Terms of Reference
Management Information Project Working Group

Purpose of the Working Group

1. The overall objective of the Development and Implementation Phase of the Management Information project will be to address the people, data and system issues that were identified in Phase 1 and to create the management information environment that meets the University's long-term strategic objectives. This will be achieved via a number of work streams focusing on specific aspects of the project, i.e.:

    -   Data issues, definition and analysis
    -   Opportunities for short term improvements ("quick wins")
    -   Personnel, organisational and business process aspects
    -   Technical environment
    -   Specification and procurement
    -   Pilot implementation
    -   Roll-out planning

2. Each of the above work streams will be managed as sub-projects, with an agreed set of deliverables and timescales. They will comprise a number of discrete tasks and activities with the aim of ensuring satisfactory and timely delivery of the agreed products.

3. Accomplishment of the tasks and activities leading to a satisfactory outcome to the project will require specialist input from individuals possessing knowledge of the relevant functional areas as well as expertise in disciplines applicable to the various work streams. The Working Group is designed to bring together individuals possessing the relevant knowledge and skills who will act either individually or collectively to undertake assigned tasks and activities in order to achieve the project's objectives.

Terms of Reference

The functions of the Working Group will include the following:

4. Work jointly with the Project Manager and other members of the Working Group within and across work streams to define tasks and activities and the processes and resources for their accomplishment

5. Undertake allocated tasks within specific work streams

6. Identify and bring to the attention of the Project Manager any additional tasks that may be necessary in order to achieve a specific outcome

7. Bring to the attention of the Project Manager any problems and issues that may adversely affect the timely accomplishment of allocated tasks, such as a lack of resources to meet deadlines, skill shortage in particular areas, etc..

8. Keep the Project Manager and co-assignees within the Working Group informed of progress towards accomplishment of assigned tasks

9. Contribute to the project's Communications Plan, e.g. by participating in system demonstrations, briefing sessions, etc.

10. Serve as the conduit through which information about the project is communicated to colleagues

Membership

11. The Working Group will be chaired by the Head of Planning and Information and will include in its membership named representatives of the following functional areas:

    - Two Schools from each Faculty
    - Computing Services
    - Finance
    - Planning and Development
    - Human Resources
    - Student Administration and Support
    - Facilities Management
    - Research Support Office
    - Partnerships and Innovation
    - Student Recruitment and Admissions Office

Working Group meetings

12. The Working Group will meet at approximately monthly intervals with an agenda that will include monitoring progress against achievement of project objectives, any problems or issues encountered and examples of good practice.

13. An agenda will be produced and issued to members at least three working days before each meeting.

14. Members will be invited to contribute items to the agenda if they wish.

15. Minutes of each meeting, including action points and owners, will be circulated to all participants no later than one week after the meeting.

16. The Project Manager will be responsible for producing and circulating the agenda and minutes.

Reporting

17.	The position of the Working Group within the overall project governance structure is shown in the attached diagram.

Process

18.	The membership of the Working Group, meeting frequency, reporting arrangements, etc., can be varied on the instructions of, or with the approval of, the Project Management Team.

19.	Allocation of tasks to individuals or groups of members within the Working Group will be the responsibility of the Project Manager. Tasks will be discussed and agreed with those who are assigned responsibility and will be formalised in a written task definition. Activities associated with specific tasks and the estimated timescale for their completion will be incorporated into the project programme.

Management Information Project Governance Structure

Business & Information Systems Committee

| P Hackett Chief Operating Officer | C Jones Academic Secretary | J Cartwright Director of Computing Services | R Eastwood Director of Finance | S Dickson Director of Facilities Management | Prof JR Saunders Deputy Vice Chancellor (Chair) | Prof S Holloway Exec Pro Vice Chancellor | Prof I Greer Exec Pro Vice Chancellor | Prof A Derrington Exec Pro Vice Chancellor | V Goddard Director of Planning | A Hitchen HR Systems Project Manager |

Core Project Team

| K Badcock Head of School of Engineering | J Clague Faculty Manager (H&LS) | S Denniss Head of Bus Info Systems & Services | A Wright Head of Planning & Information | J Cartwright Director of Computing Services | V Goddard * Director of Planning (Chair) | M Reid Senior Management Accountant | A Hitchen HR Systems Project Manager | P Leonard Head of Student Admin Services | B Graham MI Project Manager |

Project Management Team

| S Denniss Head of Bus Info Systems & Services | A Wright Head of Planning & Information | B Graham MI Project Manager |

Working Group

MI Working Group
(Chair – A Wright, Head of Planning & Information)
Faculties	P&D
CSD	Finance
HR	SAS
P&I	SRAO
RSO	FM

Note: Chair of Core Project Team to be assumed by R Eastwood, Director of Finance, during V Goddard's absence, February – October 2011