on commencement July 2018

### Additional Work Undertaken/Proposed

- 5.5 Based on specific requirements provided by NICSHR, ESS have also built compliance tables for sickness management and performance appraisal using BI. Testing of these tables in conjunction with HRCS(NISRA) was about to commence in July 2017 when other priorities took precedence.

ESS have also indicated that they are proposing to examine options for making the existing SOCPA data available through BI. The intention here is not to replace the existing SOCPA reports but to provide additional analytical capability to the data therein.

### MI Project Phase 1 and 2 Review

An internal review of the project to date has been undertaken, ~~with~~ with a view to assessing the following:

- if the project objectives have been achieved;
- planned and actual delivery timescales;
- the effectiveness of the project management arrangements;
- impact of issues identified
- *any identified outstanding issues to be addressed as the project moves into its next phase*

The ~~internal review~~ found review identified a number of issues with the delivery of the first two phases of the project which have had a significant detrimental impact on ~~factors which would ensure successful delivery of objective to date~~. These include:

- Ineffective project governance and inadequate recording of project decisions resulted in ambiguity on the roles and responsibilities for those involved in delivering the project and a lack of meaningful stakeholder engagement.
- Insufficient risk management coupled with the high volume of staff turnover and lack of effective handover led to slippage in timescales.

The issues identified in the review have had an adverse effect on timescales and the quality and effectiveness of the project delivery. The review recommended that learning from the issues identified should be ~~taken~~ taken to the delivery of the next phase which should include:

**Comment [H2]:** From the ESS perspective, by a very large margin the principal problem was slow yet poor definition of requirements and a lack of vision in framing them ie a focus on continuing to report numbers rather than generate information.

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<sup>1</sup> Based on commencement July 2018

- Robust management and fit for purpose documentation with clear reporting structures and accountability
- Assessment of all risks with regular reviews and monitoring
- Identification of key stakeholders and ongoing engagement along with the development of regular communications on progress
- Clearly defined roles and responsibilities for all involved in the next phase.

## 6. Options for progressing Strand 3 of NICSHR HR MI project

6.1 The sections below examine the options for taking forward Strand 3 of the MI project i.e.

- define reporting requirements across NICS departments, other customers and NICS HR (functional, operational, and business); and
- build, test and deploy reports as appropriate.

6.2 The options considered are detailed in the table below.

Option	Description
ESS develop reports with assistance from Fujitsu staff	<ul style="list-style-type: none"> <li>• HRS/SS provides reporting specification to ESS following consultation with NICSHR functional areas/stakeholders as appropriate.</li> <li>• ESS produce reports utilising available ESS staff able to access data warehouse and trained in BI query tool.</li> <li>• Fujitsu staff will <u>if and where necessary</u> be used to assist ESS with production of reports.</li> <li>• ESS liaise with NICSHR/HRCS /stakeholders to quality assure reports before sign-off and go live.</li> </ul>
Statisticians (2 x DP, 2 x SO) embedded in NICSHR for period of 18 months	Employ statisticians (2 x DP, 2 x SO) on a temporary basis (18 months) to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and <u>stakeholders</u>

**Comment [IH3]:** The options here relate only to where best to find technical resources for strand 3. We already have a workable solution to this (ie available resources with the appropriate knowledge & skills) so the rationale for this sort of consideration seems unclear, when the question primarily needing resolved (as touched on in un-numbered paras 5.6-7) is the management & definition of the project and specifically, more clarity on requirements. Whether or not in the longer term (beyond Strand 3) the production of HR MI would or would not be better served by having statisticians embedded in NICS HR is a separate question.

**Comment [IH4]:** The other two options provide a capability beyond 'strand 3'. Is this option's deployment intended to be purely for Strand 3's duration? If so, how are future requirements (because they WILL emerge) to be met with this option? Reverting to one of the other options, in which case, is this one viable as an interim measure?

**Comment [IH5]:** NISRA Statisticians are skilled but are not technical report builders by trade. Such BI training as might be available will require a significant and possibly long learning curve, could create a basis for claiming an ICT allowance, and would still not relieve them of significant dependence on Fujitsu knowledge and expertise.

<sup>1</sup> Based on commencement July 2018

Use of external IT service provider for how long	Procure external service provider to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders
--	---

**Comment [IH6]:** ESS experience with BI indicates strongly that any option will be unable to avoid a significant degree of dependence on Fujitsu expertise, because this is not readily acquire-able or transferable in any realistic scenaroo- we have a dog, we need one, so why bark?.

**7. Assessment of options**

**Comment [IH7]:** See separate comments on option comparison, which needs substantial revision.

7.1 The 3 options above were assessed against the 7 key requirements stipulated below on a score 1-5 (5 = fully meets requirements):

1. Implementation of new reporting framework in a timely manner
2. Value for Money
3. Well-presented reports that are user friendly
4. Reliable and accurate reporting
5. Flexible approach to delivery of new reporting framework
6. Knowledge of NICS HR policies and structures
7. Knowledge and Experience in BI software.

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7.2 Each option has been scored against a scale of 1-5 according to the extent to which it meets each key requirement (a score of 5 being optimal in terms of meeting requirements). The assessment scores and explanations are provided at Annex <sup>4</sup><sub>3</sub>.

**Comment [IH8]:** Weightings appear appropriate eg ie does not appear right to weight cost (objective & quantifiable) equally with report presentation (subjective & non-quantifiable).

7.3 The option that scores the highest in terms of meeting the stipulated requirements is utilisation of statisticians (2 X DP and 2 X SO) working in NICSHR. The major advantages of this option are:

- the knowledge and expertise in data presentation that the statisticians would bring to the project;
- the fact that they would work exclusively on the project; and
- it allows for greater flexibility with regard to the design, build and test process;

7.4 Another big advantage is the fact that this option is significantly lower in cost than the others and offers the best value for money. The estimated cost is £225k<sup>1</sup> (Year 1, 18/19- £118k) (Year 2, 19/20-£106k). This includes £12k for BI Oracle training in year <sup>1</sup>.

**Comment [IH9]:** See comments in comparison spreadsheet.

<sup>1</sup> Based on commencement July 2018



## 8 Affordability of Strand 3

- 8.1 HRConnect Management Board members approved Change Proposal 988- Implementation of Oracle BI, (see Annex 54) in August /September 2014. The Change Proposal paper included re-profiled costs from those outlined in the Feasibility Study based on the final Fujitsu commercial proposal (specifically para 15 and Annex D). It spread the cost of BI bespoke analysis & development over the current life of the contract i.e £533k spread over 6 years, instead of putting it all in the first year of live use.
- 8.2 Since the approval of CP988, a number of further BI change proposals, (see table below), have been approved. Each CP, so far, has been able to reference and live within the allowance made for future development of BI within CP988 and the total cost so far, as shown in the table below, is £466.5k. This however only leaves £67k for any future BI change proposals. Therefore, regardless of whichever option is preferred, a further business case will be required and the necessary finance secured.

