



ACT
Government

Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2023-148

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	70
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [CMTEDD FOI](#)
Subject: FOI Request-CMTEDDFOI 2023-148
Date: Thursday, 27 April 2023 6:34:30 PM

Good afternoon,

[REDACTED] I write to request, under the *Freedom of Information Act 2016*, copies of the following documents:

1. Correspondence relating to contract CM3222870, including the milestones/deliverables and dates of the work involved in the contract; any copies of written approval from the Minister or department; and any documents providing justification as to why this was a sole-sourced contract.
2. Correspondence relating to contract SA1534, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed.
3. Correspondence relating to contract RITM3174903, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed.
4. Any correspondence to ministers in relation to the HRIMS program (including status updates, risk and issue briefings, or signoffs).
5. Any contracts related to the HRIMS program.

Kind regards,





ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2023-148



FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 27 April 2023. Specifically, you sought the following:

- *Correspondence relating to contract CM3222870, including the milestones/deliverables and dates of the work involved in the contract; any copies of written approval from the Minister or department; and any documents providing justification as to why this was a sole-sourced contract.*
- *Correspondence relating to contract SA1534, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed.*
- *Correspondence relating to contract RITM3174903, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed.*
- *Any correspondence to ministers in relation to the HRIMS program (including status updates, risk and issue briefings, or signoffs).*
- *Any contracts related to the HRIMS program.*

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

In accordance with section 40 of the Act, CMTEDD was required to provide a decision within 20 working days of receipt of your application. However following extensions granted by your office and third-party consultation, a decision on your access application is due by 7 August 2023.

Decision on access

Searches were completed for relevant documents and 24 documents plus attachments were identified that fall within the scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to grant access in full to three documents relevant to your request. I have decided to grant partial access to 17 documents and refuse to release four documents, as I consider them to contain information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act.

My access decisions are detailed further in the following statement of reasons, in accordance with section 54(2) of the Act. The documents released to you are provided as **Attachment B** to this letter.

Statement of Reasons

In reaching my access decisions, I have taken the following into account:

- the Act
- the content of the documents that fall within the scope of your request
- the views of a third party
- the *Human Rights Act 2004*.

Exemption claimed

My reasons for deciding not to grant access to the identified documents and components of those documents are as follows:

Contrary to the public interest information under Schedule 1 of the Act

Some of the documents contain information that is considered to be contrary to the public interest under Schedule 1 sections 1.2 and/or 1.6 of the Act.

Under the Act schedule 1, section 1.2 *Information subject to legal professional privilege - Information that would be privileged from production or admission into evidence in a legal proceeding on the ground of legal professional privilege* is exempt from release.

Information that contains legal privileged information has been redacted in document 17.

Under the Act schedule 1, section 1.6 *Cabinet Information* is:

(1) Information—

(a) that has been submitted, or that a Minister proposes to submit, to Cabinet for its consideration and that was brought into existence for that purpose; or

(b) that is an official record of Cabinet; or

(c) that is a copy of, or part of, or contains an extract from, information mentioned in paragraph (a) or (b); or

(d) the disclosure of which would reveal any deliberation of Cabinet (other than through the official publication of a Cabinet decision).

The purpose of this exemption is to maintain the confidentiality of the Cabinet process and to uphold the principle of collective ministerial responsibility. This exemption was discussed in *The Commonwealth v Northern Land Council* [1993] HCA 24; (1993) 176 CLR 604 (21 April 1993). Paragraph 6 of the decision, states that:

... it has never been doubted that it is in the public interest that the deliberations of Cabinet should remain confidential in order that the members of Cabinet may exchange differing views and at the same time maintain the principle of collective responsibility for any decision which may be made.

Information that would divulge Cabinet deliberations has been redacted.

Information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act

What is the Public Interest?

The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interest lies. As part of this process, I must consider factors favouring disclosure and non-disclosure.

In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when 'used in a statute, the term [public interest] derives its content from "the subject matter and the scope and purpose" of the enactment in which it [public interest] appears'. Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act.

Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are relevant to determine if release of the information contained within these documents is within the 'public interest'.

