



MoHSS HRIMS Project Risks Status Update April 2010





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OBJECTIVES

To provide a status update of the risks identified during the MoHSS HRIMS Pilot Project and presented to the MoHSS Management for review as well as to escalate additional risks identified during the Data Center Implementation and HRIMS Rollout to 6 Regions projects and consider the recommendations made.

The HRIMS Project Team implemented mitigating actions for some of the risks but in order to ensure the HRIMS Rollout Project's sustainability, MOHSS Management's assistance is needed to facilitate the implementation of some of the recommendations.

TERMS AND DEFINITIONS

Terms	Definitions
HR	Human Resources
HRIMS	Human Resource Information Management System
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IT	Information Technology
MoHSS	Ministry of Health and Social Services
OPM	Office of the Prime Minister
PSC	Public Service Commission
MMC	Ministry Management Committee





RISK RATING

In terms of the lessons learned from the HRIMS Pilot Project, Data Center Implementation Project and the HRIMS Rollout to 6 Regions Project we would like to bring the following to the MoHSS Management's attention. The project risks were allocated ratings based on their likelihood of occurrence and their impact on project success as compared to leading project management practise.

A risk assessment rating has been assigned based on the findings of the review.

The risk levels are as follow:

Risk Rating	Description
HIGH	Likelihood of occurrence is HIGH and impact on project success is HIGH. Project Risk requires IMMEDIATE action.
MEDIUM	Likelihood of occurrence is MEDIUM and impact on project success is MEDIUM. Project Risk requires MEDIUM TERM action.
LOW	Likelihood of occurrence is LOW and impact on project success is LOW. Project Risk to be monitored.

The summary of the risks are:

Risk Type/Progress	Open	In Progress	Closed	Total
High	0	2 (40%)	0 (0%)	2
Medium	0	2 (40%)	0 (0%)	2
Low	0	1 (10%)	0	1
Total	0	5	0	5





HRIMS PROJECT RISKS UPDATE - SUMMARISED

Risk Reference Number	Risk Name	Risk Rating	Status
R01	HRIMS Security Concerns	MEDIUM	<p>June 2009: Escalated to MoHSS Management and started implementing the recommendations as approved by Management.</p> <p>November 2009:</p> <ul style="list-style-type: none"> OPM informed us in October that they are unable to make further changes to HRIMS and recommend that only HR staff have access to HRIMS. Recommendation implemented with immediate effect and risk rating changed from HIGH to MEDIUM. Confidentiality agreement completed and awaiting HRIS SC approval. <p>April 2010:</p> <ul style="list-style-type: none"> Confidentiality agreement completed, approved by HRIS SC and awaiting MoHSS MMC approval.
R02	MoHSS IT Staffing	HIGH	<p>June 2009: Escalated to MoHSS Management.</p> <p>November 2009:</p>



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Risk Reference Number	Risk Name	Risk Rating	Status
			<ul style="list-style-type: none"> • IT Positions for the Regions <ul style="list-style-type: none"> ○ IT positions have been filled for the following regions namely Otjozondjupa, and Khomas Regions. ○ IT position for Oshana Region have been advertised and a recommendation for appointment was made to the Public Services Commission ○ IT position for Kavango region have been advertised and interviews are planned for early in 2010 ○ IT positions have not been approved for the remaining regions namely Karas, Hardap, Omaheke, Erongo, Kunene, Oshikoto, Ohangwena and Caprivi • The current IT staff establishment at National level is being reviewed, but no timeline is available as to when it will be completed • IntraHealth contracted SALT Essential IT to assist in the interim. <p>April 2010:</p> <ul style="list-style-type: none"> • National level, Kavango and Oshana system administrator candidates did not meet the requirements and posts need to be readvertised.
R03	SLG Continuity and Leadership	LOW	<p>October 2009: Escalated to MoHSS HRD Policy and Planning October 2009.</p> <p>April 2010:</p> <ul style="list-style-type: none"> • MoHSS appointed the Director of Policy, Planning and HRD, Ms. Celine Usikuu as the chairperson of the SLG in December 2009