CP ref	Scope	Approved	£k
1128	Email push & dashboards	Dec 2015	108
1163	Add missing med certs to email push & dashboards	Feb 2016	20
1165	BI for CAL reporting	Feb 2016	7.5
1166	BI 'end user layer' to support Discoverer replacement	Feb 2016	27
1212	BI Training & ESS/SSC user setup	Oct 2015	23
1227	Updates to email push & dashboards	Oct 2015	31
1303	Warehouse update for HR MI	Mar 2017	190
1342	Drill-down to names on email push and dashboards & RTW calc	Mar 2017	60
		Total	466.5
		Remaining	67k

## 9 Future business case

- 9.1 In order to progress the BI solution a full business case will be required and the options for sourcing the necessary funding explored. The business case will assess the potential savings to the current cost of HR MI provision through the implementation of the BI reporting option.
- 9.2 It is estimated that the preferred option will cost £225k spread over 2 years - £118k in Year 1 and £106 in Year 2. Our NICSHR capital allocation for 2018-19 includes £150k for enhancements to HR management information reporting and £75k for enhancements to HR financial reporting – a total of £225k. If Finance Division were to approve, we could use this money in Year

<sup>1</sup> Based on commencement July 2018

1 to employ the statisticians to work on the BI system on the basis that we are carrying out developmental work in order to improve the value of an asset. However we could only use this money for Year 1 and there would still be a shortfall in Year 2.

- 9.3 This shortfall could be addressed if our revenue bid in respect of 2019-21 pressures, in which our requirement for statisticians has been highlighted and a bid submitted for £0.19m, is met.
- 9.4 Alternatively, we could bid for more money for the project for this year and next in the 18/19 October monitoring round.

## 10. Proposed next steps

10.1 On the assumption that utilisation of statisticians will be the preferred option and ESS confirm that their use is feasible, the next step will be to acquire the necessary staff as quickly as possible. NISRA could be approached in the first instance regarding the possibility of allowing the staff required to transfer 'on-loan' to HRS/SS for the time involved. Alternatively, a recruitment competition may need to be run.

10.2 Once the statisticians are in place, the next steps will be to design, build and test the reports that have been identified following consultation with users. It is recommended that this work is taken forward replicating MI currently provided in the following order of priority:

- information contained in monthly DMB reports and the DfC stewardship/Grade 3 reports;
- functional area monthly/quarterly reports;
- reports currently produced by NISRA;
- departmental SOPCA reports;
- Fujitsu End of Year Accounts reports; and
- reports used by functional areas for day-to-day operational purposes.

A key issue which needs to be addressed going forward is the interdependency with the Employee Relations Standardisation project. This project is exploring best practice to develop a uniform approach to all ER casework, ensuring all processes are aligned with policy and procedures, including the development of protocols to ensure consistency in the management of ER casework procedures and decisions. The availability of robust and up to date management information will be a key factor in ensuring the successful delivery of the ER project. As the next phase to be taken forward for HR MI is to define the reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business) and build, test and deploy as appropriate, it is vital that there is close collaboration to ensure that all objectives are delivered in the most effective and cost-efficient way possible.

## 11. Longer term provision of HR MI

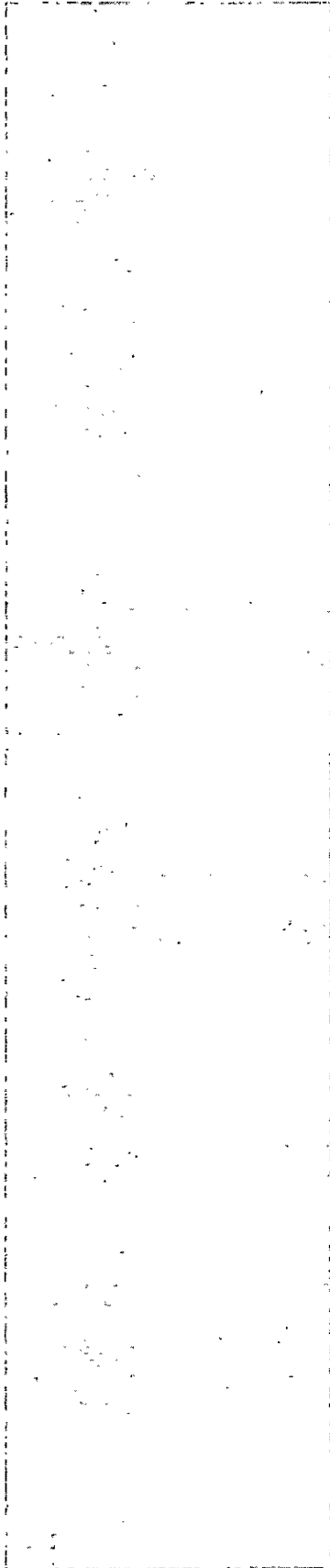
<sup>1</sup> Based on commencement July 2018

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- 11.1 Once the new MI reports are in place, consideration will need to be given to the quantity and nature of the resources required for BAU. Understandably, the MI solution will not cover every report that is needed and a certain level of staffing will be needed for ad-hoc requests for HR-related business information. It is also very likely that, moving forward, some changes/tweaking will be required to the reports that have been built and consideration will be given to other activities that might be handled more effectively and efficiently through the BI solution.
- 11.2 At some point in the future therefore a further scoping exercise would need to be carried out to determine the resource required for BAU and to develop a business case for addressing this requirement.



<sup>1</sup> Based on commencement July 2018

## Annex 2

### Services Provided by NISRA's HRCS

Current NISRA SLA customers being subsumed into the NICSHR SLA are:

- 9 Ministerial Departments, i.e. DAERA, DfC, DfE, DE, DoF, DoH, DfI, DoJ and TEO
- Public Prosecution Service (PPS)
- DfE – Health and Safety Executive for Northern Ireland (HSENI)
- DfI – Roads and Rivers Group
- DoF – Northern Ireland Statistics & Research Agency (NISRA)

### Paybill Modelling

1. Undertake Non-industrial Pay Award modelling, as required.
2. Undertake Industrial Pay Award modelling, as required.
3. Undertake an Equal Pay Audit, in an agreed format, on an *annual* basis for the NICS overall.
4. Provision of an NICS Outturn Report, in an agreed format, on a *quarterly* basis.
5. Provision of detailed Industrial and Non-Industrial allowances data, in an agreed format, on an *annual* basis for the NICS overall.
6. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Absenteeism Monitoring

1. Provision of NICS overall/Departmental/Agency/NDPBs sickness absence monitoring reports (including key facts summary reports) and projection reports, in agreed formats, on an annual, monthly and quarterly basis, as agreed, to NICS HR.
2. Provision of NICS overall/Departmental/Agency Mental Health Statistics summary reports, on a *monthly* basis, to NICS HR.
3. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Human Resource Statistics

1. Publication of NICS overall report with departmental analyses on Personnel Statistics, in an agreed format, on a quarterly basis.
2. Publication of a report on Personnel Statistics with departmental analyses, in an agreed format, on an annual basis.
3. Provision of NICS overall combined Workforce and Paybill Monitoring reports, on a quarterly basis.

