**

Project Charter for MoHSS

HRIMS Rollout Project –

Phase II: 4 Regions

**June 2010**

  

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# TERMS AND DEFINTIONS

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| **Terms** | **Definitions** |
| **HCMS** | Human Capital Management System (New system to be implemented by OPM) |
| **HR** | Human Resources |
| **HRH** | Human Resources for Health |
| **HRIMS** | Human Resource Information Management System (System currently in use) |
| **HRIS** | Human Resources for Health Information Systems |
| **HRM** | Human Resource Management |
| **HRMIS** | Human Resource Management Information Systems. |
| **IH** | IntraHealth International Incorporation |
| **IT** | Information Technology |
| **LAN** | Local Area Network |
| **MoHSS** | Ministry of Health and Social Services |
| **OPM** | Office of the Prime Minister |
| **PC** | Personal Computer |
| **RFQ** | Request for Quotation |
| **SLG** | Stake Holder Leadership Group |
| **Terminal** | Thin client (computing): A server-centric computing model in which the application software, data, and CPU power resides on a network server rather than on the client computer |
| **UPS** | Uninterrupted Power Supply |
| **WAN** | Wide Area Network |

# EXECUTIVE SUMMARY

With the successful completion of the Human Resource Information Management Systems (HRIMS) Pilot Project that made HRIMS available to 3 regions as well as the Rollout of the HRIMS to 6 regions the MoHSS and its partner IntraHealth International Incorporated (IH) is now ready to embark on the Rollout of the HRIMS to the remaining 4 regions.

The 4 regions identified for this project are Kunene, Ohangwena, Caprivi and Oshikoto. This project will cover the Human Resource Management Offices at both Regional Management Team Offices and four Hospitals which are listed as follow:

* Kunene Regional Management Team Office and District Hospital Opuwo,
* Ohangwena Regional Management Team Office and District Hospital Eenhana ,
* Caprivi Regional Management Team Office and District Hospital Katima Mulilo,
* Oshikoto Regional Management Office, District Hospital Tsumeb.

The project aim to address the following core computer equipment requirements for the Human Resource (HR) staff of the 4 regions namely;

* Network infrastructure to link the Local Area Network to the Wide Area Network;
* Computer Equipment eg. Personal Computers and Terminals;
* Power stabilising equipment;
* Physical security of computer equipment.

The aim of the Charter is to outline:

* Schedule (time frame);
* Roles and Responsibilities
* Funding Proposal as what will be funded by the MOHSS and what will be funded by the IntraHealth International Incorporated (IH).
* Critical Success Factors for the Project.

# PROJECT SCOPE

## Objectives

This Project entails to rollout the HR management system called Human Resource Information Management system (HRIMS) to Caprivi, Kunene, Ohangwena and Oshikoto regions.

The project will cover the MoHSS HRM offices located in the Regional Management Team’s Office (RMT) and four Hospitals in the capital towns of these regions. The following interventions will be the key components of the project:

* Computer Literacy Training;
* HRIMS System Training;
* Provision of Computer Equipment;
* Provision of Uninterrupted Power Supply Units;
* Security Locks;

The MoHSS will provide the necessary support services and continuous on the job training**.**

## Principles

* The project team will ensure minimal disruption to offices already using the HRIMS.
* Any expected changes to project schedule, funding, deliverables, structure or scope will be communicated to HRIS Steering Committee as soon as possible.

## 

## Assumptions

* Mrs. Anna Isaacs to be the MoHSS Rollout HRIMS Project Manager;
* The availability of MOHSS management and staff in the relevant areas both to define requirements and provide relevant information.
* Availability of MOHSS resources to work on the project team full time.
* The use of MOHSS secretarial staff on an ad-hoc basis is in order.

## 

## Deliverables

HRIMS is fully rolled out to the four regions and the selected hospitals:

* IT infrastructure improved
* IT equipment delivered and in use
* Training conducted
* Staff in all regions use information for decision making

## Funding

Project to be funded by IH. All disbursements for the IT Vendor is included in their total fees quoted and will be invoiced as part of the monthly invoicing arrangements. MoHSS will be responsible for travel and accommodation for MoHSS staff.