Factors favouring disclosure in the public interest under schedule 2.1:

(a) disclosure of the information could reasonably be expected to do any of the following:

- (i) Promote open discussion of public affairs and enhance the government's accountability.*
- (ii) Contribute to positive and informed debate on important issues or matters of public interest.*
- (iii) Inform the community of the government's operations, including the policies, guidelines and codes of conduct followed by the government in its dealings with members of the community.*
- (iv) Ensure effective oversight of expenditure of public funds.*

I consider release of this information could reasonably be expected to promote discussion of public affairs, contribute to positive and informed debate and the government's accountability regarding the expenditure of public funds. The release of this information will provide insight in the process undertaken with regards to procurement.

However, these factors are required to be balanced against those factors favouring nondisclosure.

Factors favouring nondisclosure in the public interest under schedule 2.2:

(a) *disclosure of the information could reasonably be expected to do any of the following:*

- (ii) *Prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004.*
- (xi) *Prejudice trade secrets, business affairs or research of an agency or person.*
- (xii) *Prejudice an agency's ability to obtain confidential information.*

I consider that the protection of an individual's right to privacy, is a significant factor in the release of this information. The personal details of non-government employees have been removed as I consider that the release of this information could impact their right to privacy. This, in my opinion, outweighs the benefit which may be derived from releasing the personal information.

I therefore weigh the factor for nondisclosure more highly than the factor in favour of release in this instance. As a result, I have decided that release of this information could prejudice their right to privacy under the *Human Rights Act 2004*.

I have also considered the impact of disclosing information which relates to business affairs. The information in question contains sensitive information including payment rates, negotiations, methods of calculations and service delivery for businesses that are not publicly available. I consider release of this information could unreasonably cause harm to the businesses involved by providing commercial information to their competitors. I am satisfied that release of this information would, or could, have significant impact on the ACT government's ability to negotiate competitive commercial terms for professional services in the future and raise concerns about handling of commercially sensitive information.

Having applied the test outlined in section 17 of the Act and deciding that release of personal information and information concerning commercial activities contained in the documents is not in the public interest to release, I have chosen to redact this specific information in accordance with section 50(2). Noting the pro-disclosure intent of the Act, I am satisfied that redacting only the information that I believe is not in the public interest to release will ensure that the intent of the Act is met and will provide you with access to the majority of the information held by CMTEDD within the scope of your request.

Charges

I have waived fees associated with your access application because [REDACTED] [REDACTED] [REDACTED] is not to be charged a fee for an access application.

Online publishing – Disclosure Log

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the CMTEDD

disclosure log. Your personal contact details will not be published. You may view CMTEDD disclosure log at <https://www.cmtedd.act.gov.au/functions/foi/disclosure-log-2023i>.

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au

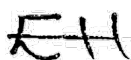
ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email CMTEDDFOI@act.gov.au.

Yours sincerely,



Emma Hotham
Information Officer
Chief Minister, Treasury and Economic Development Directorate
7 August 2023



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST		Reference NO.
<ol style="list-style-type: none"> 1. Correspondence relating to contract CM3222870, including the milestones/deliverables and dates of the work involved in the contract; any copies of written approval from the Minister or department; and any documents providing justification as to why this was a sole-sourced contract. 2. Correspondence relating to contract SA1534, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed. 3. Correspondence relating to contract RITM3174903, including correspondence about final project costs with the awarded consultant; milestones/deliverables relating to the contract as signed off by the Minister or department; and any documents outlining why the contract was not renewed. 4. Any correspondence to ministers in relation to the HRIMS program (including status updates, risk and issue briefings, or signoffs). 5. Any contracts related to the HRIMS program. 		CMTEDDFOI 2023-148

Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1	Email Correspondence	5 May 2023	Partial Release	Sch 2 2.2 (xi)	Yes
2	2-3	Tax Invoice- INV-2375	29 April 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
3	4-5	Tax Invoice- INV-2431	31 May 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
4	6-7	Tax Invoice- INV-2507	27 June 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
5	8-10	Tax Invoice- INV-2558	29 July 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
6	11-12	Tax Invoice- INV-2604	15 August 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
7	13	Purchase Order-CLD15816	7 June 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
8	14	Purchase Order-CLD14899	7 June 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
9	15-21	Work Order Number RITM3174903	Undated	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes

