



Phase 1 Implementation

Impact Assessment – May 2021

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Introduction

The People Information Programme (PiP) is a Programme of work within the Digital Strategy that has set out to create transformational change for the Office of Human Resources (OHR) and the Isle of Man Government.

This impact assessment covers the delivery of Phase 1 of the programme's self-service functionality to date and is intended to:

- Summarise performance against the intended impact of the programme to date; and
- Identify learning outcomes to support continuous improvement, future actions and functionality roll outs

Background

In 2019 PiP 'Lite' Self Service was introduced to all employees and bank/casual workers across the Isle of Man Government, giving people access to and ownership of their personal information as well as access to their payslips online.

In February 2020 further functionality was introduced across the organisation in a staggered departmental approach.

This functionality included:

- Annual leave, TOIL and flexi requests
- Sickness absence recording, Special leave recording
- Mileage and expense claims
- Dashboard analytics for managers
- Employment and position changes for managers
- Leavers

As at May 2021 all Government Departments, Boards and Offices are live with the above features*
*(except for Transport Services in Dol and the Financial Services Authority)

Approach

This impact assessment focuses on achievements to date compared to the aims, objectives and success factors identified within the PiP business case, focusing on 4 main topics:

- Systems and processes
- Customers
- Resources
- Culture

Thank you to the 172 employees and 98 managers who provided survey feedback and have directly informed a number of the Next Steps/Future Improvements from this Impact Assessment.

Aims, Objectives and Success Factors

Systems and Processes

Aims

- Single IT system that is accessed by HR professionals, Managers, Employees and Customers.
- More effective/less administrative OHR

Objectives

- Operational and administrative efficiencies
- Modernising HR processes
- Supporting business transformation

Success Factors

- Simpler systems and processes
- People will enable the system to be effective
- General digital accessibility, capability and confidence improved

Culture

Aim

- Support the development of cultures within Departments where people are empowered and a self-service HR system will be used to its best potential

Objectives

- More pro-active interactions between OHR and Departments to drive and deliver clear HR strategy improvements
- System environment where managers can manage their own staff and employees are trusted and empowered with their information

Success Factors

- System is an enabler of culture change

Customers

Aim

- Individuals and managers take ownership and interest in the data and act on information provided

Objectives

- Accessible to everyone
- People trust, use and have a positive view of the system
- More value in IT processes, maximising the systems we have
- Managers and HR work together to deliver people benefits made possible through the system
- More meaningful and timely management information
- Improved interactions between OHR and our Department customers

Success Factors

- Full use of the system by OHR and employees (longer term also ex-employee pensioners)
- Customer satisfaction

Resources – People & Financial

Aim

- Deliver a cashable benefit saving of **£1,112, 468** back into the Digital Strategy Fund

Objectives

- Save time for employees, managers and OHR
- Free up resource from repetitive administration tasks and reduce transactional HR work

Success Factors

- Cashable savings delivered

Systems and Processes - Impact to Date

Simpler, effective, efficient

- Payslips online for every employee
- Payslips available to employees 2-3 days earlier than pre-PiP
- 90% (9,000) fewer printed employee payslips posted per month
- Twenty six HR process streamlined with average 50% reduction of process steps removed and many remaining steps replaced by automated workflows
- Positive impact on paper, printing and postage costs (monthly printing/postage cost per person = £7.60 p.a. Licence cost per person for PiP functionality including payslips = £6.96 p.a.
- Automated confirmation emails have, for the majority of tasks, now removed the requirement for OHR to produce separate correspondence.
- Key HR partners are now notified automatically via workflow emails meaning they can offer more proactive support, e.g. HRBP's, H&S.
- 16.5% PiP For Me Feedback Survey respondents said they find PiP difficult to use. (3% said they need more support).

