

Annex to paper HSE/05/038

**Resource Management System
Outline system design**

June 2005

Version 0.2

Rev 0.3

Version /Revision Control

Version/Revision	Comments	Date
0.2/0.1	Project Team meeting 23/5/05 comments incorporated.	25/5/05
0.2/0.2	Comments from senior managers incorporated	28/6/05
0.2/0.3	Project Board Comments incorporated	30/6/2005

1. Purpose

The purpose of the *Resource Management System (RMS)* is to provide management information for improving resource planning and management across HSE.

This document provides the structure for work recording in *RMS*.

2. Related Documents.

- Outline Business Case
- Project Initiation Document
- Communications plan
- Risk Log
- Quality control plan

3. Approach

The initial design in this document (version 0.2/rev 0.3) is an outline design giving the structure and principles on which the detailed design will be based. A project team has developed it with representation from all directorates.

The next steps involve pilots, evaluation and roll out. During the pilots and roll out, detailed activity list will be developed by the directorates to suit their needs, aimed at managing at that level (The activity list given in this document is for illustration only).

The categories are derived from the HSE business plan and are principally for the RDG for strategic decisions at HSE level. As the activities are developed this is also likely to refine the list of categories.

Once the activity list is agreed with each directorate, detailed examples using the activity and categories will be developed to illustrate how the recording will work. This will be used for training staff before start of the pilots.

To reduce the burden of recording different approaches will be applied to frequency and extent of recording, depending on the nature of work. For example if staff carry out a small number of activities that do not change from week to week, they should not be required to record each week, and could record less frequently.

4. Design Principles

The design is based on following principles.

- *Hierarchy*. Information is structured into hierarchical layers, with information in each layer linking to higher layers. (See Fig a)

- *Consistency/Robustness*. Each information type must have consistent interpretation across HSE. This includes the basis for calculating activity costs (excluding charge out rates). Data input will need to be monitored to assess and control quality. This is likely to be spot checks rather than regular monitoring.
- *Proportionality*. The data recording requirements must be proportionate to only that, that is necessary to achieve business objectives, and kept to a minimum;
- *Flexibility*. The system must be flexible in its application for different needs across HSE.
- *Ease of use*. The system should be easy to use.
- *Transparency*. The system will be designed to be transparent in the way it is used. However, individual staff information will only be available to those authorised.

5. Dependencies

There are a number of other projects in HSE that will impact on system design. These are:

- COIN. Operational staff that work record will be doing so on COIN in future. Any requirements on work recording resulting from *RMS* for these operational staff need to be implemented on COIN to avoid use of multiple systems.
- Operational productivity project. Work is being undertaken to improve operational productivity. This is resulting in work classification to capture productivity. This work needs to be co-ordinated with *RMS* for consistency.
- EDRM provides a classification scheme for documents. Where relevant, due allowance of this classification scheme will be taken into account.
- HRST. Some human resource information (such as leave, sickness etc) may be captured in this system being developed at present. Some of this information may be required for *RMS*. Staff will only record this information once.
- Activity cost project. This project will identify suitable activities (e.g. Inspection) and develop unit costs for comparison across HSE and over time. *RMS* will capture the data required and provide the unit costing information.
- Performance Management. *RMS* is part of the overall performance management proposals being developed by PEFD.

6. Users/Customers

All HSE staff including senior management up to Chief Executive will be users of the system and will work record.

The management information from the system (reports) will be available subject to authorisations to staff. However, typical customers are:

At HSE level:

- HSE Board
- Resources and Delivery Group (RDG)

At Group Level:

- OMT
- Programme Managers

At Directorate level:

- Directorate/Divisional/Unit/Team Management.

Both levels (see Fig a) may be of interest to all the customers listed above.

However, the RDG and HSE Board are more likely to require the HSE categories to make resource allocation decisions at that level.

Programme managers and Directorates are more likely to require lower levels activities to manage those activities effectively.