10	22-28	Tax Invoice- 00009153	16 June 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
11	29	Tax Invoice- 00009174	8 July 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
12	30	Purchase Order-CLD16629	28 June 2022	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
13	31 -37	Work Order Number RITM3174903A	Undated	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(ii)	Yes
14	38-55	SMoS Meeting Agendas	11 March 2022-30 May 2023	Full Release	Out of scope redacted	Yes
15	56-60	QoNs and QToNs	12 May 2023	Full Release		Yes
16	61-101	Question Time Briefs	19 April 2021	Partial Release	Sch 2 2.2 (xi); Sch 2 2.2 (a)(xii) Out of scope - Complete Folios 84-86,88-90,92-96 and 98-101	Yes
17	102-194	Ministerial Briefs Includes Deloitte report (publicly available) at Deloitte Program Review 2022 (act.gov.au)	17 August 2020 – 1 July 2022	Partial Release	Sch 1 1.2; Sch 1 1.6 Sch 2 2.2 (xi); Sch 2 2.2 (a)(xii); Sch 2 2.2 (a)(ii)	Yes
18	195-198	Estimates Briefs	Undated	Partial Release	Sch 1 1.6	Yes
19	199-224	Cabinet Submission 21-209	8 April 2021	Exempt	Sch 1 1.6	No
20	225-242	Cabinet Submission 21-550	1 September 2021	Exempt	Sch 1 1.6	No
21	243-291	Cabinet Submission 21-728	28 October 2021	Exempt	Sch 1 1.6	No
22	292-319	Cabinet Submission 22-494	24 August 2022	Exempt	Sch 1 1.6	No
23	320-330	SHORT FORM CONTRACT	13 January 2023	Full Release	Part folio 320 Out of scope: Full folio 321 Out of scope	Yes
24	331	HRIMS Contracts list January 2018-Present	Undated	Full Release		Yes

Total
No of
Docs

24

From: Grovenor, Damian
To: Cowie, Alyssa
Cc: Hayward, Lewis <Lewis.Hayward@act.gov.au>; Waygood, Jonathan <Jonathan.Waygood@act.gov.au>; Rayner, Stephen
Subject: RE: FOI 2023-148
Date: Friday, 5 May 2023 12:05:48 PM

OFFICIAL

Thanks very much for this information – great help and very appreciated.

Regards,

Damian Grovenor | Senior Director Commercial and Governance
 Phone: 6207 9384 | Email: damian.grovenor@act.gov.au
 Digital, Data and Technology Solutions
 Chief Minister, Treasury & Economic Development Directorate | ACT Government
Level 2 Winyu House, 125 Gungahlin Pl, Gungahlin ACT 2912 | GPO Box 158 Canberra ACT 2601 |
www.act.gov.au
Please consider the environment before printing. If printing is necessary, print double-sided black and white.

From: Cowie, Alyssa <Alyssa.Cowie@act.gov.au>
Sent: Friday, 5 May 2023 12:01 PM
To: Grovenor, Damian <Damian.Grovenor@act.gov.au>
Cc: Hayward, Lewis <Lewis.Hayward@act.gov.au>; Waygood, Jonathan <Jonathan.Waygood@act.gov.au>; Rayner, Stephen <Stephen.Rayner@act.gov.au>
Subject: RE: FOI 2023-148

OFFICIAL

Hi Damian,

Please see the below details and the attached invoice copies for the 2 requested contracts.

Contract SA1534, with RKM Consultants Pty Ltd

Total spend against this contract to date is **Sch 2.2(a)(xi)** of the full contract value contract value of **Sch 2.2(a)(xi)** (ex gst).
 CLD14899 and CLD15816 were both used with CLD15816 still open with the remaining balance of the contract.
 Transaction details are below as well as invoice and PO copies attached.

Vendor Name	Trans Number	Invoice Line Description	Transaction Amount (ex GST)	Transaction Amount (inc GST)	Purchase Order
RKM CONSULTING PTY LTD	INV-2375	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)	CLD14899
RKM CONSULTING PTY LTD	INV-2431	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)	CLD15816
RKM CONSULTING PTY LTD	INV-2507	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)	CLD15816
RKM CONSULTING PTY LTD	INV-2558	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)	CLD15816
RKM CONSULTING PTY LTD	INV-2604	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)	CLD15816

Contract RITM3174903, with Impsoft Pty Ltd

Has a total spend to date of **Sch 2.2(a)(xi)**. The full contract value is listed as **Sch 2.2(a)(xi)**. PO CLD16629 was raised for this however it was not used to process the invoices so is still open with the full contract amount.
 Transaction details are below as well as the invoices and unused PO attached.

