

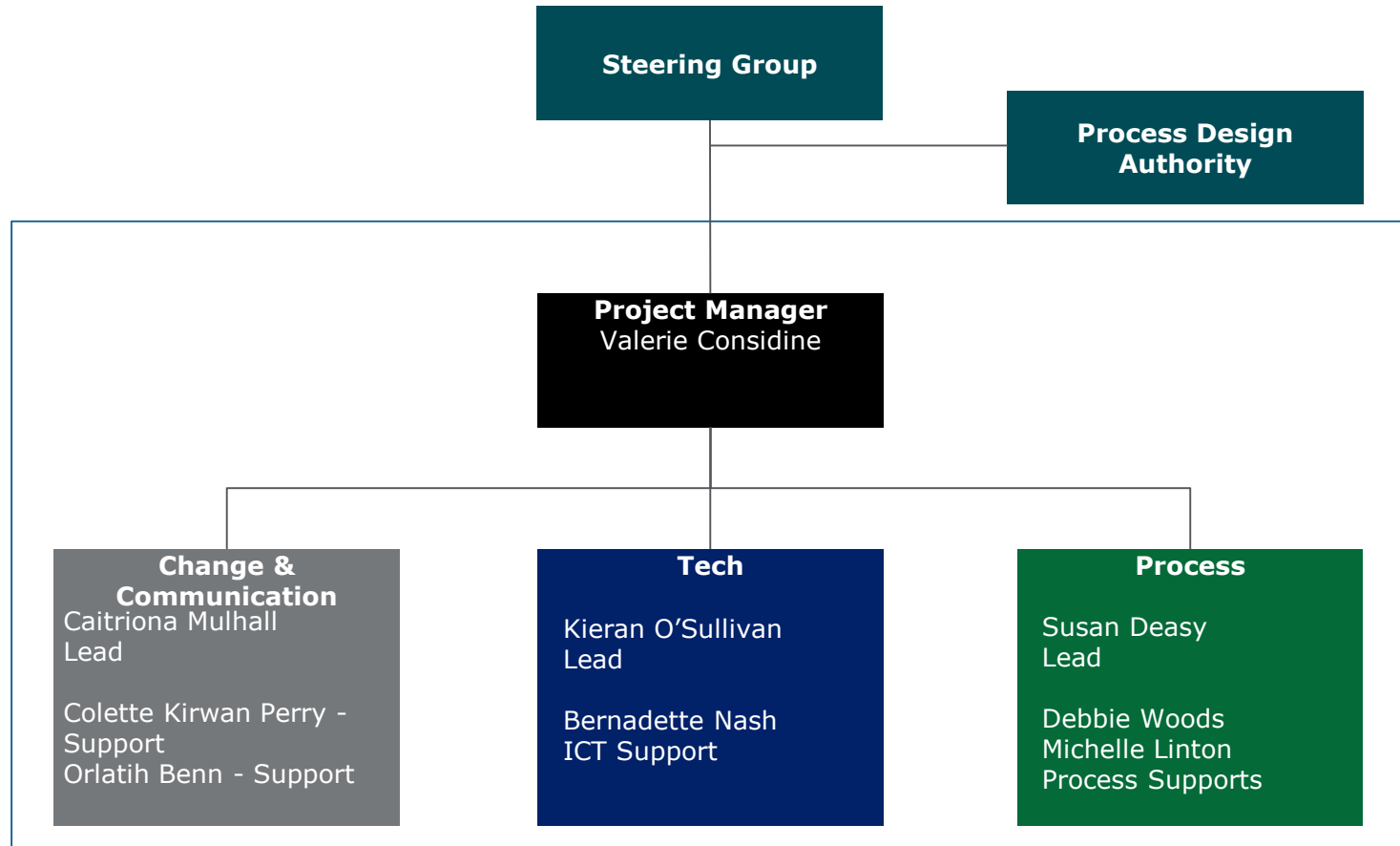
# **Project & Programme Governance Organisation Structure**

