

Technology Project Mandate

Project Name		Key People	
HR Data Hub		Raised By	Adam Asprey
		Sponsor	Elaine Bartlett
		Tech Lead	Teruyuki Ito
Issue			
<p>Maximus UK currently experiences a fragmented and non-standardised use of HR data. The lack of appropriate architecture and concern with sharing sensitive HR data with the right users has prevented and limited access and sharing. The lack of conformity and federation hinders the effective utilisation of this data, impairing system improvements, reporting, and access for colleagues. In many cases HR Data is exported manually, or with limited automation for specific contracts and the same data may be exported for other uses / contracts causing duplication and fragmentation. Additionally, it complicates the provision of conformed datasets for use in projects and other systems.</p> <p>Examples of this include: HR data transferred from Cascade system via CSV files once per day for Assessments / HAAS contract. Similar data is being used in Employability in several different places via different feeds. Similar data not being available for Connect / Health teams. There are examples of data delays, manual handling and errors, reduced responsiveness from Operational colleagues due to lack of access, and inefficiency in data flow. HAAS examples - Use of OneModel for HR reporting means the HR data cannot be visualised together with Operational data, ie. FTE point in time, starters / leavers / movers, attrition rate for Health Professionals split by region / contract, sickness rate, annual leave takeup, with dimensions for PIP vs WCA (Lot 1 Lot 2), trend data over time, peer comparison in different areas, drilldowns by Lot, WCA/PIP, Month, HP/NonHP, Area, Role, experience cohort, individual, start month, leave month etc.</p> <p>It is important that HR data is not produced in isolation, but as holistic operational dashboards. We have an opportunity to increase the value we gain from the HR data by bringing together the data centrally, conforming it for multiple uses, and sharing the data with a best practice approach to ensure privacy and security of the sensitive data. This HR data should form the spine of our data use at Maximus.</p>			

Objective(s)
<p>The primary goal of this project is to integrate and standardise HR data sources for enterprise sharing ensuring privacy and security of sensitive data. By doing so, we aim to enrich the data and improve its accessibility for systems, and for analysis and reporting by colleagues. The specific objectives are:</p> <ol style="list-style-type: none">Data Ingestion: Consolidate the disparate HR data sources into a centralised Data Lake. Put in place access control that will secure the data, but also make it suitable for wider analytical purposes.Data Conformation: Develop consistent data structures and formats across the HR data sources. Model the ingested data for specific outputs to enhance data usability.

Technology Project Mandate

3. **Provision Conformed Datasets:** Provide HR datasets that can be connected to / provisioned for systems. Provide a semantic layer that HR colleagues can readily use for reporting or analysis.
4. **Enhance Data Security & Privacy:** Ensure that only those individuals with the right to access sensitive data can do so. Ensure the security of the data is maintained between systems, data layers, and outputs.
5. **Provision Standard Reporting:** Provision standard HR reports & visuals that can be made available to colleagues.

Deliverable(s)

To achieve these objectives, the following deliverables will be produced:

1. **Unified HR Data Hub:** A platform that integrates HR data sources, facilitating seamless data federation.
2. **Standardised Data Structures:** A set of uniform data structures and formats across all HR data sources, documented via a catalog and definitions. Readily usable datasets to aid HR colleagues in data-driven decision making.
3. **Standard Reporting:** Standard reporting output via PowerBI for use across teams as defined. The ability for future visual reporting to be created by teams connected to the HR Data Hub.

Approach:

This initiative will build output and value iteratively. It will be steered by the prioritised needs of the HR team and the various contracts that utilise the data. As such we will focus on specific outputs per quarter that will then drive the ingestion and modelling of the data needed, whilst building the wider approach of a single data hub for Max UK data.

Est. Start	Est. End	Est. Budget
09/12/2024	19/12/2025	Not determined yet

Benefits / Impacts

The execution of this project will have significant benefits and impacts:

1. **Improved Efficiency:** A unified and conformed data system will minimise redundancies and inefficiencies, saving time and resources.
2. **Enhanced Decision Making:** Better quality, conformed, and enriched data will support more accurate and effective decision-making.
3. **Increased Accessibility:** Easier access to data will enable colleagues to retrieve and utilise the information they need promptly, improving productivity.

Technology Project Mandate

4. **Standardisation:** Data standardisation will ensure consistency, reducing errors and improving the integrity of our data.
5. **Facilitated Integration:** Conformed datasets will make it easier to integrate the data with other systems and use it in various projects.
6. **Improved Compliance:** A standardised approach to data handling can enhance compliance with data protection regulations.

Resources Groups Required

Requirements - There will be effort to understand the current reporting, gaps, contract ./ project requirements, and data opportunities. This will be a combination of HR team, DnA team, and specific individuals from Tech Solutions, or contracts / project that use or have a need to use the HR data.

Engineering - The main bulk of this work is data engineering to be able to connect to source systems, ingest data into the data layer, model and conform the data and then present data sets for consumption. This will be done by the DnA team, with some support from Infrastructure and Infosec. There is a possibility of external funding support from technology partner DataBricks for supply of consultancy resources for this work.

Visualisation – There will be work to visualise the data for the purposes of reporting. This will be done by either by the DnA team, or by the HR team.

- ☐ IT Project Management
- ☒ Data & Analytics
- ☐ Talent & Development
- ☒ ISO Security
- ☐ Tech Solutions (Automation & Integration)
- ☒ Tech Solutions (Applications)
- ☐ Tech Solutions (Contact Centre)
- ☐ Tech Operations (EUC)
- ☒ Tech Operations (Infrastructure)
- ☐ Tech Operations (Service Delivery)
- ☐ Estates

Technology Project Mandate

Additional Considerations:

(Please list any additional considerations which may require discussion for mandate approval)

Approvals (Internal Technology Use)

(Project approved by the below for acceptance into the Technology Project Portfolio)

Approver 1:	Fiona Macaulay	xx/xx/xxxx
Approver 2:	Guy Reay	xx/xx/xxxx
Approver 3:	TBC	xx/xx/xxxx