5th Nov. 2019

Ms. Éilis Fallon,
Committee Secretariat,
Public Accounts Committee,
Leinster House,
Dublin 2.

Re: New payroll system NiSRP (PAC Ref: PAC32-I-1590)

Dear Ms. Fallon,

I refer to your recent correspondence to Mr. Paul Reid, Chief Executive Officer, Health Service Executive concerning the new payroll system, NiSRP.

Please find below for the attention of the Public Accounts Committee members response to the matter.

If any further information is required please do not hesitate to contact me.

Yours sincerely,

Ray Mitchell
Assistant National Director
Parliamentary Affairs Division

Encl.
Briefing Note for the Committee of Public Accounts on the National Integrated Staff Records & Pay Programme [NiSRP]

Background & Context

The NiSRP Programme has been established to advance the following critical objectives for the HSE:

- Facilitate access to comprehensive employee data in order to control staffing costs, manage absenteeism, and assist in strategic management decision-making
- Provide consistent support and critical business information for evolving organisational structures across the HSE
- Fulfil the Government direction to establish and develop shared services models across the public sector
- Support the HSE’s people agenda with timely information and best in class e-HR enabling capabilities underpinned by the HSE’s Human Resource People Strategy 2015 and the HBS Strategy 2014 – 2016

Scale of NiSRP Programme

NiSRP is a multi-year national transformation programme, designed to modernise Staff Records and Payroll systems and processes across the HSE. The objectives are to:

- Deliver a single Staff Records platform for national coverage of all people related data for the HSE
- Deliver a single Payroll technical platform for all HSE employees
- Standardise associated Staff Records and Payroll processes nationally
- Introduce an online tool [NiSRP self-service] and processes to allow all staff request leave, submit travel/subsistence claims, change bank details and carry out other common HR related tasks online
- Rationalise the multiple payroll processing centres and enable consolidation of staff records processing centres to an optimum number of sites

These objectives will provide:

- National coverage of all employee data - full oversight of people data to support management information and decision making
- Greater efficiencies for the organisation, allowing resources to be deployed where they are needed most
- The migration of all non-SAP Payroll operational areas to SAP Payroll eliminating dependency on third party providers in mission critical functions
- Reduction in risk of ‘end of life/support’ payroll systems
- The automation of certain Personnel Records practices through the introduction of Employee Self Service and Manager Self Service, improving access for staff, modernising the service, increasing efficiencies and offering potential economies of scale
- Administrative agility and appropriate support function structural design

The Programme is deploying its solution to all HSE statutory bodies in the first instance, with Section 38 Agencies in scope but not as yet within deployment plans.

An exercise currently underway will seek to define the most appropriate timing and sequencing of solution deployment to these agencies.

For the vast majority of HSE staff, the only change experienced will be the introduction of the self-service tool [NiSRP Self Service].
For a smaller cohort of staff [specifically those involved in capturing staff hours worked, payroll and staff records processing] there will be more significant changes to processes and systems used. The Programme undertakes an extensive change management exercise [including engagement, communications, training and post ‘Go-Live’ support] to assist all staff through the change process.

**Existing stage of Plans**

The Programme business case was approved in July 2018 and the first implementation went ‘live’ in HSE East in June 2019. We are now in the process of deploying the system to the HSE South East area, with a planned ‘go-live’ in June 2020.

We will deploy the solution in HSE South in May 2021, followed by HSE West and HSE North East in 2022. A decision on the ordering of these deployments will be made based on priority need at the appropriate time. The final phase of deployment will be to HSE North West, HSE Midlands and HSE Mid-West in 2023. The programme will deploy NiSRP Self Service only to these areas as they already have the integrated staff records and payroll system.

**Costs**

The NiSRP Programme is projected to require some €27m investment over the course of its lifetime i.e. up to 2023.

*November 2019*

*Health Service Executive*