Merseyside Fire & Rescue Authority

Integrated HR/Payroll & FMIS Project

Roles & Responsibilities

1. Executive Board

See Approved Organisational Chart.

Head of Finance
Director of Legal Services
Director of HR
Head of Technology

The Executive Board is ultimately accountable for the project, supported by the Senior Users and Supplier. The Executive Board will ensure that the project stays on track by enabling Team Managers to contribute to the achievement of required deliverables on time and within budget so that the Project secures value for money, ensuring a Business Case focused approach to the project, balancing the demands of business, user and supplier.

Throughout the project the Executive Board "owns" the Business Case.

The Executive Board is the link to corporate management.

The Head of Finance will Chair Board meetings. Meetings will be scheduled quarterly but also called as and when required as deemed appropriate by the Head of Finance.

2. FMIS Project Team

See Approved Organisational Chart.

The Team represents at managerial level the key user interests of the project. The Team are in essence decision makers and responsible for commitment of resources to the project such as personnel, time and equipment.

The Team is accountable for the success of the project, and has responsibility and authority for the project within the remit set by the Head of Finance.

The Team is the project's "voice" to the outside world and is responsible for any publicity or other dissemination of information about the project. The Service's Communication Manager may assist in this role.

The Team approves the appointment and responsibilities of the Project Manager.

The Team approves the Project Brief, Project Implementation Plan, all major plans and authorises any major deviation from agreed Project/Stage Plans.

The Team will authorise Project Closure and a Post Project Review if considered appropriate.

The Project Team consists of three roles:

The Executive;
Senior Users; and
Supplier (when contract has been awarded)

2.1. Project Team Managers

Project Team Managers are responsible for:

❑ Ensuring production of those products defined by the Project Manager to an appropriate quality in a timescale and at a cost acceptable to the Project Board

❑ Identifying risks and ensuring adequate risk management. This includes recording all identified risks in the Project Risk Log

❑ Raising Project Issues Reports with the Project Manager

Team Managers report to and take directions from the Project Manager

In Phase 1 of the Project key responsibilities include:

❑ To ensure the system specification to be included with the ITT includes all required elements to deliver the required business processes.

In Phase 2 of the Project key responsibilities include:

❑ To ensure satisfactory compliance with all allocated elements of the ITT and to confirm that they have been properly considered by each tenderer

❑ Bring to the attention of the Project Manager elements in the ITT that have been excluded/omitted from a tenderers proposed solution.

❑ Attendance at presentations/demonstrations of the various proposed solutions.

❑ Prepare, with the Project Manager, a scorecard suitable for scoring allocated elements of each tender.

❑ Score each tender in accordance with the agreed scorecard mechanism, against each tender and in light of appropriate presentations/demonstrations

❑ Prepare and assist with the training of staff in the use of the applications procured as part of the Project

2.2. Project Manager

Name: Mike Davies
Post: FMIS Project Manager

Working in tandem with the FMIS Manager (Dave Nixon), the Project Manager is responsible for:

- The day-to-day running of the project on behalf of the Project Team within the constraints laid down by the Team.

- Ensuring that the project produces the desired products, to the required standard of quality within the specified constraints of time and cost.

- Producing a result that is capable of achieving the benefits defined, for the purposes of this project, that are set out in the FMIS ITT.

- Allocate work

- Check progress

- Ensure quality is appropriate for project's needs

- Ensure changes are controlled

- Monitor risks

- Report on progress

- Watch for plan deviations

- Taking corrective action

- Managing Project Issues

- Raising Exception Reports:

   An Exception Report is a warning from the Project Manager to the Project Team that the Stage (or project) Plan will deviate outside its tolerance (costs and/or timescales) margin.

- Producing Highlight Reports:

   These provide regular feedback on progress to the Project Team.

- Providing support, including secretariat via the FMIS Project Support Officer, to Team Managers. The Project Manager has the authority to direct and co-ordinate their activities to ensure the overall success of the project as directed by the Executive Board.

- Setting-up Project Files (assisted by the FMIS Project Support Officer)

- Chairing project related meetings as appropriate

- The Project Manager reports to the Project Team

<u>Project Support</u>

Name: Julie Cowley

Post: FMIS Project Support Officer

Responsibilities:

- ❑ Provide secretariat support to the FMIS Project Manager, Financial Systems Manager and Team Managers (via the FMIS Project Manager):

    - o Prepare agendas
    - o Circulate to attendees
    - o Minute meetings
    - o Produce and circulate minutes

- ❑ Maintain Action Log and progress chase key tasks

- ❑ Maintain project timetable

- ❑ Catalogue all project related correspondence

- ❑ Establish and maintain appropriate filing systems

- ❑ Arranging visits to reference sites

- ❑ Maintain the Risk Log

- ❑ Assist in the preparation of plans using Microsoft Excel, Word and Project

- ❑ Assist Project Manager and FMIS Manager in researching proposed workflow and administrative process to feed into the FMIS

<u>Project Assurance</u>

The Project Team is responsible for assuring that the project remains on course to deliver products of the required quality to meet requirements set out in the FMIS ITT. Given the scale and complexity of the project it is considered necessary to introduce a number of additional assurance roles to assist the Project Team.

These roles provide independent monitoring of certain critical aspects of the project's performance and products as per the following table. Personnel carrying out these roles report directly to the Project Team and not the Project Manager.

The Project Manager will be responsible for copying the following documents to the Project Assurance post holders throughout the course of the project to assist them in their role. This does not imply that they cannot request further information or carry out quality audits of their own volition if they consider it appropriate:

- ❑ Project Organisation
- ❑ All project plans
- ❑ Highlight Reports
- ❑ Exception Reports
- ❑ Business Case
- ❑ Risk Log
- ❑ Issues Log
- ❑ End Project Report

Name	Post	Assurance Sphere
Project Team Managers	Various	No constraints
J Henshaw	Director of Legal Services	All Financial Standing Orders and procurement legislation are fully complied with. Ensuring that elected members are kept aware of all significant legal issues
E Charlton	Service Training Manager	Training of MFS personnel
S Matthews	Procurement Manager	Ensure that the procurement process complies with Standing Orders and best practice
J McNeill	H&S Manager	That the new work environment and machine/human interface complies with all H&S legislation and best practice

3. Objective

The top-level objective is to provide financial and payroll systems to the Authority through a "hosted" service. This is considered to be the preferred solution since it has operated effectively under the existing arrangements

4. Scope

The Project is to include the delivery of systems capable of processing General Ledger Accounts, Accounts Payable, Accounts Receivable, e-Procurement, Purchase Order Processing and integrated Stores modules. The opportunity may be taken to develop an integrated HR\Payroll system and explore the potential to share Payroll services with Lancashire FRA as appropriate. The implementation of an HR application is being progressed as a discrete Project but the outcome of that Project may impact upon the selection of a preferred proposed solution for the FMIS service provider. The scope of each of these two Projects must be flexible enough to enable the Authority to take full advantage of system integration where that is possible.

5. Risk Log

The purpose of the risk log is to:

- ❑ Allocate a unique number to each risk

- ❑ Allocate an owner

- ❑ Record the type of risk

- ❑ Be a summary of the risks, their analysis and status

- ❑ Risks must be reviewed at key stages throughout the project.

- ❑ The Risk Log will be maintained by the Project Support Officer.