# Project Governance Structure - Objectives

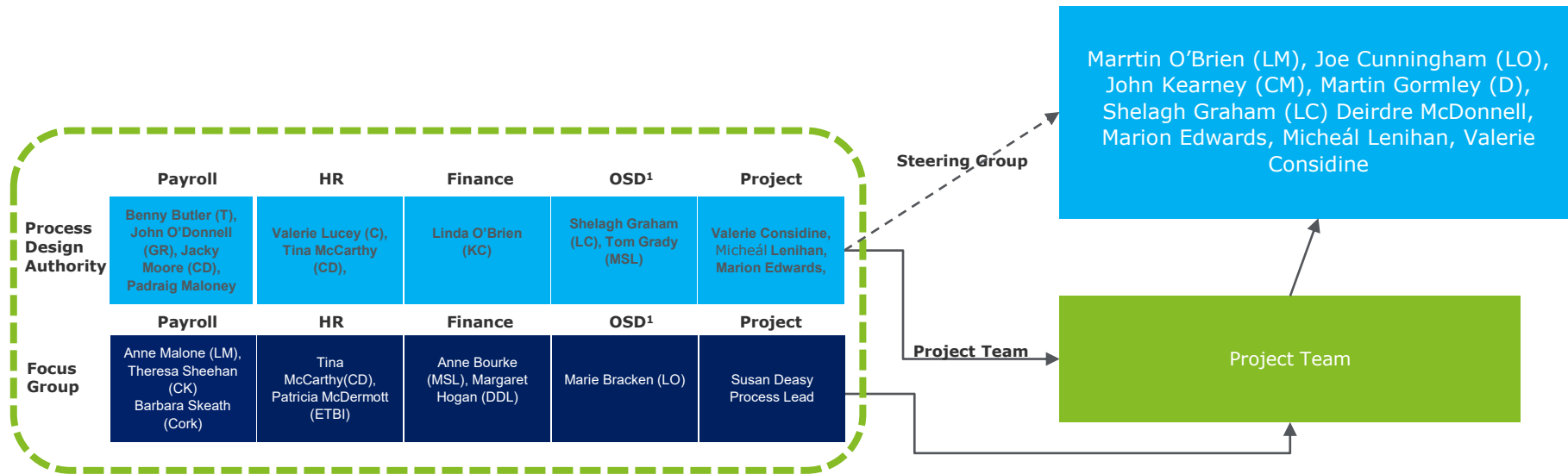
**The objective of this document is to set out proposed Project Governance policies. The key items addressed in this strategy are as follows –**

- **Establish** the Project Governance structure including members of each stakeholder group, lines of reporting, key inputs from each stakeholder and meeting frequency
- **Define** the key activities that each stakeholder group will be responsible for as part of the Project Governance structure
- **Establish** the Operational Governance structure including members of each stakeholder group, lines of reporting, key inputs from each stakeholder and meeting frequency
- **Define** the key activities that each stakeholder group will be responsible for as part of the Operational Governance structure