Accessibility and Confidence

- 31 iPads were installed across various sites on the Island in 2019 to enhance accessibility
- Tailored implementation plans delivered bespoke hands on support, particularly in areas with low IT skill
- 350 people attended training delivered by the PiP team during Phase 1 "lite" in 2019 and 40 additional drop in sessions were held across the organisation. 900 people were trained during Phase 1 "Full" in 2020/21
- The system has achieved a 96% log in rate for substantive employees (90% overall including all zero hours)
- 82% of employee survey respondents are logging in at least once a month, 62% of manager survey respondents are logging in at least once a week
- User confidence in using the system is still building and OHR support will continue to be required. 3% of employee survey respondents and 17.5% of manager survey respondents stated that they needed more support to be able to use the system effectively
- External employee accessibility through the app/web link is value – 1/3 of employee respondents use their own personal device to access PiP

Next Steps/Future Improvements

- Offer targeted support for employees and managers who are finding the system more difficult to use
- Time, overtime and allowances to be claimed and authorised via self-service, replacing paper processes in Departments

Customer - Impact to Date

Access, use and engagement (see appendix 1)

- During 14 day snapshot 25 April – 09 May 2021 there were **4,424** absence **359** mileage and expenses, **713** employment and position changes requested and approved, **819** automated notifications processed and **436** personal details changes made. This strongly evidences consistent and timely use of the system across employees and managers
- The most used feature in PiP For Me, from the PiP Feedback Survey, is people accessing their payslips online, followed by viewing holiday balances and requesting leave
- The most valuable feature to managers, from the PiP Feedback Survey, is having access to the absence management tools (absence details, dashboard analytics)

More meaningful and timely management information

- Positive feedback received regarding the manager sickness absence dashboard analytics -- **'It provides factual data on which discussions about sickness and absence can be based. It is also useful to be able to see the dates and reasons for the sicknesses which is helpful.'** – DEFA
'Nice to see sickness statistics - useful for proactive management.' – DHSC
- Simple visual Bradford factor score functionality which turns red when a score of 128 is reached
- Dashboard sickness absence analytics available to all managers to support pro-active absence management
- Reminder emails supporting data updates and improvements
- Sickness and special leave absence details and history available to support absence conversations
- Special leave details and history to support decision making
- Automated notifications and reminders being provided to prompt timely action e.g. doctors certificates required, absences becoming long term, LTA end dates approaching, driving licence/work permits due to expire (where entered)
- Team calendar available to support managers in making decisions when approving holidays etc.

Highlights

Next Steps/Future Improvements

- More reports to be made available through the manager role
- Wider use across Departments of driving licence/work permit reminder functionality

Customer Feedback Survey Summary

- 172 survey responses were received from employees about the “Pip for Me” functionality
 - 98 responses were received from managers about the “Pip for my Team” functionality
 - People are finding the employee functionality easier than the manager functionality. Only 3% of employee respondents stated that they needed more support, whilst 17.5% of managers said they need more support
 - 32% of employees have needed to access the User/How to Guides whereas 80% of managers have needed them
 - 85% of employee respondents were satisfied with OHR helpdesk support, 75% of managers were satisfied
- Positive feedback on OHR support included:
- ✓ **Responsive**
 - ✓ **Good to help,**
 - ✓ **Able to answer all questions**
 - ✓ **Quick and friendly**
- Negative feedback on OHR support included:
- ✓ **Referred to guidance/website**
 - ✓ **not answering/responding quickly enough**
 - ✓ **lack of clarity on who in OHR I need to speak to**
- Employees gave improvement feedback around the mileage claim form
 - Employees in CABO & DfE raised frustrations regarding the transition to annual leave being calculated in hours and managers raised issues around trusting the absence calculations in the system
 - Whilst managers are viewing and using the absence management functionality feedback suggested that this wasn't consistently translating into a perception of added value in managing absence in their teams
 - Some frustration was expressed regarding remaining duplication of effort, e.g. flexi time through Etarmis and hard copy timesheets
 - DESC, and particularly Secondary School feedback suggests they experiencing difficulties with their bespoke configuration

Next steps/Future Improvements

- Continue to offer face to face training on Phase 1 functionality, particularly targeted at managers
- Enhance OHR's PiP phone and email support, making it easier for the customer to have a single entry point for queries and support
- Heighten PiP Buddy visibility so people can access support within their Department
- Take action on mileage claim feedback
- Work with DESC to understand and address issues
- Take action to enhance trust and confidence in absence calculations and how managers can pro-actively use absence data to manage their team/s
- Consider further opportunities to eliminate duplication of effort through OHR system solutions and Department processes
- Seek PiP user feedback on an annual basis to identify and resolve issues and gather continuous improvement feedback

Resources - Impact to Date

Cashable Benefits

- **£790,395** cashable benefits delivered back to the Digital Strategy Fund by 21/22, **£1,110,201** to be delivered by 22/23
- Resources in the process of being transitioned in OHR
- time claims offer the opportunity to automate a further 1,600* approx. lines of pay data each month (*based on 1,611 in May 2021 and excluding existing automation already achieved)
- Resource savings being delivered in OHR, e.g. Absence Admin Team reducing from 4FTE to 1FTE.