<sup>1</sup> Based on commencement July 2018

4. Provision of Wastage (Leavers) reports, in an agreed format, on an *annual* basis for the NICS overall with annexes providing breakdown for each Department.
5. Provision of Welfare Support Service reports for NICS overall with departmental/Agency analyses, in an agreed format, on a quarterly and annual basis.
6. Provision of Performance Management Appraisal Assessment report in an agreed format, for the NICS overall with key tables disaggregated by departments.
7. Development and maintenance of databases and analysis of data on home/work location, *as and when required*.
8. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Human Resource Planning**

1. Development and running of HR workforce model and the provision of reports, in an agreed format, every 6 months, or more frequently if required, for the NICS overall with separate analyses providing breakdowns for each Department. Provision of separate analyses to inform planning of corporate internal and external competitions, *as and when required*. All work will be subject to agreed SLA funding/resourcing constraints and workloads.
2. Provision of reports and input, as and when required, in relation to any proposed exit scheme, including but not limited to selection requirements, ad hoc queries and information from legal challenges subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Equal Opportunity Analyses**

1. Publication of a Recruitment Report, to meet the information requirements detailed in the Civil Service Commissioners' Recruitment Code Appendix C para (d), on an *annual* basis.
2. Provision of an Equal Opportunity profile report, in an agreed format, on an *annual* basis to NICS HR.
3. Provision of Equal Opportunity data and analyses of Departmental external competitions, in an agreed format, on a *quarterly* basis.
4. Provision of Equal Opportunity analyses of Departmental internal competitions, in an agreed format, on a *quarterly* basis.
5. Provision of reports, in agreed formats, on selected corporate external and internal Competitions, *as and when required*.

#### **Management/Miscellaneous**

<sup>1</sup> Based on commencement July 2018

1. Creation, validation and management of databases to enable relevant analyses and reports to be undertaken.
2. Management of work programme, attendance at meetings and provision of advice.
3. Assist in the completion of Departmental Board Meeting report templates, on a *monthly* basis (input initially restricted to sickness absence information, compliance with sickness absence reporting criteria, and compliance with Performance Management processes).
4. Input to the development of a new framework for the HR MI reporting across NICS, including input to HRConnect BI dashboard creation and validation, subject to agreed SLA funding/resourcing constraints and workloads.

<sup>1</sup> Based on commencement July 2018

## **Annex 3**

### **HRCS Reports**

#### **Absence Monitoring**

- Approximately 15 main reports along with around 20 sub-analyses/reports each month, plus about another 5 quarterly reports.
- Official statistic annual publication along with 13 Departmental versions.

#### **Paybill**

- Quarterly NICS Outturn reports and annual allowance reports.
- Equal Pay Audits and Industrial / Non-Industrial Pay Award modelling ongoing as requested.

#### **HR / Personnel / Equal Opportunities**

- Quarterly and annual NICS Personnel reports (official statistics),
- Quarterly NICS Workforce and Paybill Monitoring reports,
- annual NICS Wastage report,
- annual NICS Recruitment report,
- annual Equal Opportunity profile report,
- quarterly Recruitment analyses,
- ongoing HR workforce models

<sup>1</sup> Based on commencement July 2018



Annex 4 MI Project  
option assessment.)

Annex 4

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<sup>1</sup> Based on commencement July 2018



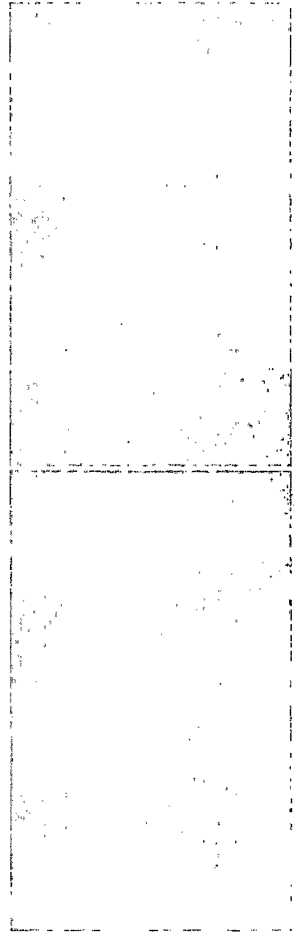




CP988 Oracle BI -  
Board Paper recomm

Annex 54

<sup>1</sup> Based on commencement July 2018

<sup>1</sup> Based on commencement July 2018



**From:** Peter.Robinson@finance-ni.gov.uk  
**To:** Gavin.Quinn@finance-ni.gov.uk  
**Cc:**  
**Date:** Tue Aug 28 10:52:35 BST 2018  
**Subject:** FW: MI Project - update and next steps  
**Attachments:**  [Brief options paper for progressing NICSHR BI MI project May 2018.docx](#)  [Brief options paper for progressing NICSHR BI MI project May 2018 - opti....xlsx](#)

Gavin

Most grateful if you could give me a ring when you have a moment.

Peter

**Peter Robinson**

*Head Of Corporate Governance and Management Information Branch  
Support/Specialist Services Directorate  
NICS-HR  
Department of Finance  
ext 85659*



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**From:** Quinn, Gavin  
**Sent:** 24 August 2018 11:31  
**To:** Robinson, Peter (DoF) <Peter.Robinson@finance-ni.gov.uk>  
**Subject:** MI Project - update and next steps

Hi Peter

Further to our discussion on Wednesday, are you content for me to issue the note below to Janine and Michele?