# ESBS ETB Payroll Project Team



# Project Governance Structure

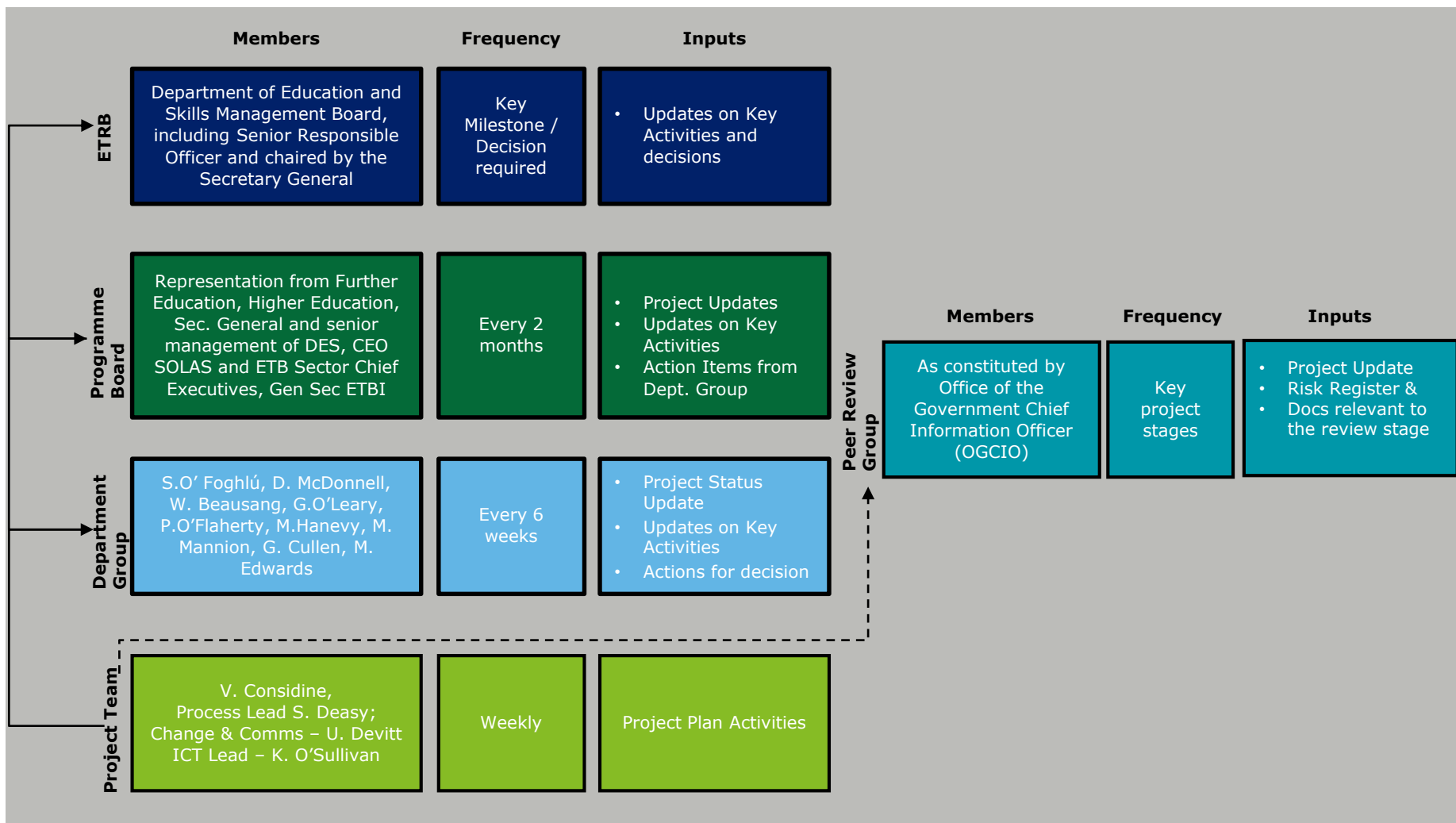


Project Governance	Frequency	Key Inputs
Steering Group	Every 6 weeks	<ul style="list-style-type: none"> <li>Project Status Updates</li> <li>Outputs from the PDA</li> <li>Updates from Key Activities</li> <li>Risk Register</li> </ul>
Process Design Authority	Every 6 weeks	<ul style="list-style-type: none"> <li>Process Material</li> <li>Key Project Content</li> </ul>
Focus Group	Every 4/6 weeks	<ul style="list-style-type: none"> <li>Process Material</li> </ul>
Project Team	N/A	