Feedback:

- **It has reduced the amount of paperwork required, and changes are much quicker and easier to do.’ – DESC**
- **‘Real time information so that matters are picked up quickly. It saves time by not having to request info from the HR team or track through Etarmis to collect the information.’ – CABO**

Next Steps/Future Improvements

- Complete OHR resource transition following the implementation of time and expense claims across all Departments
- Consider further system functionality options, e.g. time and attendance, learning and development, document management on a cost and employee/er benefit analysis basis

Culture – Impact to Date

Trust and Empowerment

- Streamlined HR processes were designed to delegate authority to the lowest appropriate level
- Removed multiple stage process authorisations, empowering line managers at each level to make decisions (only one multiple stage authorisation remains – paid special leave)
- System built to allow all employees to manage and update their own personal information
- Employee Self Service available on personal devices via an app to maximise employee convenience
- Maximum 3 level detail access maintained to manage data in accordance with GDPR and reinforce the need to allow managers to manage at the appropriate level
- System enabling easier and more pro-active management of the workforce, e.g. removal of inactive bank/casual assignments, annual leave carry over balances automated
- People processes that apply the values of trust and empowerment by delegating authority to the lowest appropriate level
- Self-service functionality empowering employees and managers to manage and update their own information/own team

Feedback:

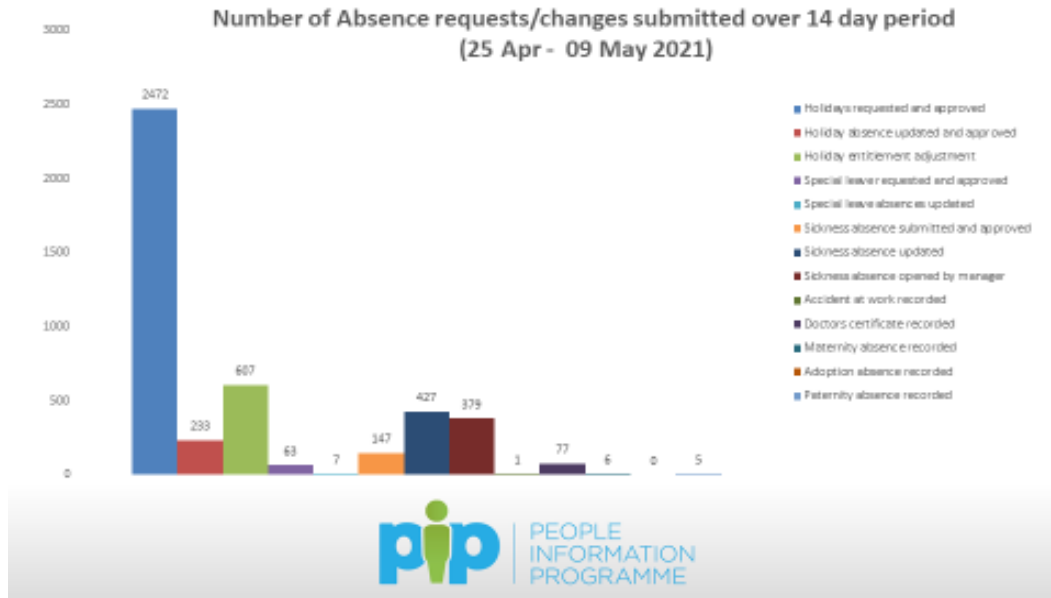
- **'Online is easier and quicker than processing paper copies. It is useful to have a central location with all the necessary information regarding my team.'** – DEFA
- **'Enables me to do my job.'** – DHA