Thanks  
Gavin

*Hi Janine, Michele*

*You will be aware Peter has been leading on developing an option papers, with input from my team on the future direction of the MI project/HR Information reporting.*

*ESS have raised some issues/concerns on the emerging preferred option outlined in the draft paper i.e. establishment of statistical team within NICSHR to take forward the design, build and test stage of the project. These concerns appear to relate primarily to controlling access to HRConnect and the data warehouse.*

*Peter and I would be keen to discuss these concerns with you both and to get your advice on next steps in terms of how we move forward with proposals on the future direction of the MI project i.e. handling with NICSHR SMT, Resourcing and ownership of the project within NICSHR.*

*If agreeable, I can liaise with Maria to get a suitable time to meet.*

*I have attached the latest version of the Options Paper.*

*Many thanks  
Gavin*

From: Peter Robinson

To: Janine Fullerton

Date: xx June 2018

Brief update on current position and options for progressing NICSHR HR MI project.

## 1 Purpose

- 1.1 The purpose of this paper is to provide an update on the current position on the project to develop and introduce a new HR management information (MI) framework in NICSHR and consider options for progressing the next stage on its implementation

## 2. Background

- 2.1 The current NICS MI reporting tool provided by HRConnect is Oracle Business Intelligence Discoverer. Support for "Discoverer" is being phased out *within the NICS due to the expiry of the licence*. To ensure that the NICS can meet its' future HR reporting requirements, a feasibility study and business case was carried out by Enterprise Shared Services in 2014. As a consequence the HRConnect Management Board considered and approved the procurement and implementation of Oracle Business Intelligence (BI) in August 2014 to become the new HR MI reporting tool to "provide a sustainable and cost-effective solution for current and anticipated HR MI requirements.
- 2.2 The ESS business case states that the move to Oracle Business Intelligence will have *"significant advantages in terms of output quality and the effectiveness of both the MI and the method by which it is delivered. Information from multiple sources can be combined onto 'dashboards' which can include graphic elements for more impactful and effective presentation. Licensed BI users (at Level 2 Line Manager level) can 'drill down' to query many elements of dashboards, for better and faster interpretation and action. Dashboards can be emailed directly to managers at set intervals, rather than being available only to CHR or DHR users (who then have to 'chase' Line Managers). Information is delivered directly to those who need to see, understand and act on it"*.
- 2.3 The first reports under the Oracle Business Intelligence solution were introduced in April 2016. Business Intelligence (BI) monthly updates were launched to provide information on staffing, absence, temporary promotions and performance appraisal to line managers (SO and above), for staff below them in their direct line management their-hierarchy, through:

**Comment [IH1]:** Not correct. Per the BI business case, Disco (and the many existing HR reports which use it) needs phased out because it is no longer adequately supported by Oracle and therefore as time goes by, is potentially vulnerable. Our licence to use it is not expiring.

<sup>1</sup> Based on commencement July 2018

- an e-mail push containing up-to-date information as of the date of the e-mail push; and
- access to a dashboard on BI to provide more and/or current information on the topics listed above. 7

2.4 Apart from the e-mail push and associated dashboard no other HR MI reports are currently available under BI.

### 3. MI Project

3.1 On the establishment of NICSHR, a MI Project was established to devise, agree and deploy a standardised HR Management Information (MI) framework through the BI solution within the NICS, to include:

- more in-depth HR MI to enable forward analysis & future projections for NICSHR staff and NICS managers;
- a strategic HR MI solution for senior management (G3 and above) which includes departmental board reports; and
- an enhanced Business Intelligence (BI) solution for HR MI to line managers (SO and above).

These objectives are to be delivered through the enhancement and implementation of Oracle BI.

### 4. Current provision of MI

4.1 Currently HR Management Information can be obtained from a variety of different sources as outlined below. A rough calculation of the yearly cost of providing this information is set out in the table at paragraph 4.9.

#### Monthly HR status updates on Oracle BI

4.2 As outlined in paragraph 2.3 above, under the BI solution, line managers (SO and above), receive HR status updates on staffing, temporary promotions, absence and performance appraisals via an e-mail push, and can also access the BI Dashboard for more and/or current information on these topics.

#### Monthly HR papers to departmental management boards

4.3 The Management Information Team (MIT) within HR Specialist and Support Services (HRS/SS) directorate currently coordinate the production of 25 monthly HR management board reports to NICS departments, directorates, agencies and ALBs, equivalent to approximately 300 separate reports per annum. These reports use a standardised MS Word document template and provide key HR MI including staff in post, vacancies, sickness absence, temporary promotions and performance appraisal and sickness management target compliance.

<sup>1</sup> Based on commencement July 2018

Statistical input to these reports is provided by staff in functional areas and NISRA statisticians working in DoF's Human Resource Consultancy Services (HRCS/NISRA). Most of the content is obtained via existing Discover reports.

DfC is not provided with the standardised management board report and staff in NICSHR are currently producing the same HR MI board reports previously provided to DfC pre-NICSHR.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**HR-related business information requests from NICS business areas.**

- 4.4 The MIT also manage requests for HR-related business information requests emanating outside NICSHR. Again most of the input to these reports is provided by staff in functional areas and NISRA statisticians using Discover reports. Some requests cannot be answered by NICSHR/NISRA and data is obtained directly from ESS/HRConnect via the ad hoc HRConnect System Information Request process. Over 900 HR business information requests have been processed to date since the establishment of NICSHR.

**Monthly/quarterly reports issued by functional areas to departmental business areas.**

- 4.5 Functional areas also issue reports to NICS business areas service-wide on a regular basis. SWFP has advised that they currently issue 75 regular reports (62 monthly and 13 quarterly) as well as a further 50 ad-hoc reports approximately each month. A table listing the reports issued is attached at Annex 1.

**(DN: Information on the cost of producing these reports is currently being gathered)**

**Internal NICSHR business information**

- 4.6 NICSHR staff still largely rely on Discoverer reports for internal operational HR MI, this is supplemented by reports produced by NISRA statisticians, ad hoc reports from ESS/HRConnect and bespoke business area operation databases.

**Provision of HR MI by ESS/HRConnect**

- 4.7 In addition to providing data for some ad hoc HRConnect System Information requests, ESS/HRConnect directly and routinely provide, via Excel spreadsheets, departmental finance sections with;
- monthly paybill reports (SOPCA); and
  - HR MI required for their end of year accounts reports.

**Provision of HR MI by statisticians in HRCS**

<sup>1</sup> Based on commencement July 2018

4.8 In addition to providing input to the management board reports and HR-related business information requests, HRCS also provide the following services to NICSHR and departments;

- Paybill Modelling;
- Absenteeism Monitoring;
- Human Resource Statistics;
- Human Resource Planning; and
- Equal Opportunity Analyses.

More detail on what is provided under each of the above is provided at Annex 2.

NISRA provide a number of regular MI reports to staff in NICSHR relating to a variety of HR issues. These are detailed at Annex 3.

Most of raw data that is used for analysis and reports is provided via agreed routine data extractions from the HRConnect system via ESS. HRCS also have access to Discoverer reports.

