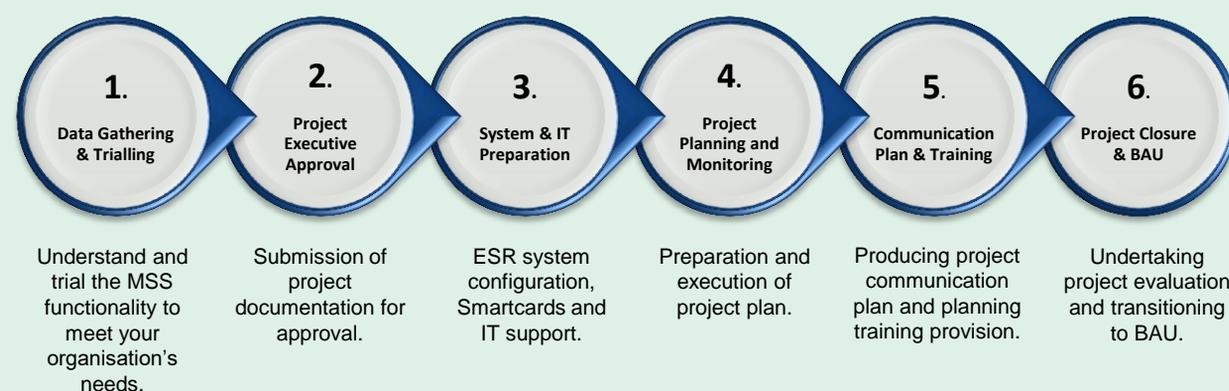# Electronic Staff Record

Manager Self Service

The implementation of Manager Self Service provides managers access to a vast array of information about their teams, and the ability to act upon the information directly in the system. The solution provides a choice of five levels of access for managers, to enable the organisation to respond to different roles and responsibilities within the organisational structure. Within these levels there are a wide range of benefits available including empowering your managers to have greater control of their workforce data and targets.

This guide is designed to be a one-stop-shop for all aspects of implementing Manager Self Service, providing an outline of the process, highlighting key considerations, signposting useful resources and outlining what support is available from the ESR NHS Central Team to assist the organisation during and post implementation. For information on the benefits of Manager Self Service and the wide range of functionality available please see the MSS Brochure and functional guide which can be found on the ESR Hub.

Implementation Process

1. Data Gathering & Trialling	2. Project Executive Approval	3. System & IT Preparation	4. Project Planning and Monitoring	5. Communication Plan & Training	6. Project Closure & BAU
Understand and trial the MSS functionality to meet your organisation's needs.	Submission of project documentation for approval.	ESR system configuration, Smartcards and IT support.	Preparation and execution of project plan.	Producing project communication plan and planning training provision.	Undertaking project evaluation and transitioning to BAU.

1. Data Gathering & Trialling

One of the triggers for organisations to move towards Manager Self Service is the Annual ESR Assessment. The assessment is a discussion with your regional NHS ESR Functional Account Manager regarding your current agenda and future plans for ESR, so we can identify areas where we can provide you with additional guidance and support. The output of the assessment is a highlight report outlining your growth potential with ESR plus a series of supporting documentation. These are designed to facilitate discussions with the organisation around the transformation and streamlining of systems and processes that involve the ESR solution.

At this early stage you will need understand Manager Self Service in detail, the specific functionality, identifying the benefits and outlining the service transformation expected. A key stage of this is to consider the different types of access and deciding the type that would suit your managers and supervisors and your expected outcomes. There are a number of combinations available to suit your organisational needs. For advice and guidance on best practice, refer to the Self Service Best Practice Guide on the ESR Hub.

Trialling: An essential part of your data gathering is trialling the functionality. To assist you in deciding which User Responsibility Profile (URP) combination to choose, you are advised to use the ESR test environment called 'TPLY'. Within TPLY you can build a complete team hierarchy, test URPs and functionality. To obtain access to your TPLY environment please speak to your NHS ESR Functional Account Manager.