7. Design requirements

7.1 Concepts.

The overall structure is illustrated in Fig a. The structure needs to be as 'flat' as possible to keep it simple and easy to use, within the overall requirements of achieving business objectives. To achieve this the information is structured into two hierarchical layers. These are:

- HSE categories. These categories capture the HSE business as a whole. These are used mostly by the RDG and HSE Board to effectively manage resources. These categories are derived mostly from the HSE business plan, but also from programmes.
- Activities. This is the work that staff carries out. These will be developed with each directorate. Each activity should provide a clear link to an HSE category, since those categories capture all of HSE business.

Examples of typical work recording are given in annex 1.

7.2 HSE Categories

These are derived from the HSE business plan and aimed at management information principally for the RDG.

(a) HSE Strategic Programmes
(To meet PSA targets)

- (i) Strategic Delivery Programmes
 - Major Hazards
 - Fit3

- (ii) *Strategic Enabling Programmes (STEP)*
 - (b) *Other front-line/regulatory*
(To meet other obligations under HSAW Act, other legislation, or political imperatives)
 - (c) *Business Enablers*
(Essential underpinning for medium/long-term capability of HSE to deliver its front line business). Front line business is Programme and Other front-line/regulatory work)
 - (d) *Corporate*
(Functions to support the HSE organisation.)

Major Hazards

Nuclear
Offshore
Specialised Industries
Chemicals
Cross cutting issues

Fit3

Slips and trips
Falls
Workplace transport
Construction
Public services
Stress
MSD
Disease reduction
Noise and vibration
Occupational health and
safety support system

STEP

Business Involvement
Worker Involvement
LA/HSE Partnership
Enforcement
Efficiency & Productivity

Other front-line/regulatory

Hampton/Better Regulation
International Work
Policy Maintenance
Public Safety
Civil Contingency
Approvals and Licensing

Business enablers



- Horizon scanning
- Statistical services
- Social science
- Risk Policy
- Front line business improvement
- Economic advice

Corporate



- Infrastructure
- Personnel
- FOI
- Finance
- Procurement
- Corporate business improvement
- General Management

7.3 Activities.

This is the work that staff carries out.

The activities will be developed in detail with each directorate. The list below is for illustration only. The management information from the activities is principally aimed at managing at directorate level.

Each Directorate/programme managers will have its own set of activities. although there will be consistency across HSE.

Each activity will need to be linked to only one HSE category to avoid multiple accounting of time.

A category may not have an activity associated with it. That is staff could record their time directly under a category without having an activity.

Although the total list of activities for HSE (once developed) may be large to reflect the nature and extent of HSE business, there will be only a few activities for an individual staff to record against.

Where HSE charges, the activity will be recorded as chargeable, e.g. Chargeable Inspection. This is how the activities are currently recorded. There will be no change to the way in which HSE charges. The time recorded as chargeable will be used to work out charging using charge out rates worked out as at present.

Example (for illustration only)

	MH	Fit3	STEP	OfI/reg	BE	Corp
Project						
Policy						
Stakeholder Engagement						
Inspection						
Investigation						
Enforcement						
Assessment						
Info/Advice						
Operational Policy						
Research						
Management						
Administration						
Planning						
Standards						
Legal advice						
Communications						
Other work						

Training
Travel
Leave
Sickness

7.4 Definitions and explanations

Definitions and explanations of how the categories, and activities are to be applied will be developed as the detail is worked out during the pilots and through detailed discussions with directorates. Training will be provided to staff before start of pilots and its subsequent roll out. Annex 1 will be developed with worked examples as the work progresses.

8.0 Data recording

For operational staff who will be using COIN, RMS will be implemented on COIN. The architecture of COIN supports RMS design given in this document. The HSE categories and activities, however, will need to be created where relevant in COIN. For other staff in HSE, the data recording system will be decided at completion of the Pilots.

If there is no activity then the whole time is recorded under HSE category.

Staff data such as name/staff number/location/week number is provided automatically by the system.

Staff will therefore record as below directly on-line. This is for illustration. The exact format will depend on the chosen IT system.

HSE category/activity

E.g.: Slips and trips/inspection

Offshore/chargeable assessment

Example

Name: A.N. Other	Staff No: 123456	Loc: XYZ	Period Wk 35				
Categories							
	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Stress/Assess	2		4		8		
Training		8					
Falls/investigation	3			8			
Other work	3	1	5				
Total	8	9	9	8	8		

Worked examples are given in annex 1.