The services provided by HRCS are set out in an SLA with NICSHR which also includes a Data Sharing agreement and costings. The current cost of the service provided by HRCS is approximately £580k (£390k from NICSHR and £150k core funds). There are currently 13 staff in HRCS who all, to a greater or lesser degree, work on the outputs for NICS HR.

#### Cost of Provision

4.9 The cost of providing the information is set out in the table below.

Source of HR MI information	Cost per year
E-mail Push	£0
Monthly DMB reports	<u>£37,500</u>  <u>The resourcing element of this is based on a very rough calculation of 20 days X the average EO2 salary.</u>  <u>It does not include any input from ER for DfC reports</u>
HR- related business information requests	£43,000 <sup>228.20</sup>
Monthly /quarterly reports issued by NICSHR functional areas	<u>£11,500</u>  <u>This is a very rough calculation based on 1 hour per report produced and the average EO2 hourly salary</u>

<sup>1</sup> Based on commencement July 2018



ESS/HRConnect	£0
HRCS (NISRA)	£580,000
Total	

## 5. Current position of project

5.1 The MI Project team have identified key project strands namely:

1. Production of a HR data warehouse that will contain HR data extracted from HRConnect which can be used to produce reports via the BI software.
2. Improvements to the e-mail push and associated dashboard by ESS.
3. Define reporting requirements across NICS departments and other customers and NICS HR (functional, operational, and business). Build, test and deploy as appropriate.

### Progress on Strand 1

5.2 A BI data warehouse has been established to contain extracted data from the HRConnect system. The BI query tool runs HR MI reports from this warehouse. Enhancements to the data warehouse are currently being progressed by Fujitsu to ensure that it captures all the variables used in the production of the Discoverer reports plus any additional variables that have been identified by stakeholders during the early stages of the MI project. ESS have confirmed that they expect this work to be completed by the end of August 2018.

### Progress on Strand 2

5.3 Following approval of Change Proposal CP1342 on improvements to the existing BI reports, HRConnect/Fujitsu, under the direction of ESS, are currently implementing improvements to the e-mail push and associated dashboard. These improvements will:

- enable line managers to "drill down" and identify non-compliant staff within the line manager hierarchy and not just those who are direct reports, on performance appraisal and sickness absence management targets.
- Provide line managers with enhanced access to information re staff in their organisational hierarchy, including temporary promotions, open sickness absences and categories of leave.

The improvements outlined above will cost £60k and are classed as capital expenditure. ESS intend to go live with the improved e-mail push and associated dashboard by the end of August ~~in July~~ 2018.

<sup>1</sup> Based on commencement July 2018

### Additional Work Undertaken/Proposed

- 5.5 Based on specific requirements provided by NICSHR, ESS have also built compliance tables for sickness management and performance appraisal using BI. Testing of these tables in conjunction with HRCS(NISRA) was about to commence in July 2017 when other priorities took precedence.

ESS have also indicated that they are proposing to examine options for making the existing SOCPA data available through BI. The intention here is not to replace the existing SOCPA reports but to provide additional analytical capability to the data therein.

### MI Project Phase 1 and 2 Review

An internal review of the project to date has been undertaken, ~~with,~~ with a view to assessing the following:

- if the project objectives have been achieved;
- planned and actual delivery timescales;
- the effectiveness of the project management arrangements;
- impact of issues identified
- *any identified outstanding issues to be addressed as the project moves into its next phase*

The ~~internal review found~~ review identified a number of issues with the delivery of the first two phases of the project which have had a significant detrimental impact on factors which would ensure successful delivery of objective to date. These include:

- Ineffective project governance and inadequate recording of project decisions resulted in ambiguity on the roles and responsibilities for those involved in delivering the project and a lack of meaningful stakeholder engagement.
- Insufficient risk management coupled with the high volume of staff turnover and lack of effective handover led to slippage in timescales.

The issues identified in the review have had an adverse effect on timescales and the quality and effectiveness of the project delivery. The review recommended that learning from the issues identified should be ~~taken~~ taken to the delivery of the next phase which should include:

**Comment [H2]:** From the ESS perspective, by a very large margin the principal problem was slow yet poor definition of requirements and a lack of vision in framing them ie a focus on continuing to report numbers rather than generate information.

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<sup>1</sup> Based on commencement July 2018

- Robust management and fit for purpose documentation with clear reporting structures and accountability
- Assessment of all risks with regular reviews and monitoring
- Identification of key stakeholders and ongoing engagement along with the development of regular communications on progress
- Clearly defined roles and responsibilities for all involved in the next phase.

6. Options for progressing Strand 3 of NICSHR HR MI project

6.1 The sections below examine the options for taking forward Strand 3 of the MI project i.e.

- define reporting requirements across NICS departments, other customers and NICS HR (functional, operational, and business); and
- build, test and deploy reports as appropriate.

6.2 The options considered are detailed in the table below.

Option	Description
ESS develop reports with assistance from Fujitsu staff	<ul style="list-style-type: none"> <li>• HRS/SS provides reporting specification to ESS following consultation with NICSHR functional areas/stakeholders as appropriate.</li> <li>• ESS produce reports utilising available ESS staff able to access data warehouse and trained in BI query tool.</li> <li>• Fujitsu staff will <u>if and where necessary</u> be used to assist ESS with production of reports.</li> <li>• ESS liaise with NICSHR/HRCS /stakeholders to quality assure reports before sign-off and go live.</li> </ul>
Statisticians (2 x DP, 2 x SO) embedded in NICSHR for period of 18 months.	Employ statisticians (2 x DP, 2 x SO) on a temporary basis (18 months) to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders

**Comment [IH3]:** The options here relate only to where best to find technical resources for strand 3. We already have a workable solution to this (ie available resources with the appropriate knowledge & skills) so the rationale for this sort of consideration seems unclear, when the question primarily needing resolved (as touched on in un-numbered paras 5.6-7) is the management & definition of the project and specifically, more clarity on requirements. Whether or not in the longer term (beyond Strand 3) the production of HR MI would or would not be better served by having statisticians embedded in NICS HR is a separate question.

**Comment [IH4]:** The other two options provide a capability beyond 'strand 3'. Is this option's deployment intended to be purely for Strand 3's duration? If so, how are future requirements (because they WILL emerge) to be met with this option? Reverting to one of the other options, in which case, is this one viable as an interim measure?

**Comment [IH5]:** NISRA Statisticians are skilled but are not technical report builders by trade. Such BI training as might be available will require a significant and possibly long learning curve, could create a basis for claiming an ICT allowance, and would still not relieve them of significant dependence on Fujitsu knowledge and expertise.