1. OSD - Organisation support and development

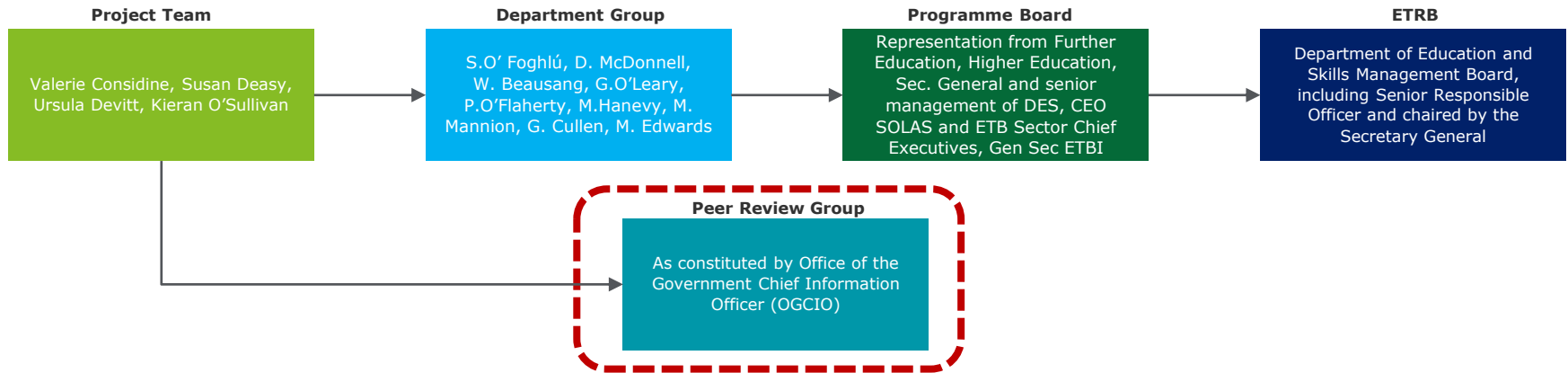


# Department/Sector Programme Governance Structure



1. OSD - Organisation support and development

# Project Governance Structure



Project Governance	Frequency	Key Inputs
ETRB	Key Milestone/Decision required	<ul style="list-style-type: none"> <li>• Updates on Key Activities and decisions</li> </ul>
Programme Board	Every 2 months	<ul style="list-style-type: none"> <li>• Project Status Update</li> <li>• Updates on Key Activities</li> <li>• Action items from Department Group meeting</li> </ul>
Peer Review Group	Key project stages & Go/No Go decisions	<ul style="list-style-type: none"> <li>• Minutes from Steering Group meeting</li> <li>• Risk Register</li> <li>• Project Status Update</li> </ul>
Department Group	Every 6 weeks	<ul style="list-style-type: none"> <li>• Project Status Update</li> <li>• Updates on Key Activities</li> <li>• Actions for decision</li> </ul>
Project Team	N/A	

# Project Governance Structure



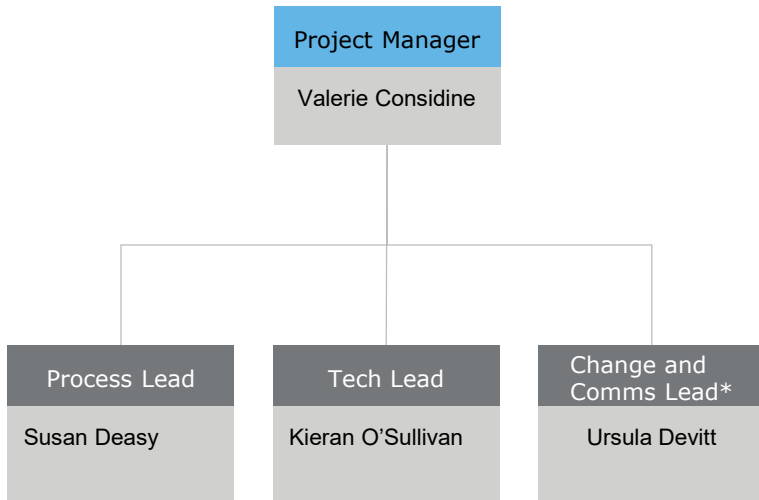
**PB:** Programme Board  
**SG:** Steering Group  
**PDA:** Process Design Authority