9.0 Calculating costs

These are worked out from the staff recorded hours under each of the activity or HSE category.

An average cost by band will be used. Since this is for internal cost reporting, and infrastructure costs will also be reported, these are not full economic costs.

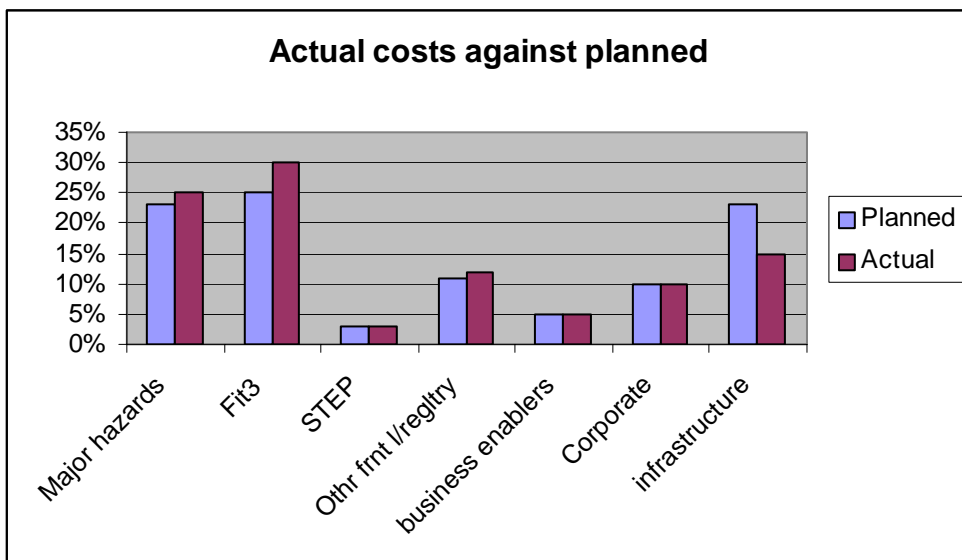
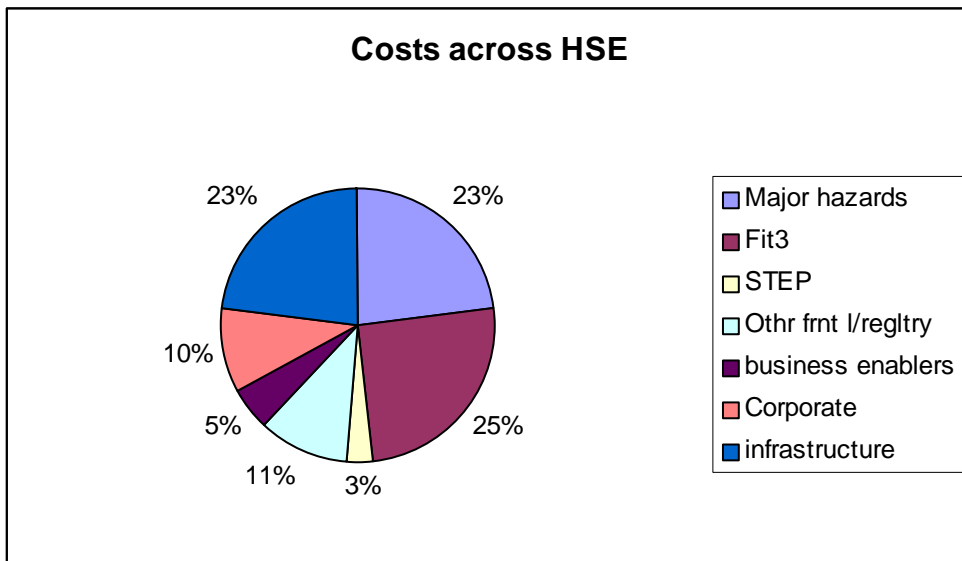
10.0 Typical Management Reports

- RDG quarterly performance report.
- HSE balanced scorecard.

