

REQUEST FOR DIRECTOR DECISION – DD2537

Title: Digitising the GLA Starters, Movers and Leavers process

Executive Summary:

The existing processes for managing information for staff joining, moving within or leaving the GLA are largely manual, complex and resource intensive. This complexity also results in low completion rates of these important processes. Significantly, they also do not fully support hybrid working with staff working in offices and working remotely. Over time, the staff data held by the three primary departments (TG, FM and HR) has become inconsistent, leading to errors, including in the GLA staff directory. An up-to-date staff directory is a key dependency for the intranet redevelopment within the Digital Estate Rebuild Project.

The proposed solution will integrate employee data records and simplify processes. The process workflows will be revised, streamlined and manual tasks automated.

This decision form seeks approval for expenditure of up to £85,000 in 2021-22, to implement an automated Starters, Movers, Leavers (SML) process and to enable staff to directly update key fields in a new staff directory, which will replace CONNECT.

Decision:

That the Chief Officer approves:

Expenditure of up to £85,000 on services required to implement:

- procure expertise to implement an automated solution for staff joining, leaving and moving teams within the GLA; and
- self-service software tools for staff to update their directory records.

AUTHORISING DIRECTOR

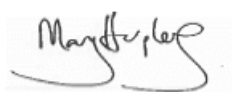
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Mary Harpley

Position: Chief Officer

Signature:



Date:

19 March 2021

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 This decision supports delivery of the Chief Officer's Transformation Programme which is seeking to address several key workforce issues.
- 1.2 The New Ways of Working workstream of the Transformation Programme identified several paper-based systems that could benefit from digitisation. The Starters, Movers and Leavers (SML) processes managed by Human Resources (HR), Facilities Management (FM) and the Technology Group (TG) was identified as a very high priority process that required digitisation and improvement.
- 1.3 The existing process for onboarding new starter records, updating the record of staff changing roles within GLA and/or updating the records of staff leaving the GLA, including reclaiming of staff kit, is inefficient and the manual nature drives errors and inaccuracies particularly where staff change roles within the GLA.
- 1.4 An accurate and up-to-date staff directory within Active Directory will be essential to the successful rollout of the intranet as part of the Digital Estate Rebuild Project. Active Directory will act as the source of truth for user accounts and teams within the new system.
- 1.5 An in-depth discovery exercise and analysis of SML processes and systems was carried out. The purpose of the analysis was to identify gaps in the current (AS-IS) processes, and opportunities in future (TO-BE) processes. Relevant AS-IS and TO-BE processes, including various identifying forms relating to new staff, were captured. The analysis identified inconsistencies due to the different systems used by each department resulting in errors and data inaccuracies.
- 1.6 The GLA is seeking to transform its current SML processes by optimising and automating existing approach.
- 1.7 The automated solution with customisable digital forms will capture information used by the three departments (TG, HR, FM) and automate the workflows involved in moving information within the three departments.
- 1.8 The solution will seek to reduce or eliminate (where possible) the double keying of information into the different systems used; Active Directory (the primary directory service used for the creation and management of all user network accounts) managed by TG, iTrent managed by HR and TDSI used by FM to issue and manage security passes.
- 1.9 The forms will be accessible and usable from any location. The re-engineering of the SML process will also provide line managers with a digital tool so that they can take ownership of staff data.
- 1.10 A project governance board has been set up for the SML project. The board, led by Assistant Director External Relations, meets monthly to provide:
 - a management framework for project decisions;
 - high level project sponsorship;
 - steering and control to ensure the project is managed in the best possible way; and
 - oversight to ensure that the benefits are realised.