**\*** Transition Lead  
**SME:** Subject Matter Expert

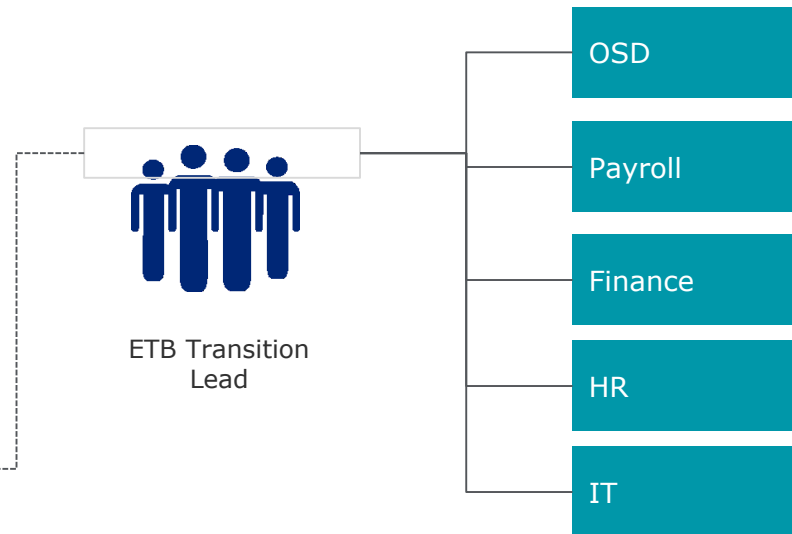
# ESBS Project and ETB Transition Lead Team