<sup>1</sup> Based on commencement July 2018

Use of external IT service provider for how long	Procure external service provider to define, build, test and deploy new MI reports using BI query tool and data contained in the data warehouse in consultation with NICSHR functional areas and stakeholders
--	---

**Comment [IH6]:** ESS experience with BI indicates strongly that any option will be unable to avoid a significant degree of dependence on Fujitsu expertise, because this is not readily acquire-able or transferable in any realistic scenarao- we have a dog, we need one, so why bark?.

**7. Assessment of options**

7.1 The 3 options above were assessed against the 7 key requirements stipulated below on a score 1-5 (5 = fully meets requirements):

**Comment [IH7]:** See separate comments on option comparison, which needs substantial revision.

1. Implementation of new reporting framework in a timely manner
2. Value for Money
3. Well-presented reports that are user friendly
4. Reliable and accurate reporting
5. Flexible approach to delivery of new reporting framework
6. Knowledge of NICS HR policies and structures
7. Knowledge and Experience in BI software.

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7.2 Each option has been scored against a scale of 1-5 according to the extent to which it meets each key requirement (a score of 5 being optimal in terms of meeting requirements). The assessment scores and explanations are provided at Annex 43.

**Comment [IH8]:** Weightings appear appropriate eg ie does not appear right to weight cost (objective & quantifiable) equally with report presentation (subjective & non-quantifiable).

7.3 The option that scores the highest in terms of meeting the stipulated requirements is utilisation of statisticians (2 X DP and 2 X SO) working in NICSHR. The major advantages of this option are:

- the knowledge and expertise in data presentation that the statisticians would bring to the project;
- the fact that they would work exclusively on the project; and
- it allows for greater flexibility with regard to the design, build and test process;

7.4 Another big advantage is the fact that this option is significantly lower in cost than the others and offers the best value for money. The estimated cost is £225k<sup>1</sup> (Year 1, 18/19- £118k) (Year 2, 19/20-£106k). This includes £12k for BI Oracle training in year [1].

**Comment [IH9]:** See comments in comparison spreadsheet.

<sup>1</sup> Based on commencement July 2018

## 8 Affordability of Strand 3

- 8.1 HRConnect Management Board members approved Change Proposal 988- Implementation of Oracle BI, (see Annex 54) in August /September 2014. The Change Proposal paper included re-profiled costs from those outlined in the Feasibility Study based on the final Fujitsu commercial proposal (specifically para 15 and Annex D). It spread the cost of BI bespoke analysis & development over the current life of the contract i.e £533k spread over 6 years, instead of putting it all in the first year of live use.
- 8.2 Since the approval of CP988, a number of further BI change proposals, (see table below), have been approved. Each CP, so far, has been able to reference and live within the allowance made for future development of BI within CP988 and the total cost so far, as shown in the table below, is £466.5k. This however only leaves £67k for any future BI change proposals. Therefore, regardless of whichever option is preferred, a further business case will be required and the necessary finance secured.

CP ref	Scope	Approved	£k
1128	Email push & dashboards	Dec 2015	108
1163	Add missing med certs to email push & dashboards	Feb 2016	20
1165	BI for CAL reporting	Feb 2016	7.5
1166	BI 'end user layer' to support Discoverer replacement	Feb 2016	27
1212	BI Training & ESS/SSC user setup	Oct 2015	23
1227	Updates to email push & dashboards	Oct 2015	31
1303	Warehouse update for HR MI	Mar 2017	190
1342	Drill-down to names on email push and dashboards & RTW calc	Mar 2017	60
		Total	466.5
		Remaining	67k

## 9 Future business case

- 9.1 In order to progress the BI solution a full business case will be required and the options for sourcing the necessary funding explored. The business case will assess the potential savings to the current cost of HR MI provision through the implementation of the BI reporting option.
- 9.2 It is estimated that the preferred option will cost £225k spread over 2 years - £118k in Year 1 and £106 in Year 2. Our NICSHR capital allocation for 2018-19 includes £150k for enhancements to HR management information reporting and £75k for enhancements to HR financial reporting – a total of £225k. If Finance Division were to approve, we could use this money in Year

<sup>1</sup> Based on commencement July 2018

1 to employ the statisticians to work on the BI system on the basis that we are carrying out developmental work in order to improve the value of an asset. However we could only use this money for Year 1 and there would still be a shortfall in Year 2.

9.3 This shortfall could be addressed if our revenue bid in respect of 2019-21 pressures, in which our requirement for statisticians has been highlighted and a bid submitted for £0.19m, is met.

9.4 Alternatively, we could bid for more money for the project for this year and next in the 18/19 October monitoring round.

## 10. Proposed next steps

10.1 On the assumption that utilisation of statisticians will be the preferred option and ESS confirm that their use is feasible, the next step will be to acquire the necessary staff as quickly as possible. NISRA could be approached in the first instance regarding the possibility of allowing the staff required to transfer 'on-loan' to HRS/SS for the time involved. Alternatively, a recruitment competition may need to be run.

10.2 Once the statisticians are in place, the next steps will be to design, build and test the reports that have been identified following consultation with users. It is recommended that this work is taken forward replicating MI currently provided in the following order of priority:

- information contained in monthly DMB reports and the DfC stewardship/Grade 3 reports;
- functional area monthly/quarterly reports;
- reports currently produced by NISRA;
- departmental SOPCA reports;
- Fujitsu End of Year Accounts reports; and
- reports used by functional areas for day-to-day operational purposes.

A key issue which needs to be addressed going forward is the interdependency with the Employee Relations Standardisation project. This project is exploring best practice to develop a uniform approach to all ER casework, ensuring all processes are aligned with policy and procedures, including the development of protocols to ensure consistency in the management of ER casework procedures and decisions. The availability of robust and up to date management information will be a key factor in ensuring the successful delivery of the ER project. As the next phase to be taken forward for HR MI is to define the reporting requirements across NICS departments and other customers and NICSHR (functional, operational, and business) and build, test and deploy as appropriate, it is vital that there is close collaboration to ensure that all objectives are delivered in the most effective and cost-efficient way possible.