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Risk Reference Number	Risk Name	Risk Rating	Status
			<ul style="list-style-type: none"> Risk level is reduced to Low
R04	MoHSS IT Management	MEDIUM	<p>December 2009:</p> <ul style="list-style-type: none"> Escalated to HRIS SC in December 2009. <p>April 2010:</p> <ul style="list-style-type: none"> Deputy Director position will be advertised internally with the Chief Systems Administrator position being advertised externally. Risk level is reduced to Medium
R05	Continuity of HRIMS	HIGH	<p>June 2009:</p> <p>We received verbal feedback from the Project Manager of the HCMS project that we may continue with the HRIMS Rollout.</p> <p>August 2009:</p> <p>MOHSS requested formal confirmation from the Project Manager of HCMS that we can continue with HRIMS Rollout in August 2009.</p> <p>December 2009:</p> <p>Escalated to the Undersecretary of PSM on 16 November 2009. Escalated to MoHSS Management December 2009. IH wrote a letter to offer support to OPM.</p>



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Risk Reference Number	Risk Name	Risk Rating	Status
			April 2010: No formal feedback received from OPM on letter written to Undersecretary on 16 November 2009





Annexure A

HRIMS PROJECT RISKS

Risk Ref. #	Risk Name	Risk Description	Risk Rating	Recommendation	Response from MoHSS
R01	HRIMS Security Concerns	Access to the HRIMS system is restricted on the following levels: <ul style="list-style-type: none"> • Data Entry Access – ability to add, change and delete information granted to Human Resource Practitioners (HRP); • Approval Access – ability to approve all the new additions, changes and deletions to the information granted to Senior and Chief HRP; • View Access – ability to obtain reports from the system but cannot make any changes granted to MoHSS Management; 	MEDIUM	We require feedback from Management on the following recommendations: <ul style="list-style-type: none"> • Initially we recommended that the MoHSS restrict access to the HRIMS system personnel administration part only for MoHSS HR staff and the RMT Management should only access reports on the HRIMS system as a first step. However, on OPM’s recommendation, we now recommend that access to HRIMS be restricted to HR staff only since user access cannot be restricted only to the RMT office 	Risk first tabled at the MoHSS Management Meeting on Tuesday 23 rd June 2009 and subsequently discussed at a MoHSS Management Forum in December 2009. Management requested in the Management



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		<p>These access levels have been granted to the HRPs based on their seniority level meaning that all the data entered must be approved in the HRIMS system by either the Senior HRP or Chief HRP.</p> <p>The security concern is that the HRIMS system does not restrict users to only capture, change and delete HR information in their own region but provides access across all the regions which is in contrast to the hardcopy files which restrict access to their own region only.</p>		<p>they are authorised to work in.</p> <ul style="list-style-type: none"> Secondly we recommend that the MoHSS HR staffs that have access to HRIMS be required to sign Confidentiality Agreements to protect the electronic information. <p>Action: MoHSS Management considers the proposed recommendations to mitigate this risk and indicate their acceptance or counter recommendations.</p>	<p>forum held in December 2009 to be given reports from HRIMS by their HR practitioner so that they also get the benefit of the HR automation.</p>