## Payroll Project Team



## ETB Project Board

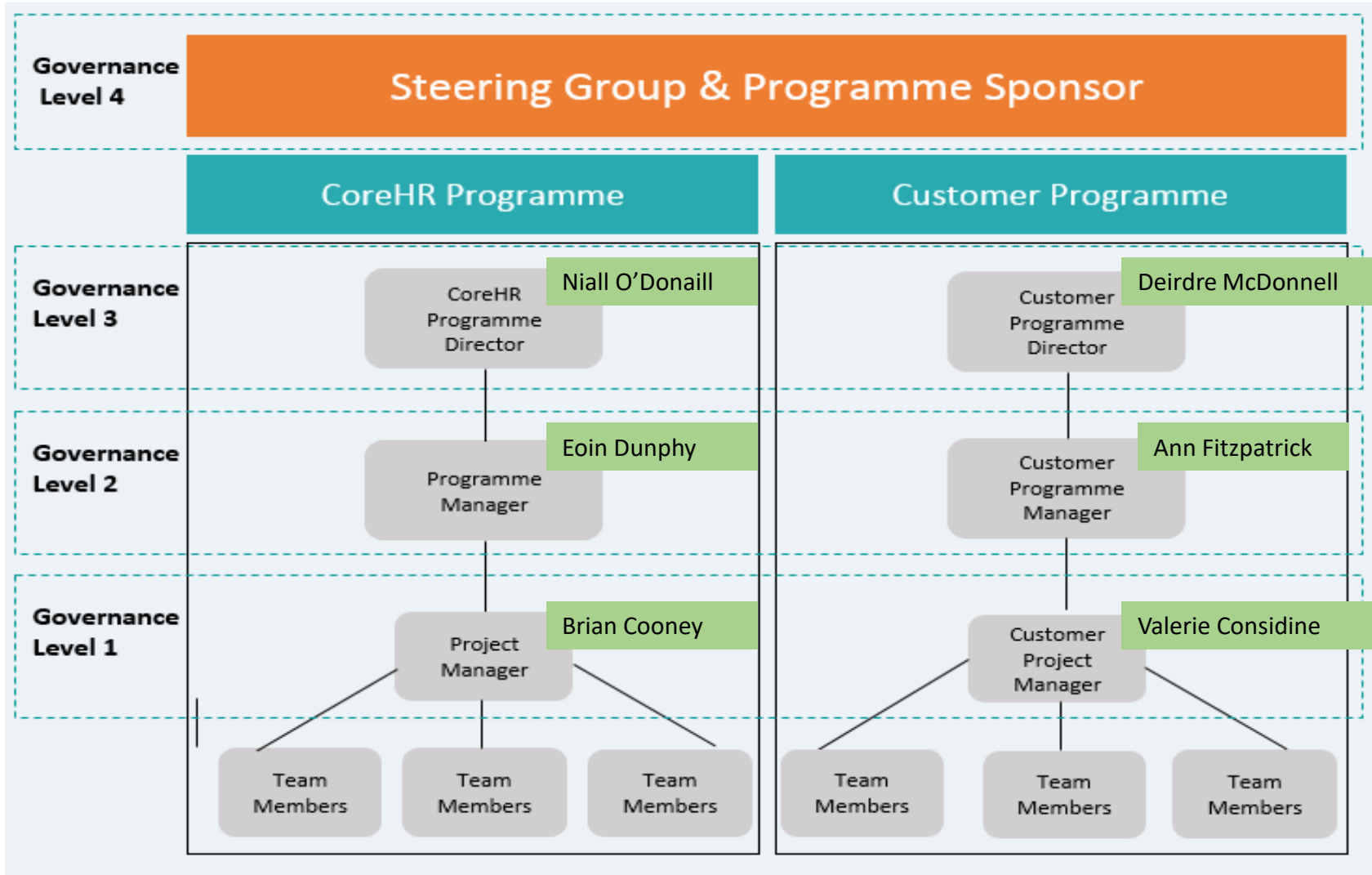


## ETB Transition Lead

CD ETB Jacky Moore Tina McCarthy	CM ETB Mary Lennon	C ETB Suzanne Mullins & Valerie Lucey	DDL ETB M. Hogan	D ETB Ciaran Cunningham	GR ETB John O'Donnell	KC ETB Theresa Sheehan	K ETB Kay Loughnane
KW ETB Breda Kelly	LC ETB Caroline O'Brien	LM ETB Gillian Begley	LO ETB Patricia McCormack	LW ETB Stephanie Kilmurray	T ETB Benny Butler	MSL ETB Ann Bourke	WW ETB Michelle Ryan



# ESBS Project and CoreHR Team



## Project Governance – Key activities

Group	Key activities
ETRB	<ul style="list-style-type: none"> <li>• Establishing good governance practices e.g. open dialogue; confidentiality; challenging but supportive environment</li> <li>• Resolving and mitigating programme level risks and issues</li> <li>• Providing necessary approvals and decision on the reform programme</li> <li>• Monitoring progress against plans through progress reporting and review</li> <li>• Ensuring consistency of approach to cross-cutting issues across the sector and support joint initiatives as appropriate</li> <li>• Managing the interdependencies between internal and external stakeholders</li> <li>• Influencing key stakeholders</li> <li>• Leading communication on the overall reform agenda in the sector</li> </ul>
Peer Review Group	<ul style="list-style-type: none"> <li>• Reviewing project progress ensuring compliance with the scope of project</li> <li>• Monitoring progress of Project tender specifications</li> <li>• Reviewing and agreeing reports prepared by the Process Manager consisting of key actions, decisions, risks, issues, and mitigation strategies.</li> <li>• Influencing key stakeholders</li> </ul>
Programme Board	<ul style="list-style-type: none"> <li>• Ensuring that the programme office process is being implemented</li> <li>• Identifying, scoping and planning new project areas</li> <li>• Resolving and mitigating programme level risks and issues</li> <li>• Providing necessary approvals and decision on the reform programme</li> <li>• Monitoring progress against plans through progress reporting and review</li> <li>• Securing and allocating resources appropriately (in accordance with agree priorities) across the programme</li> <li>• Ensuring consistency of approach to cross-project issues</li> <li>• Managing the interdependencies between internal and external stakeholders</li> <li>• Providing solutions to issues escalated from project steering groups which have implications for the overall programme</li> <li>• Ensuring resource allocation is aligned with project prioritisation</li> </ul>
Department Group	<ul style="list-style-type: none"> <li>• Resolving and mitigating Steering Group level risks and issues</li> <li>• Providing necessary approvals and decision on the ESBS programme</li> <li>• Monitoring progress against plans through progress reporting and review</li> <li>• Securing and allocating resources appropriately</li> <li>• Managing the interdependencies between internal and external stakeholders</li> <li>• Influencing key stakeholders</li> </ul>