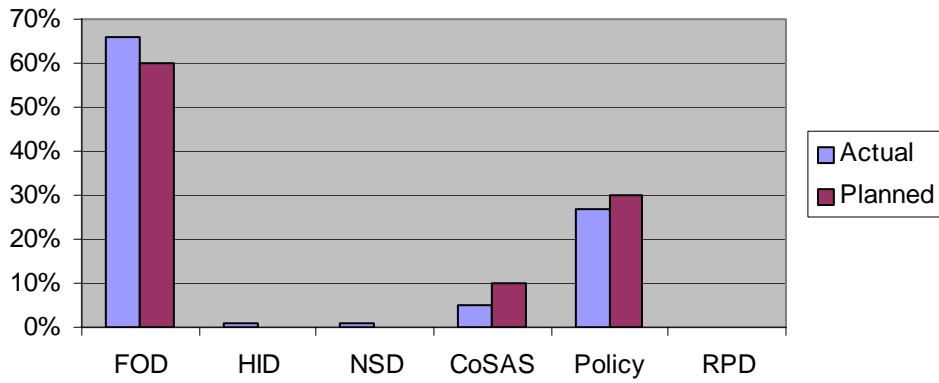
In addition further reports can be provided from the base data. Examples of such reports are given below.

Reports can be provided in terms of staff hours and/or costs.

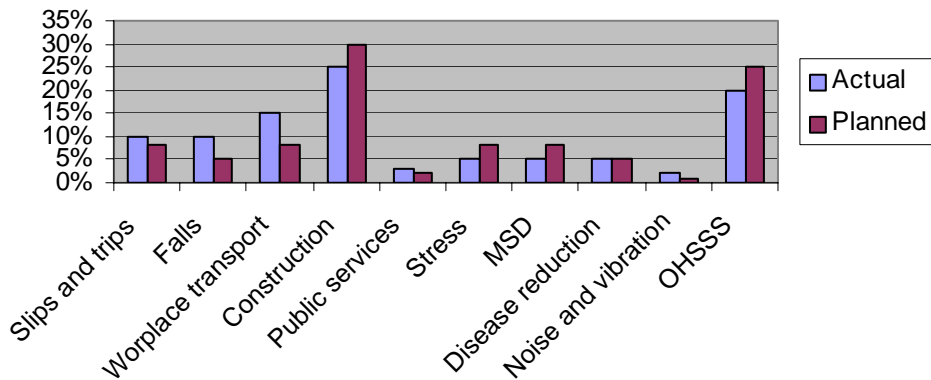
Typical Examples.