## 11. Longer term provision of HR MI

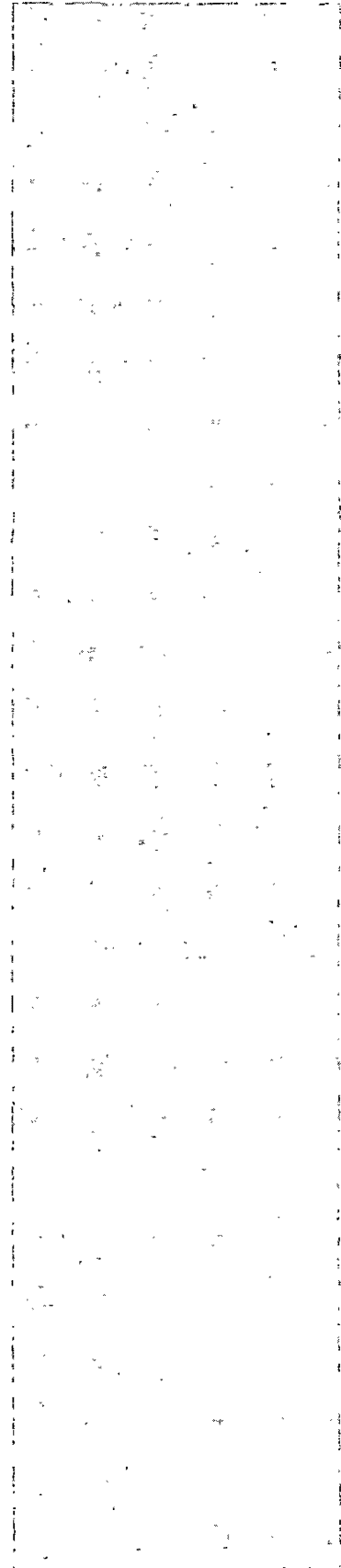
<sup>1</sup> Based on commencement July 2018

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- 11.1 Once the new MI reports are in place, consideration will need to be given to *the quantity and nature of the resources required for BAU*. Understandably, the MI solution will not cover every report that is needed and a certain level of staffing will be needed for ad-hoc requests for HR-related business information. It is also very likely that, moving forward, some changes/tweaking will be required to the reports that have been built and consideration will be given to other activities that might be handled more effectively and efficiently through the BI solution.
- 11.2 At some point in the future therefore a further scoping exercise would need to be carried out to determine the resource required for BAU and to develop a business case for addressing this requirement.



<sup>1</sup> Based on commencement July 2018

## Annex 2

### Services Provided by NISRA's HRCS

Current NISRA SLA customers being subsumed into the NICSHR SLA are:

- 9 Ministerial Departments, i.e. DAERA, DfC, DfE, DE, DoF, DoH, DfI, DoJ and TEO
- Public Prosecution Service (PPS)
- DfE – Health and Safety Executive for Northern Ireland (HSENI)
- DfI – Roads and Rivers Group
- DoF – Northern Ireland Statistics & Research Agency (NISRA)

### Paybill Modelling

1. Undertake Non-industrial Pay Award modelling, as required.
2. Undertake Industrial Pay Award modelling, as required.
3. Undertake an Equal Pay Audit, in an agreed format, on an *annual* basis for the NICS overall.
4. Provision of an NICS Outturn Report, in an agreed format, on a *quarterly* basis.
5. Provision of detailed Industrial and Non-Industrial allowances data, in an agreed format, on an *annual* basis for the NICS overall.
6. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Absenteeism Monitoring

1. Provision of NICS overall/Departmental/Agency/NDPBs sickness absence monitoring reports (including key facts summary reports) and projection reports, in agreed formats, on an annual, monthly and quarterly basis, as agreed, to NICS HR.
2. Provision of NICS overall/Departmental/Agency Mental Health Statistics summary reports, on a *monthly* basis, to NICS HR.
3. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

### Human Resource Statistics

1. Publication of NICS overall report with departmental analyses on Personnel Statistics, in an agreed format, on a quarterly basis.
2. Publication of a report on Personnel Statistics with departmental analyses, in an agreed format, on an annual basis.
3. Provision of NICS overall combined Workforce and Paybill Monitoring reports, on a quarterly basis.

<sup>1</sup> Based on commencement July 2018



4. Provision of Wastage (Leavers) reports, in an agreed format, on an *annual* basis for the NICS overall with annexes providing breakdown for each Department.
5. Provision of Welfare Support Service reports for NICS overall with departmental/Agency analyses, in an agreed format, on a quarterly and annual basis.
6. Provision of Performance Management Appraisal Assessment report in an agreed format, for the NICS overall with key tables disaggregated by departments.
7. Development and maintenance of databases and analysis of data on home/work location, *as and when required*.
8. Answering small ad hoc queries, including AQs, Fols and additional analyses or statistical services - subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Human Resource Planning**

1. Development and running of HR workforce model and the provision of reports, in an agreed format, every 6 months, or more frequently if required, for the NICS overall with separate analyses providing breakdowns for each Department. Provision of separate analyses to inform planning of corporate internal and external competitions, *as and when required*. All work will be subject to agreed SLA funding/resourcing constraints and workloads.
2. Provision of reports and input, as and when required, in relation to any proposed exit scheme, including but not limited to selection requirements, ad hoc queries and information from legal challenges subject to agreed SLA funding/resourcing constraints and workloads. Larger projects or analyses that require additional resources/funding would need to be agreed separately, as required, and would incur additional costs.

#### **Equal Opportunity Analyses**

1. Publication of a Recruitment Report, to meet the information requirements detailed in the Civil Service Commissioners' Recruitment Code Appendix C para (d), on an *annual* basis.
2. Provision of an Equal Opportunity profile report, in an agreed format, on an *annual* basis to NICS HR.
3. Provision of Equal Opportunity data and analyses of Departmental external competitions, in an agreed format, on a *quarterly* basis.
4. Provision of Equal Opportunity analyses of Departmental internal competitions, in an agreed format, on a *quarterly* basis.
5. Provision of reports, in agreed formats, on selected corporate external and internal Competitions, *as and when required*.

#### **Management/Miscellaneous**

<sup>1</sup> Based on commencement July 2018

1. Creation, validation and management of databases to enable relevant analyses and reports to be undertaken.
2. Management of work programme, attendance at meetings and provision of advice.
3. Assist in the completion of Departmental Board Meeting report templates, on a *monthly* basis (input initially restricted to sickness absence information, compliance with sickness absence reporting criteria, and compliance with Performance Management processes).
4. Input to the development of a new framework for the HR MI reporting across NICS, including input to HRConnect BI dashboard creation and validation, subject to agreed SLA funding/resourcing constraints and workloads.

<sup>1</sup> Based on commencement July 2018

## Annex 3

### HRCS Reports

#### Absence Monitoring

- Approximately 15 main reports along with around 20 sub-analyses/reports each month, plus about another 5 quarterly reports.
- Official statistic annual publication along with 13 Departmental versions.

#### Paybill

- Quarterly NICS Outturn reports and annual allowance reports.
- Equal Pay Audits and Industrial / Non-Industrial Pay Award modelling ongoing as requested.