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Risk Ref. #	Risk Name	Risk Description	Risk Rating	Recommendation	Response from MoHSS
R02	MoHSS Information Technology (IT) Staffing	<p>Currently the MoHSS IT Staff comprises of Head of IT, 2 System Administrators and 1 IT Technician.</p> <p>When we started the HRIMS Pilot Project we recognised this as a risk thus a number of management strategies were put in place namely:</p> <ul style="list-style-type: none"> • Assign a System Administrator to the Project; • Compile Transfer of Knowledge Agreements with the IT Vendors to ensure that MoHSS IT Staff is trained on the job as the Project progress. <p>Unfortunately these above mentioned strategies failed in that the IT staffs is completely overloaded due to the number of other Donor Projects and MoHSS operational IT support commitments.</p>	HIGH	<p>In order to ensure the continuity of HRIMS in the 9 regions it has been rolled out to, we require feedback from Management on the following recommendations:</p> <ul style="list-style-type: none"> • Filling of all the existing IT positions in all the regions as a matter of urgency; • Revise the current IT staff establishment at the National level to support the growing IT infrastructure in terms of the number of users, applications, networks and hardware; • Dedicate an IT support person for the Rollout Project; • Contract a reputable IT Vendor to support the MoHSS as a temporary measure until the IT environment is fully staffed and trained to ensure that MoHSS achieve its strategic objectives 	<p>Risk tabled at the MoHSS Management Meeting on Tuesday 23rd June 2009.</p> <p>Feedback received from HRM is that one candidate for National level will start on 1st May 2010 and that candidates that responded to the advertisements for the Kavango and Oshana vacancies did not meet the 4-year degree</p>



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				and Vision 2030. • Reconsider the 4-year degree requirement for the System Administrator position and align it with market conditions. <u>Action</u> MoHSS Management considers the proposed recommendations to mitigate this risk.	requirement and those positions therefore need to be re-advertised.
R03	SLG Continuity and Leadership	Continuity of the SLG is threatened by the delay in the appointment of a new Chairperson and absence of an annual SLG meeting schedule;	LOW	We require feedback from Management on the following recommendation: <u>Action:</u> Next SLG meeting to be scheduled as a matter of urgency.	MoHSS responded and appoint the Director of Policy, Planning and HRD, Ms. Celine Usiku as the chairperson of the SLG.



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Risk Ref. #	Risk Name	Risk Description	Risk Rating	Recommendation	Response from MoHSS
R04	MoHSS Information Technology (IT) Management	<p>The current Head of IT has for at least the past 2 years also been the Acting Deputy Director for Physical Facilities and IT. With the expansion of the IT services to the regions, dedicated attention is required to ensure the IT Facilities are able to support the increase in the number of users, the computerisation of the HR processes and the rollout of IFMS to the regions.</p> <p>Due to the prolonged period of acting this has placed the Head of IT under tremendous strain and resulted in him being totally overloaded and thus not able to attend to all the IT related matters as required by the position. Should this matter be unattended to, the risk is losing the Head of IT.</p>	MEDIUM	<p>We require feedback from Management on the following recommendation:</p> <p>Action:</p> <p>MoHSS need to revise this prolonged acting of the Head of IT as a matter of urgency.</p>	<p>The Deputy Director position will be advertised internally with the Chief Systems Administrator position being advertised externally.</p>



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Risk Ref. #	Risk Name	Risk Description	Risk Rating	Recommendation	Response from MoHSS
R05	Continuity of HRIMS	Uncertainty on the timelines in terms of ceasing the use of the current HR system and switch over of Government to a new HR system is a real cause for concern. Also we would like to have the assurance that the functional requirements of MoHSS will be taken care of i.e. functions that are not possible in HRIMS will be catered for in the HCMS. Examples of such functions are that HRIMS cannot calculate leave gratuity and also does not allow for disciplinary cases to be captured.	HIGH	<p>We require feedback from Management on the following recommendation:</p> <p><u>Action:</u></p> <ul style="list-style-type: none"> • MoHSS need to follow up on the written confirmation that we can continue with HRIMS as well as requesting feedback from OPM on the status of HCMS, the new HR System. • MoHSS should also request for an opportunity to specify specific functions that they would like to be catered for in HCMS. 	<p>MOHSS requested formal confirmation from the Project Manager of HCMS that we can continue with HRIMS Rollout in August 2009, although we did receive verbal confirmation that we can continue with the HRIMS Rollout to 6 Regions.</p> <p>This request to formalise the verbal confirmation that we could continue with the HRIMS Rollout, was escalated to the Undersecretary of PSM on 16 November 2009.</p>