Supervisor Hierarchy: To trial the Manager Self Service functionality we recommend you set up a supervisor hierarchy of a small team in TPLY. To do this you will need to set up the hierarchy for all employees within the pilot department, ensuring that every member of staff is accounted for and has been allocated a manager (supervisor).

URP allocation: In addition to creating the supervisor hierarchy in TPLY, allocation of manager URPs will need to be undertaken.

Please note, all processes for the above activities will be the same when you start the project in your live ESR environment. For trialling, you will undertake these tasks manually, however the NHS ESR Central Team provides a Mass Upload facility to upload all URPs needed. This can be requested by raising an SR when you start the implementation in your own live ESR environment.

2. Project Executive Approval

After the data gathering and successful testing phase, the findings and recommendations should be submitted for executive support and project sign off. This process involves the development of Project Initiation Document (PID) or Business Case.

The Project Initiation Document or Business Case outlines the direction and scope of the project including detailing the expected outcomes, risks, stakeholder involvement, implementation approach and communication plans. These will vary greatly depending on the size of the organisation and the complexity of the project and no two organisations are the same.

Your regional NHS ESR Functional Account Manager and Implementation Advisor can support and guide you in this process. There are templates and real-life examples available in a MSS Project Resources toolkit. These are all important and necessary documents to enable executive support and commitment to the project

3. System and IT Preparation

While the project is going through the approval stages within your organisation, there are still steps you can take to prepare for the project roll out. Good preparation is key to a successful project alongside a good understanding of the functionality you want to implement.

Build upon the research undertaken at the data gathering and trialling stages and further familiarise yourself with the Manager Self Service functionality if required. There is extensive guidance available on the ESR Hub ranging from technical set up guidance to aid implementation, to simple captivates for managers giving step by step instructions on what actions managers can perform in the system.

Email Audit: At this stage you might want to consider an audit on email addresses held in the Office Details tab within ESR. The workflow notification process within ESR underpins manager approvals, therefore correct email addresses within the Office Details tab of the employee record must be correct and up to date to enable this to function correctly. An initial audit can be carried out by running the BI report on the "Email address should not be null" tab which can be found on the BI Data Quality dashboard. This will highlight where there are gaps. If you have a considerable amount of missing email addresses then the ESR Central Team can help by undertaking a mass upload. Raise an SR via the ESR Service Desk to initiate this process.

Internet Access for Managers: In preparation for the project we recommend you enable internet access for managers. This will mean that from day one of roll out managers will be able to access ESR outside of the Trust network (HSCN/N3) and have all the manager functionality via a normal internet connection. Please note, in the event of an emergency that requires managers to work from home, they will need to apply for internet access in the first instance over HSCN/N3. There is a factsheet on enabling remote access.

IT Involvement: It's vital that your IT Department is involved in any new ESR functionality rollout. If more staff are going to be accessing ESR for Manager Self Service, you need to be confident that the IT infrastructure will support this, not only in terms of extra network traffic but also PC specification. Please refer to the latest MM-0100 Organisation Site IT Printer and Network Infrastructure Readiness document located on the ESR Hub.

Smartcards: Smartcards are required for some of the available Manager Self Service URPs, therefore a robust process for issuing and assigning must be in place. You will need to identify an individual and a deputy, or a team of people, who can accommodate requests and queries regarding Smartcards, usernames and passwords.

The details of this individual or team should be an integral part of your communications strategy and your Business Continuity Plans. The COVID pandemic and the resulting increased requirement has highlighted that Smartcard readers, either integral to laptops or as a USB plug-in, may not be available in sufficient quantities as a number of Smartcard users are attempting to work from home. The NHS Digital website has more information.

4. Project Planning & Monitoring

Once approval has been given for the project to go ahead, a detailed bespoke project plan will need to be created. A Manager Self Service Project Plan template and a sample organisation plan can be found in the Project Resources Toolkit. The nominated NHS ESR Implementation Advisor can work with you to produce your own plan to ensure it covers all essential elements of the project.