- 1.11 The project governance board carried out a review of the SML project to establish a revised approach. As well as approving the workstream to automate the SML processes, it was also agreed that the GLA's Active Directory would be used as the source for a new staff directory, namely Microsoft Delve, which is primarily populated by data held in Active Directory (AD). Delve will form the GLA's people directory. Delve is included as part of the GLA's Microsoft licence. One of the historic issues has been the timely updating of CONNECT, the current staff directory. As an added measure to keep staff records up to date, the governance board also approved measures for staff to edit key attributes in their AD record, so that Delve presents the most up to date details.
- 1.12 The proposed new people directory solution envisages the following:
- synchronising an agreed set of fields from AD so that Delve is fully populated with useful information. This is a routine and automated task that was initiated in February 2021 and will continue as an automated task;
 - enable staff to edit as much of their AD record (specifically key contact information) as permissible. This will require a third-party product that will provide a "user friendly" interface for staff to edit their details. The rationale for this self-service approach is clear:
 - improving the existing AD records as a task carried out by TG will not be an efficient use of time and will require contacting many staff individually to ensure their records are correct whereas;
 - individual staff members will only ever need to update their own record and only certain fields, which will take no more than a minute;
 - the products are low-cost software that do not have a large support or maintenance overhead.
- 1.13 Delve does not currently come in a mobile phone app, but the Teams mobile client does and Teams shows key contact information for all staff with an Active Directory record.
- 1.14 The proposed SML solution will make use of the Microsoft 365 product set, specifically the SharePoint workflow engine and forms functions and the Power Automate product to create the workflows and automation. Potentially, Power Automate can also be used to extract data from some of the source systems e.g. iTrent, Active Directory etc to aid in the pre-population of forms, reporting etc. Additional tools such as Power BI can also be utilised to carry out data analysis. All the products listed above are available as part of the GLA's Microsoft licence. However, there are more advanced versions of Power BI that come with additional licence costs. Any requirements for additional software will need to be:
- included in future approval documents; and
 - judged early in the SML project (discovery stage) and in the context of necessity to deliver the SML project's "minimum viable product" (MVP).
- 1.15 The process automation will be resourced by procuring a developer from an existing supplier skilled in the use of the required MS products. The resource would be procured for a fixed duration of 100 days. The new people directory will be internally resourced from within the Technology Group. A senior engineer in the Cloud and Operations Team would be assigned as the technical lead, working closely with the GLA project manager.
- 1.16 The GLA project manager will work with TfL Procurement who will assist with the procurement of the developer in compliance with the GLA's Contracts and Funding Code, and with the developer, once procured, to manage implementation of the SML solution, and ensure the agreed solution is delivered within the budget and to agreed timeframes.

2. Objectives and expected outcomes

2.1. The work described in this decision will help the GLA to digitise and automate the existing manual process for SML through implementation of a digital workflow and approval solution and enable a more accurate and up to date staff directory. It will enable:

- improved reporting;
- improved information governance and information security;
- improved Corporate (TG, FM, HR, Finance) efficiency and effectiveness; and
- a new and more accurate staff directory.

2.2. This will be achieved through:

- re-engineered processes for new starters, movers and leavers including permanent staff, fixed term contract staff, temporary, secondees (in and out), contractors, and consultants;
- the provision of a configurable digital solution for managing information for new starters, movers and leavers across GLA; and
- the systems used by the departments to be digitally synchronised with up-to-date employee records.

2.3. The work will also have positive benefits on GLA staff. It will:

- support our smart working policy by removing the need for paper processes;
- improved staff efficiency and effectiveness through clear processes and simple tools; and
- enable managers to process Starters, Movers and Leavers more effectively.

2.4. It is estimated that, subject to the mitigation of risks, the technical resource be procured for 100 days, at an estimated day rate of £500. This would be a total cost of £50,000.

No	Cost item	Estimated costs
1	SharePoint developer resource	£50,000
2	Additional software licences	£10,000
3	SharePoint technical support for one year	£5,000
4	Self-service AD software (including software support)	£10,000
5	Contingency	£10,000
Total		£85,000

3. Equality comments

3.1. Equality, diversity and inclusion (EDI) considerations are being taken into consideration and are a central part of the Transformation Programme. Inclusion is a key principle of the design of the programme and will develop the GLA's reputation as a flexible employer, also highlighted and measured in the GLA's Diversity and Inclusion Action Standard. Under section 149 of the Equality Act 2010, as public authorities, the Mayor and GLA are subject to a public-sector equality duty and must have 'due regard' to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do not. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (all except the last being "relevant" protected characteristics).

- 3.2. The Mayor's Equality Diversity & Inclusion Strategy outlines that the GLA needs to be 'Leading by example', specifically, we should be an inclusive employer. The objective which directly links to this decision is: To take the steps needed to ensure that all organisations within the GLA group have open and inclusive cultures and are great places to work.
- 3.3. This work will directly contribute to our Public Sector Equality Duty (PSED) to have due regard to the need to eliminate discrimination, advance equality of opportunity and will directly support the fostering of good relations between people who share a protected characteristic and those who do not (in line with our Public Sector Equality Duty).
- 3.4. The GLA is committed to making our websites and applications accessible, in accordance with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. All development work and all materials to be published online (documents, multimedia, images etc.) must as a minimum meet the Web Content Accessibility Guidelines (WCAG) version 2.1 to AA standard.