## Project Governance – Key activities

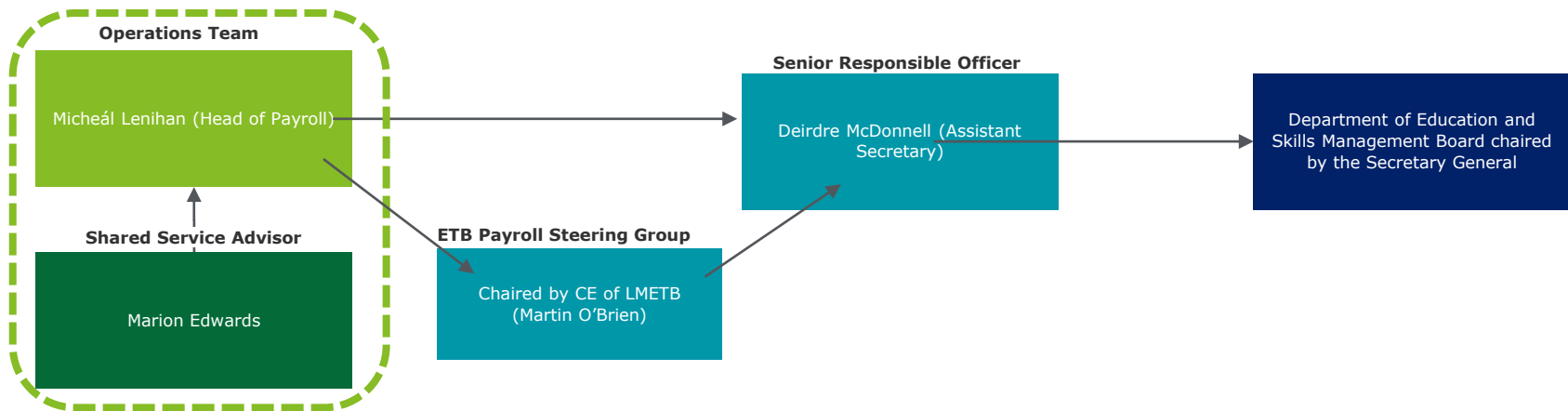
Group	Key activities
Steering Group	<ul style="list-style-type: none"> <li>• Reviewing and approve of project plan</li> <li>• Approving of progress reports and project updates</li> <li>• Setting expectation for time, budget and quality</li> <li>• Resolving issues escalated to group by the Project Manager, Design Authority or member of the steering group</li> <li>• Escalating unresolved issues to the appropriate governance group for resolution</li> <li>• Providing/authorising resources and or funds to the project</li> <li>• Reviewing role and function of project Design Authority as appropriate</li> <li>• Ensuring project related strategies are in place and implemented including risk management, stakeholder engagement, benefits realisation and change management</li> </ul>
Process Design Authority Group	<ul style="list-style-type: none"> <li>• Participating in the design process, reviewing and approving the deliverables presented to it</li> <li>• Approving any proposed variance from the agreed standards</li> <li>• Reviewing summary reports prepared by the Process Lead consisting of key actions, decisions, risks and mitigation strategies.</li> <li>• Providing timely and useful information during the design process</li> <li>• Resolve design issues escalated to it by the project manager</li> <li>• Escalate unresolved issues to the project steering group</li> </ul>
Technical Advisory Group	<ul style="list-style-type: none"> <li>• Bringing an informed key stakeholder and subject matter expert perspective in relation to technical design, and providing related advice, guidance and support for the ESBS Project Team</li> <li>• Participating in the design process and reviewing and approving the deliverables presented to it, with a view to ensuring deliverables and the system design are fit for purpose / aligned to the standard processes and requirements of the tender.</li> <li>• Reviewing and agreeing summary reports prepared by the Process Lead and consisting of key actions, decisions, risks, issues, and mitigation strategies.</li> </ul>
Focus Group	<ul style="list-style-type: none"> <li>• Providing specific subject matter expert advice for the development of a Payroll solution from the ETB sector by identifying changes and requirements for the sector</li> <li>• Participating in meetings and reviewing draft project outputs</li> <li>• To provide timely and useful information, feedback and comment on draft project outputs before being presented to the Design Authority and Steering Group for approval and sign off</li> <li>• Identify risks associated with the Payroll Shared Services solution and the impacts it may have on ETB's</li> <li>• Facilitate access to relevant people and networks for the purpose of data collection, validation and communication</li> </ul>