It's essential that the project is effectively managed, ensuring work is carried out as planned and milestones are met. This is the responsibility of the organisation, however the NHS ESR Regional teams are available to offer advice an support you by:

- Participating in project steering group meetings
- Providing ESR workshops
- Being a quick reference source for all things related to ESR
- Advise on recommended ESR best practice.
- Assisting with process re-engineering to meet organisational needs
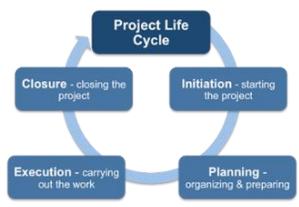
There are many stages and elements to a project and some stages will take longer than anticipated. The ESR NHS Central Team are here to help and assist you throughout the project so ensure you contact them when required. A useful document to start at trialling stage is a Lessons Learned Log (please see the Project Resource toolkit for a template). This can prove to be a valuable reference point during implementation and can be developed into to a formal lessons learned report at the end of the project.

Changes to Working Practices
The introduction of new functionality will bring significant change to working practices that must be agreed, documented, communicated and fully adopted into a common working practices in order for the project to be successful. These changes will reflect a shift in culture from a central to a more devolved operation. Considerations could be:

- **Empower Managers**; who will be able to view, change and approve data which they would not have previously been able to do.
- **Improved Accuracy of Data**; data is entered at the point of source rather than a paper form being completed, authorised and sent to a central function for input.
- **Reduction in Time**; time taken to enter, view and use data will be reduced.
- **Reduction in Administration**; for central functions such as HR, Payroll, Training and Recruitment.

5. Communication Plan & Training

Communication is essential at all stages of your Manager Self Service implementation. You will need to advise staff of the project, its timeframe and what it will mean for them, their manager and for the organisation. You will need to tailor your communications to your audience to ensure the right messages are communicated at the appropriate time to ensure the project's success.

To ensure any questions from staff are managed effectively we recommend you identify a member of staff or create a generic email address, and/or identify a single phone number that staff can use as the contact point. You may find it useful to develop a Frequently Asked Questions (FAQ) document and have this available for staff in order to reduce the number of queries. In addition to general queries, ensure the team is equipped to manage the re-setting of usernames and passwords for when users are locked out of the system. The vast majority of re-sets can be managed by employee themselves, but there will still be a need for system level resets.

A Communications template can be found in the MSS Project Resources Toolkit, however your NHS ESR Implementation Advisor can help you to develop your own plan. Suggested methods of communication:

- ESR Portal Announcements
- Organisation's Intranet
- Banners and posters
- Team Meetings / Briefings
- A message on payslips
- Organisation-wide email
- A table top display or drop in session held near a common area, such as the canteen
- Information presented at Induction

Training: Simple and effective training for new and existing staff cannot be underestimated. Ensuring your staff are equipped with the right guidance and training on how to use the system correctly is key to the project's continued success from implementation to business as usual.

You may choose to promote the nationally produced guides by directing your staff to them from your own intranet site or by using the 'Local Links' portlet on the ESR Portal. Many organisations have also built links to guides within email footers from their central HR / workforce function.

There is a range of captivates lessons and 'How to' guides available on education on line, within the ESR Hub see listed below:
- Manager Self Service
- Administrator Self Service
- Employee Self Service
- How to Guides

You may also wish to prepare user guides specific to your organisation, if so, the Regional NHS ESR Implementation Advisor can assist you with this.

5. Project Closure & Business As Usual (BAU)

As the implementation stage of the project comes to an end and it transitions into BAU, it is essential that the project is evaluated effectively to ensure all project expected outcomes have been achieved, any issues addressed, and that all systems and processes are robust and are securely in place to ensure its continued success.

Outlined below are project evaluation criteria:

- Reporting on fulfilment of project objectives defined in the PID
- Recommending required follow-on-actions for BAU
- Post-project review
- Assessing the way the project was managed and reporting lessons learnt
- Decommissioning the project