4. Other considerations

Link to Mayoral strategies and priorities

- 4.1. This work supports the GLA aim to:
 - be a modern, user-centred and data-driven organisation;
 - provide increased collaboration, innovation and productivity across the organisation;
 - provide access to common systems and technology that work and allow individuals to work anywhere;
 - allow flexible working and collaboration, sharing services to save money and create efficiencies; and
 - be a digital workplace of modern systems, products and a culture of paperless working.
- 4.2. Identified key risks / issues:
 - *Lack of a clearly defined process to automate.* The main risk of failure is if the resource is engaged prior to the SML process and the MVP is fully agreed and documented. The Project Sponsor and Project Manager must ensure that the resource is given a very clear (non-technical) set of instructions that they will develop into a digital solution.
 - *Scope creep.* There is a risk that the developer's focus is diverted to reviewing, examining or engaging in other, non-SML tasks or processes (SharePoint is a product that the GLA is increasingly "mainstreaming" so this risk is very real). As mitigation, the PM must be given sole authority (without exception) over the developer's time until the SML MVP is delivered.
 - *Lack of technical support.* The GLA does not currently have a support contract with a supplier for SharePoint and internal TG staff have limited experience in supporting sophisticated SharePoint workflows of the type proposed here. As mitigation, it is proposed that up to 10 days of support per year be purchased from an existing supplier (at a cost of around £5,000) for one year. In the longer term, it is expected that a shared service agreement with TfL will be implemented for a joint approach to SharePoint development and support. Moreover, as part of the documentation and handover, the existing TG support services will be given as much detail as possible during the handover to ensure that users can get immediate help, should there be any technical issues.

- *Staff entering inappropriate or unapproved values.* The risk is that staff invent, for example, bogus job titles, team names, inappropriate photos etc. This can be mitigated by:
 - Taking the on/off approach to the self-service function and, during the “on” periods, there being increased corporate visibility of changes
 - Heads of service and team managers checking and verifying the accuracy of their team’s entries.
 - Staff being reminded of their responsibilities under the Code of Ethics and Standards for staff
- *Lack of engagement by staff.* This should be a small risk and again could be mitigated by team and service managers ensuring that their teams have completed any updates

- 4.3. This decision includes a sum of £5,000 for post go-live support to the new SML process in the first year. It is expected that a shared service collaboration with TfL will enable support to be provided in the second and subsequent years.
- 4.4. Data protection and new General Data Protection Regulations (GDPR) guidelines will be complied with by all contractors.
- 4.5. The solution will be implemented using the GLA’s Technical Standards and in compliance with best practice on Cyber security standards including the safeguarding of data and access and permission controls.
- 4.6. There are no conflicts of interest to note for any of the officers involved in the drafting or clearance of the decision.

5. Financial comments

- 5.1. Director’s approval is sought for expenditure of up to £85,000 to procure expertise to implement an automated solution for staff joining, leaving and moving teams within the GLA. The decision is also asking for approval to procure and implement self-service software tools for staff to update their directory records.
- 5.2. Expenditure of up to £85,000 will be funded from the Transformation programme’s 2021-22 budget that is held within the Chief Officer’s Directorate.
- 5.3. As mentioned in section two and four above £5,000 for post go-live support to the new SML process is included in the SharePoint technical support costings for one year . It is expected that a shared service collaboration with TfL will enable support to be provided in the second and subsequent years.

6. Legal comments

- 6.1 The foregoing sections of this report indicate that:
 - a. the decisions requested of the Chief Officer concern the exercise of the GLA’s general powers, falling within the GLA’s statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and
 - b. in formulating the proposals in respect of which a decision is sought officers have complied with the Authority’s related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people;
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
- consult with appropriate bodies.

6.2 In taking the decisions requested, the Chief Officer must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (race, disability, sex, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Chief Officer should have particular regard to section 3 of this report.

6.3 Should the Chief Officer be minded to make the decisions sought officers must ensure that the services required are procured in accordance with the Code by Transport for London's commercial team and appropriate contractual documentation be executed by both the GLA and the relevant service providers prior to the commencement of the required services.

7. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract	April 2021
Delivery Start Date	May 2021
Discovery Exercise	May 2021
Development & Testing	June 2021
Delivery End Date	November 2021
Project Closure	December 2021

Appendices and supporting papers:

None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? Yes

If YES, for what reason: To avoid disclosure of budgets until the resource is procured in order to ensure best value in the procurement process.

Until what date: 1 June 2021

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Jocelyn Onyeka has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

David Munn has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

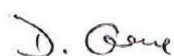
Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 15 March 2021.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature



Date

19 March 2021