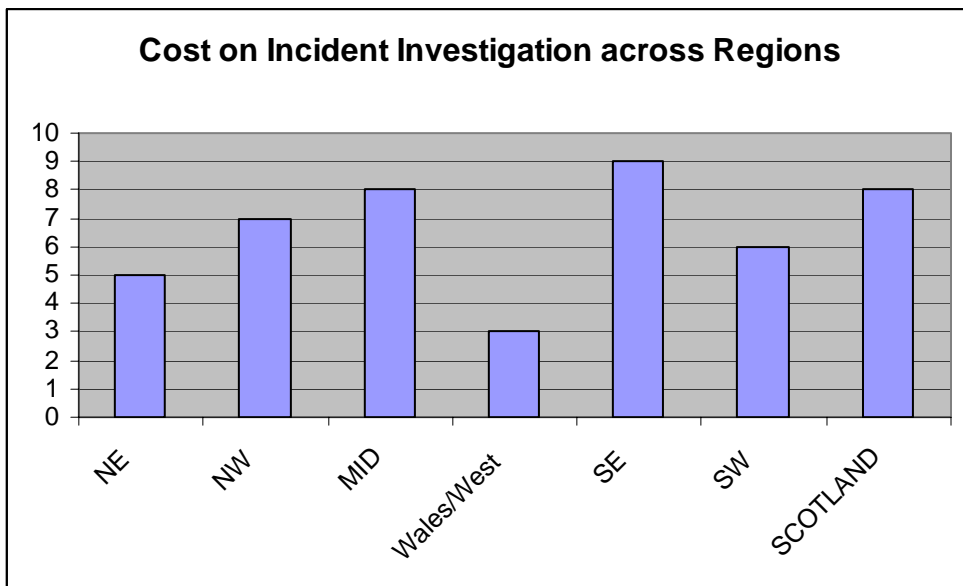
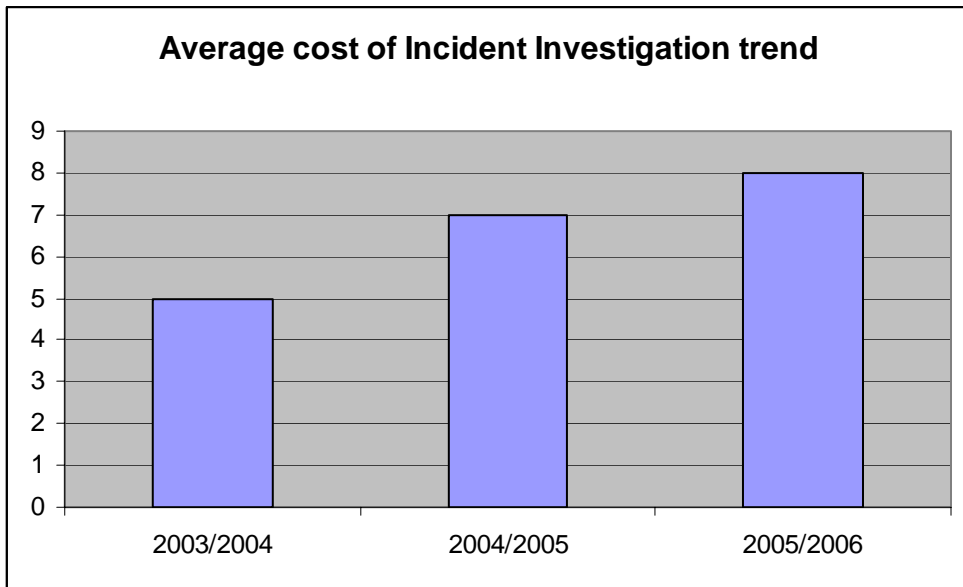
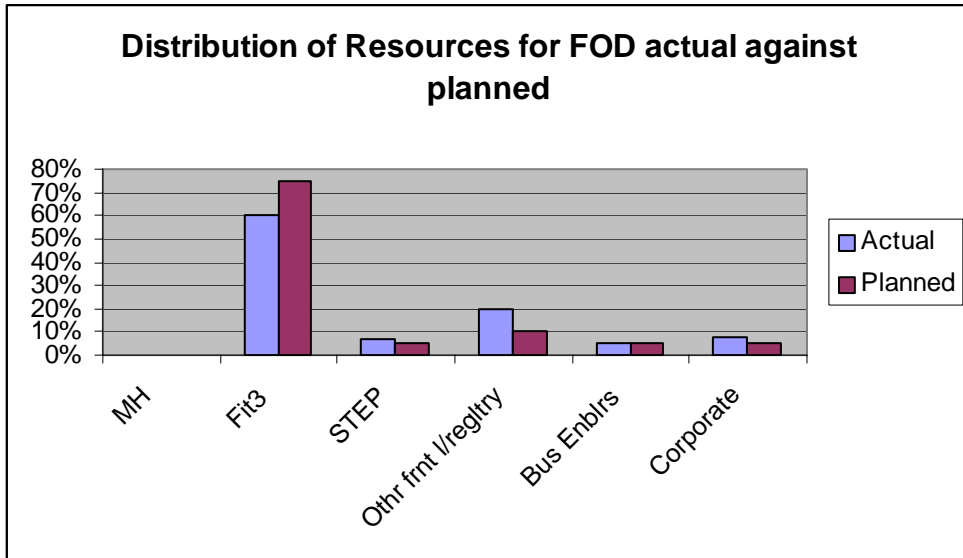


Contribution of actual costs for Fit3 programme against planned



Contribution to fit3 from work activities actuals against planned





11.0 Performance indicators

Typical examples of HSE wide performance indicators:

- (i) **Utilisation.** Ratio of productive hours to total hours. This applies to direct staff (front line staff working on Programmes, other front-line/regulatory and those directly supporting them). Productive hours are hours spent on Programmes, and 'other front-line/regulatory' work.
- (ii) **Unit Cost.** Cost per activity. For example the activity could be particular intervention, or function. This is being developed in a separate project. RMS will capture the data and provide the necessary algorithms to calculate unit costs.