## Project Governance – Key activities (Other Stakeholders)

Group	Key activities
Public Service Reform Office (PSR)	<ul style="list-style-type: none"> <li>• Driving and communicating Public Service Reform and accountability across the Education and Training Sector and report to the Education and Training Reform Board and to the Department of Public Expenditure and Reform on progress against plans</li> <li>• Co-ordinating development and implementation of the Integrated Reform Delivery Plan (IRDP), the Shared Services (including procurement) Plan and the External Service Delivery Plan for the sector and align the Public Service Reform Programme with the Departments Statement of Strategy</li> <li>• Introducing Programme and Project Management structures and methodologies across the Department and the Sector to ensure planning, monitoring and control and delivery of programmes and projects related to the IRDP. Ensure programme and project governance arrangements are fit for purpose to deliver on the commitments of the Department's Integrated Reform Delivery Plan (IRDP)</li> </ul>
Senior Responsible Officer (SRO)	<ul style="list-style-type: none"> <li>• Responsible for the business area</li> <li>• Ensuring that the project is focused on the objectives, product delivery and forecast benefits</li> <li>• Responsible for successful delivery of the project on time, within budget and within quality parameters.</li> <li>• Appoints the project's Key Executive and the Strategic Sponsor as appropriate. The person sits on the Education and Training Reform Board (ETRB), and the relevant Programme Board.</li> </ul>
Change Board	<ul style="list-style-type: none"> <li>• Overarching function of the Change Control Board is to consider ESBS Project Change Control Notices</li> <li>• Make recommendations to the Programme Board/Contracting Authority on whether the change should be implemented, delayed, deferred or cancelled Process</li> </ul>

# **Operational Governance**

# Operational Governance Structure



Project Governance	Frequency	Key Inputs
DES Management Board	Key Milestone/Decision required	Updates on Key Activities/Decisions
Senior Responsible Officer	Monthly (or more frequently where appropriate)	Project Updates and input to Key Activities / Decisions
Shared Service Advisor		Payroll Policy Decisions Updates on Key Activities
ETB Shared Service Payroll Steering Group	Every 6 weeks	Project Status Update Payroll Policy Decisions Updates on Key Activities Risk Register
Project Team	N/A	Process Material Key Project Content

## Operational Governance – Key activities

Group	Key activities
DES Management Board	<ul style="list-style-type: none"> <li>• Establishes good governance practices e.g. open dialogue; confidentiality; challenging but supportive environment</li> <li>• Resolving and mitigating programme level risks and issues</li> <li>• Providing necessary approvals and decision on the reform programme</li> <li>• Monitoring progress against plans through progress reporting and review</li> <li>• Ensuring consistency of approach to cross-cutting issues across the sector and support joint initiatives as appropriate</li> <li>• Managing the interdependencies between internal and external stakeholders</li> <li>• Influencing key stakeholders</li> <li>• Leading communication on the overall reform agenda in the sector</li> </ul>
Senior Responsible Officer (SRO)	<ul style="list-style-type: none"> <li>• Responsible for the business area</li> <li>• Ensure that the project is focused on the objectives, product delivery and forecast benefits</li> <li>• Responsible for successful delivery of the project on time, within budget and within quality parameters.</li> <li>• Providing/authorising resources and or funds to the project</li> <li>• Appoints the project's Key Executive and the Strategic Sponsor as appropriate. The person sits on the Education and Training Reform Board (ETRB), and the relevant Programme Board.</li> <li>• Responsible for Oversight in relation to the fit-out and development of the Facilities and establishment of the ESBS Centre.</li> <li>• Responsible for oversight of Internal DES decisions regarding the development of the ETB Payroll Shared Services Operations (Budget, Resources, Funding Models, Organisation Design &amp; Structure etc.)</li> </ul>
ETB Payroll Project Steering Group	<ul style="list-style-type: none"> <li>• Report to the Steering Group in relation to the development of the ETB Payroll Shared Services Operations and the future Payroll Policies that will be in place for the ETB Payroll Shared Services Operations Centre.</li> <li>• Review and approve of project plan.</li> <li>• Approval of progress reports and project updates.</li> <li>• Setting expectation for time, budget and quality.</li> <li>• Resolving issues escalated to group by the Project Manager, Design Authority or member of the steering group.</li> <li>• Escalating unresolved issues to the appropriate governance group for resolution.</li> <li>• Review role and function of project Design Authority as appropriate.</li> <li>• Ensuring project related strategies are in place and implemented including risk management, stakeholder engagement, benefits realisation and change management.</li> </ul>