Next Steps/Future Improvements

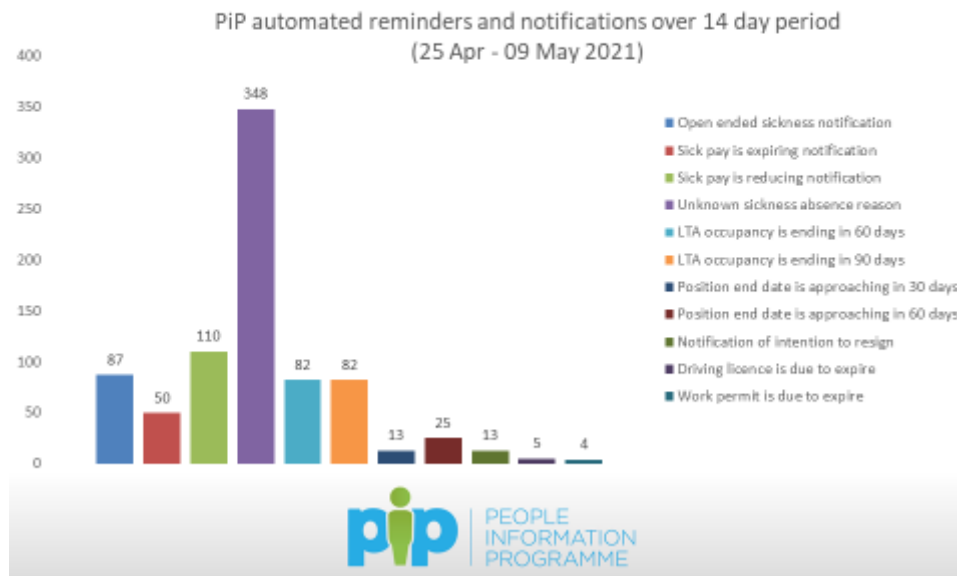
- Retain principle of trust and empowerment in processes as system functionality continues to roll out
- Use system data to drive more pro-active interactions between OHR and Departments that deliver clear HR strategy improvements

Appendix 1

Access, Use and Engagement

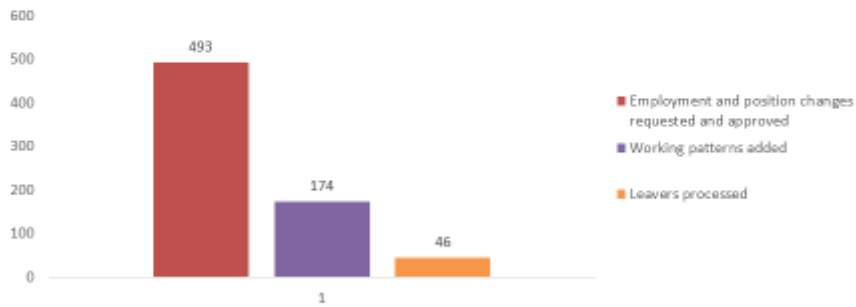


Access, Use and Engagement



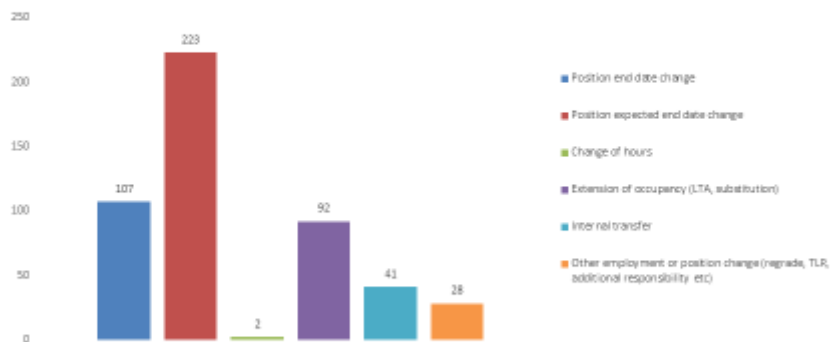
Access, Use and Engagement

Number of employment and position changes made over a 14 day period
(25 Apr - 09 May 2021)



Access, Use and Engagement

Breakdown of employment and position changes made over a 14 day period
(25 Apr - 09 May 2021)



Access, Use and Engagement

Number of personal details changes made in PiP for Me over 14 day period
(25 Apr - 9 May 2021)