## 

## CRITICAL SUCCESS FACTORS

1. Stakeholder Leadership Group and Management buy-in.
2. Leadership, monitoring and control by the HRIS Steering Committee.
3. HRIMS Rollout Project Manager to be freed from operational responsibilities.
4. Availability of project members.
5. Commitment of IT Vendor.
6. Clear communication of roles, responsibilities and deliverable standards.
7. Regular review and quality control of deliverables.
8. Prompt resolution of issues that arise.

# APPROACH

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Phase** | **Stages** | **Description** | **Deliverable** |
| **Project Initiation** | Project Charter | A high level outline of the project objectives and scope | Project Charter |
| Obtain Management Approval | Discuss and obtain approval from Management and HRIS STEERING COMMITTEE | Project Director sign-off Project Charter |
| **Project Preparation** | Initiate the Project | Project Kick-off | Information dissemination sessions |
| Develop Request for Quotation (RFQ) document | Compile RFQ, obtain responses and allocate tender | Allocate Tender |
| Appoint Vendor | Compile and sign the service contract with the vendor.  Finalise and approve project plan. | IH Service Contract & Approved project plan |
| Pre-implementation site visits | Visit sites earmarked for the rollout and verify computer equipment to be procured and network requirement. | Approved procurement list & order for computer equipment |
| **HR Blueprint** | Review of High-Level HRM processes | Review the High-level HRM processes that have been defined during the HRIMS Pilot rollout | Revised High-Level HRM Processes |
| Obtain Management Approval | Obtain management and HRIS STEERING COMMITTEE approval of phase deliverables and ensure that the project stays within the approved scope, timing and funding. | Project Standards and Procedures  Project Control File |
| **Realisation of 4 Rollout Regions** | Implementation & setup of the computer equipment, network and application in the regions | Installation of computer equipment and application in the regions. | Project Status |
| Review final stage deliverables | Review the major deliverables for every step | Approvals |
|  |  |  |
| User Training | Plan and conduct Computer Literacy and HRIMS Training | Training assessment questionnaires |
| Review project performance | Review and assess the project performance based on time, quality and funding. | Project Control File |
| **Go-live and Support** | Go-Live | Cut-over activities need to be defined | System is LIVE |
| **Conclude the Project** | Review the final phase and project deliverables | Review and assess the deliverables for the phase and project | Close Project Control File |
| Close the project | Project Complete | Project Complete |

# PROJECT SCHEDULE

The Project is to commence on the date on which the charter is signed and end within five months thereof.

The proposed schedule is as follow:

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Phase** | **May** | | **June** | | **July** | | **August** | | **September** | |
| **Project Initiation** |  |  |  |  |  |  |  |  |  |  |
| **Project Preparation** |  |  |  |  |  |  |  |  |  |  |
| **HR Blueprint** |  |  |  |  |  |  |  |  |  |  |
| **Realisation 6 Rollout Regions** |  |  |  |  |  |  |  |  |  |  |
| **Go-live and Support** |  |  |  |  |  |  |  |  |  |  |
| **Conclude the Project** |  |  |  |  |  |  |  |  |  |  |

# PROJECT ORGANISATION

## Roles and Responsibilities

### Project Director

The Project Director is the champion of the project and the chairperson of the HRIS Steering Committee and as such is accountable to the Stakeholder Leadership Group for delivering project objectives via the project manager.

Key responsibilities include:

* Approving project charter, scope and engagement goals;
* Facilitation of resolution of resistance and barriers;
* Reviewing and approving the major milestone deliverables;
* Ensuring that there is MoHSS staff to accept hand-over of project deliverables and management responsibilities for on-going phases;
* Resolves major escalated issues.

### Project Manager

The Project Manager will act as a leader and process manager. As a leader the Project Manager is responsible for managing and communicating a clear vision of the project’s objectives. As a process manager, the Project Manager must ensure that the appropriate timing, resources and sequencing of work efforts are applied to create the project deliverables within time and within funding according to the expectations of the Project Director.

This role is the management of the overall project and project team members, and is accountable to the Project Director.

Key responsibilities include:

* Controls the technical aspects of the project;
* Controls the day-to-day aspects of the project;
* Develops and maintains project charter and project plans;
* Executes formal reviews and management reviews;
* Tracks and disposes of issues;
* Helps resolve issues and change requests;
* Responsible for the technical quality of the implementation.

### IT Team Leader

This person is responsible for assisting the Project Manager and relevant MOHSS staff with understanding the systems environment, integration and functionality.