Note: It is important that the above performance indicators are used with measure of progress towards PSA target. This indicates the degree of effectiveness of the activities.

Annex 1

Explanations and examples

Precedence. There is some work, which whilst allocated to programmes, other front-line/regulatory or business enablers, could appear under several categories. An example may be International work on noise and vibration. Under these circumstances, for consistency an order of precedence will be applied. The order of precedence is: (1) Strategic delivery Programmes, (2) Strategic enabling programmes, (3) Other front-line/regulatory, (4) Business enablers, with (1) being the highest order. So in the above example, the work would appear under Fit3.

Examples

TBA

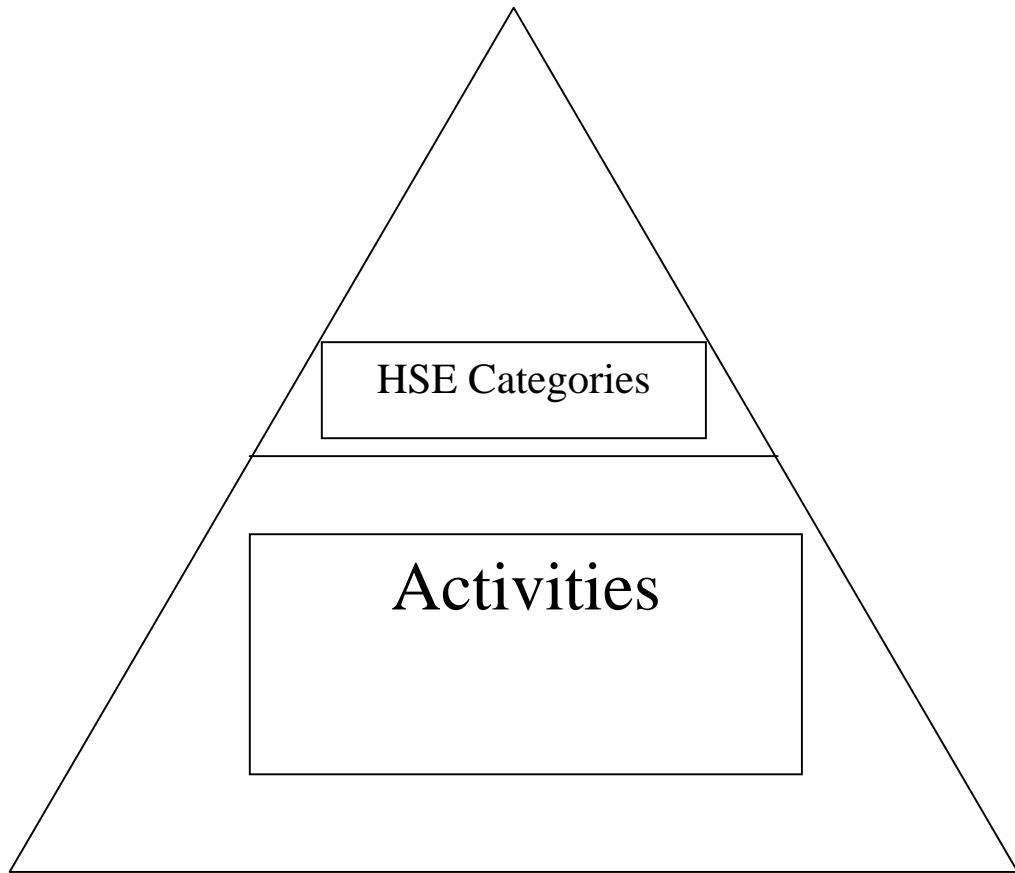


Fig A-Information structure

Note a1. HSE categories. These are derived from the HSE business plan, and programmes and are those needed to manage at the RDG and HSE Board level.

Note a2. Activities. This is the work that staff carries out.

Note a3. Each entry will consist of the activity, linked to the category that it belongs to. Time will be recorded against each entry.