#### HR / Personnel / Equal Opportunities

- Quarterly and annual NICS Personnel reports (official statistics),
- Quarterly NICS Workforce and Paybill Monitoring reports,
- annual NICS Wastage report,
- annual NICS Recruitment report,
- annual Equal Opportunity profile report,
- quarterly Recruitment analyses,
- ongoing HR workforce models

<sup>1</sup> Based on commencement July 2018



Annex 4 MI Project  
option assessment.)

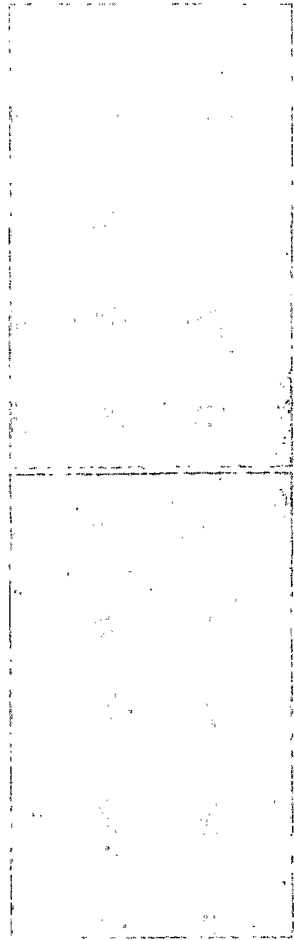
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<sup>1</sup> Based on commencement July 2018

<sup>1</sup> Based on commencement July 2018



## Option Assessment Against Requirements

Requirement	Assessment of Option against requirement (1-5)	
	ESS develop dashboards with assistance from Fujitsu staff	NISRA Statisticians embedded within NICSHR
Implementation of new reporting framework in a timely manner	1	4
Value for Money	2	5
Well presented reports and user friendly	3	5
Reliable and accurate reporting	5	5
Flexible approach to delivery of new reporting framework	2	5
Knowledge of NICS HR policies and structures and HRConnect system	5	3
Knowledge and Experience in BI software	5	3
<b>Total score (out of 35)</b>	<b>23</b>	<b>30</b>

Costings

ESS Produce  
Reports

3 Fujitsu staff @ £750 perday

	Explanation of Assessment	
Procured External provider	ESS develop reports/dashboards	Statisticians
	3 Creation of specific specification for each report by NICSHR project team would be time consuming and result in significant delay in implementation. Lack of progress to date would support this assumption	Statisticians would design and build reports following consultation with users. Obtaining required statistician resource could cause delays. Job descriptions would be required
	1 ESS have limited internal resource (currently 1 AO) and so building and testing of reports would be mostly carried out by Fujitsu staff. Three staff at £750 per day would give estimated annual cost of £500k approx. Cost would be lower than external provider due to existing knowledge of system	Cost of 2 x DP and 2 x SO statisticians for 18 months would be approx £213k. Intensive training in BI reporting tool £12k). Total cost would be £225k
	3 Fujitsu/ESS IT technical/programming staff would not have the same level of experience/expertise re: data presentation as statisticians	One of the key requirements of the statistician specialism is knowledge and expertise in data presentation.
	5 All reports would have to be quality assured for accuracy and reliability before going live. HRCS w data in reports accorded with published HR official statistics	
	2 Specification for each report would need to be comprehensive and precise before submitted to ESS. Significant upfront work involved. Subsequent changes required at testing stage to specifications would incur additional cost and delays in production	Internal statistical resource would provide greater flexibility with regard to the design, build and test process
	1 ESS /Fujitsu have expert and detailed knowledge of knowledge of NICS HR policies and structures and HRConnect system	Statisticians would have knowledge of NICS HR policies and structures but limited knowledge of HRConnect system and data variables contained in data warehouse
	5 ESS /Fujitsu have expert and detailed knowledge of BI analytical software	Statisticians would probably require extensive training in BI tool, but would have previous experience of using SQL based analytical software for complex reporting from large government databases
20		

220 days

per year

3 x 220 = 660 days

£750\*660

£500k

DP*2	£79,105	
SO*2	£62,713	
Total	£141,818	£212,727
	£12,000	£12,000
		£224,727

18 Months

220 days per  
year

£900 x 660

3 x 220 = 660 days

£600k



### Annex 3

#### Procured External provider

External provider could design and build reports following consultation with users. Procurement process would cause significant delays and internal staff resource.

Estimated cost based on a slightly higher Fujitsu cost. Three consultants at £900 per day to give an annual cost of **£600k approx.**

Fujitsu/ESS IT technical/programming staff would not have the same level of experience/expertise re: data presentation as statisticians

ould need to be involved in this process to ensure

Specification for each report would need to be comprehensive and precise before submitted to provider. Significant upfront work involved. Subsequent changes required at testing stage to specifications would incur additional cost and delays in production

External provider would have no knowledge of NICS HR policies and structures and HRConnect system

External provider would have expert and detailed knowledge of BI analytical software

## ESS comments

Current assessment is not valid. The 'lack of progress' is attributed to the ESS option only but it shares common primary causes with the other 2 options ie issues with project management and requirements clarity. The only feature which really distinguishes these options against this criterion is that option 2 will be considerably slower to get to any given point due to the significant period new staff will need, to get to where ESS and Fujitsu are already at in terms of knowledge and capability, assuming they can indeed get there in a reasonable period. A realistic comparison would rate ESS and Fujitsu options at 4 and 3 respectively and the NISRA one at 2.

£750 a day is very low for Fujitsu, However, as ESS ought to be able to develop reports with much less Fujitsu input, there is no basis to load the ESS option with anything like this level of Fujitsu cost. It is certainly not relevant to do this to give the same # of FTEs as the NISRA option. The appropriate comparison here will be between an ESS+Fujitsu option which has a small but consequently relatively inexpensive, skilled and knowledgeable resource against a NISRA option which has basically the reverse of these - permanently, in the case of the aspect that is most relevant to this criterion, ie the greater cost. The ESS and NISRA ratings against this option should actually be reversed ie ESS - 5, NISRA, 3 (2 would be more reasonable). The more so as the appropriate cost for NISRA people is the full economic one - use of the current ~~ready reckoner~~ will produce a cost for 2xDB and 2xSO over £100k higher than the figure given here.

Based on many years cumulative experience in IT in general and report-building in particular, it is irrational and contrary to most if not all such real-world experience to assign a lower score to options which involve producing decent specifications. Any lack of clarity will complicate the task about equally, regardless of who is undertaking it.

The rating of 1 for Fujitsu is bizarre, given they are prime contractors for HRConnect services and their tech staff have detailed knowledge of both the product and the heavily-customised HR database HRConnect uses (the 'HRConnect system' that this criterion specifically references). This should be a 4.