Key responsibilities include:

* Assist with the Planning and Implementation of the HRMIS Rollout Project;
* Ensure the WAN links are operational as per project plan;
* Assist with Communicating the system functionality.

### HRIMS Team Leader

This person is responsible for ensuring that the RMT offices and relevant HR Hospital staff understands the HRIMS systems environment, training, integration and functionality.

Key responsibilities include:

* Assist with the provision of knowledge of the current and desired future state HR processes to the project team;
* Take ownership for HR systems and processes and ensure that allocated HR actions and milestones are met;
* Assist with the implementation and communications plan.

## Project Structure

# PROJECT – BILL OF MATERIALS

The following table gives an indication of the expected funding requirements of the various project components for the Project:

|  |  |  |
| --- | --- | --- |
| **Expense Item** | **Detail** | **Comments** |
| Infrastructure | PC's | IH to Fund – pending budget approval. |
| Windows Based Terminals |
| Printers |
| Physical Security for Computer Equipment |
| Computer Literacy | Accommodation, Travel, Training Materials |
| HRIMS Training | Accommodation | MOHSS to fund for MoHSS staff and IH to fund for IH staff. |
| Travel |
| Allowance |
| Training Materials | MOHSS to Fund. |
| Project Requirements | Connect LAN to WAN |
| Desks and Chairs |
| Printer |
| Fax and Copy machine |
| General expenses i.e. stationary, tea/coffee, team building |

# REVIEW PROCEDURE

The review procedure will take on the following format namely:

* Project Team will meet informally daily and formally on a weekly basis. The meeting will be chaired by Project Manager.
* All deliverables will be submitted to the HRIS Steering Committee to review and assess the quality and completeness of the deliverables. The meeting will be chaired by the Project Director.
* Once the HRIS Steering Committee is satisfied that the deliverable meets the agreed quality it will be signed-off.

**The HRIS Steering Committee will consist of:** The Project Director, Project Manager, HRIS Advisor, and Head of departments for the all the areas affected by the specific project (i.e. a representative from the Directorate Policy, Planning and HRD and Divisions HRM and IT and Physical Facilities Management).

**The Project Team will consist of:** Project manager, HRIS Advisor, IT Vendor Project manager, IT Team Leader, HRIMS Team Leader.

# PROJECT RISKS AND STRATEGIES TO MANAGE

|  |  |
| --- | --- |
| **Risk/Issue** | **Management Strategies** |
| 1. Availability of key resources | Clearly define resource requirements up front and allocate resources appropriately. It is key that a realistic approach is taken to this and if resources are going to be an issue to contract external resources or extend milestone delivery dates accordingly. |
| 1. Delay in approval of project charter and funding. | Communicate to the HRIS Steering Committee that the delay will impact the timing of the entire project. |
| 1. Unexpected changes to project schedule, structure, funding or deliverables | Communicate any potential changes to project schedule, structure, funding or deliverables to the HRIS Steering Committee as soon as possible. |
| 1. Project Funding. | As per the Funding section the IH and the MoHSS will fund the selected items as indicated. |
| 1. Physical Security of IT Assets | The MoHSS need to ensure that the physical security at the head regional offices and hospitals are enhanced to secure the IT Assets. |
| 1. MOHSS IT Staff. | The MoHSS is responsible to appoint the necessary staff to support the new IT environment and should assistance from The IH Project be required in terms of training and consultancy support these must be made in a request for assistance supported with a sustainability plan. |
| 1. Delays in Project implementation | Actively follow-up Supplier progress and manage as per implementation plan. |
| 1. Poor Project Communication | Draw up a communications strategy to be approved by HRIS Steering Committee. |
| 1. Incomplete Testing Plans | Ensure the completeness of Testing Plans to be signed-off by Project Manager and the HRIS Steering Committee before testing. |

# APPROVAL

I the undersigned agree with the schedule, roles and responsibilities, funding arrangements and critical success factors for this HRIMS Rollout Project.

*-------------------------------- ----------------------*

Project Director Date

Mrs. Lydia Nashixwa

HRIS Steering Committee Chairperson

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*HRIMS* Rollout Project Manager Date

Mrs. Anna Isaacs

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*IT Divisional Head MHOSS*  Date

Mr J Mudjuu

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Project Sponsor: IntraHealth Chief of Party Date

Dr. Emad Aziz

IntraHealth International

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HRIS Advisor Date

Mrs. Rosaline Hendricks