Vendor Name	Trans Number	Invoice Line Description	Sum of Transaction Amount	Transaction Amount (inc GST)
IMPLEMENTATION SOFT AUSTRALIA PTY LYD	9153	IMPISOFT	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)
IMPLEMENTATION SOFT AUSTRALIA PTY LYD	9174	IMPISOFT	Sch 2.2(a)(xi)	Sch 2.2(a)(xi)

Let me know if you need any further information or if the open PO's can be closed.

Thanks
 Alyssa

Alyssa Cowie

Senior Finance Officer | DOTS Finance Partners
 P: +61 2 6207 7737 | E: alyssa.cowie@act.gov.au

Strategic Business Branch | Digital Data & Technology Solutions | Chief Minister, Treasury and Economic Development Directorate | ACT Government
 Level 2, Winyu House, 125 Gungahlin Place, Gungahlin ACT 2912 | GPO Box 158 Canberra ACT 2601

Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

From: Grovenor, Damian <Damian.Grovenor@act.gov.au>
Sent: Friday, 5 May 2023 10:55 AM
To: Rayner, Stephen <Stephen.Rayner@act.gov.au>; Cowie, Alyssa <Alyssa.Cowie@act.gov.au>
Cc: Hayward, Lewis <Lewis.Hayward@act.gov.au>; Waygood, Jonathan <Jonathan.Waygood@act.gov.au>
Subject: FOI 2023-148

OFFICIAL

Hi,

I have a bit of an urgent request from an FOI perspective. I'm hoping this is relatively straight forward?

I require all invoices and total spends against;

- Contract SA1534, with RKM Consultants Pty Ltd
- Contract RITM3174903, with Impsoft Pty Ltd

Happy to discuss – let me know if this is okay to be done today, or any extra information that can assist.

Regards,

Damian Grovenor | Senior Director Commercial and Governance



TAX INVOICE - RKM

ACT Government
 Attention: Nadine Mueller
 ACT Government
 Digital. Data and Technology Solutions
 Level 2, Winyu House, 125 Gungahlin Place
 GUNGAHLIN ACT 2912

Invoice Date
 29 Apr 2022

Invoice Number
 INV-2375

Reference
 RKM March - April

ABN
 94 092 040 018

RKM Consulting Pty Ltd
 Attention: Sch 2.2(a)(ii)
 164 Waverley Road
 MALVERN EAST VIC
 3145
 AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
Program Manager - Sch 2.2(a)(ii) (March - April)				

Sch 2.2(a)(xi)

Due Date: 31 May 2022

Transfer payable to RKM Consulting Pty Ltd

Sch 2.2(a)(xi)

Total due in 14 days.

Detailed Time

RKM Consulting Pty Ltd

For the period 1 March 2022 to 29 April 2022

Contact contains ACT Government

DATE	CONTACT	PROJECT NAME	TOTAL TIME
Program Manager - Sch 2.2(a)(ii)			
22 Mar 2022	ACT Government	SuccessFactors HRIS Program	2:00
24 Mar 2022	ACT Government	SuccessFactors HRIS Program	4:00
28 Mar 2022	ACT Government	SuccessFactors HRIS Program	2:00
29 Mar 2022	ACT Government	SuccessFactors HRIS Program	4:00
30 Mar 2022	ACT Government	SuccessFactors HRIS Program	4:00
30 Mar 2022	ACT Government	SuccessFactors HRIS Program	4:00
31 Mar 2022	ACT Government	SuccessFactors HRIS Program	8:00
1 Apr 2022	ACT Government	SuccessFactors HRIS Program	6:00
4 Apr 2022	ACT Government	SuccessFactors HRIS Program	1:00
4 Apr 2022	ACT Government	SuccessFactors HRIS Program	6:00
4 Apr 2022	ACT Government	SuccessFactors HRIS Program	1:00
5 Apr 2022	ACT Government	SuccessFactors HRIS Program	6:00
5 Apr 2022	ACT Government	SuccessFactors HRIS Program	1:00
6 Apr 2022	ACT Government	SuccessFactors HRIS Program	6:00
7 Apr 2022	ACT Government	SuccessFactors HRIS Program	6:00
8 Apr 2022	ACT Government	SuccessFactors HRIS Program	4:00
11 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
12 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
13 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
14 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
20 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
21 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
26 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
27 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
28 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
29 Apr 2022	ACT Government	SuccessFactors HRIS Program	8:00
Total Program Manager - Sch 2.2(a)(ii)			145:00
Total			145:00



TAX INVOICE - RKM

ACT Government
 Attention: Nadine Mueller
 ACT Government
 Digital. Data and Technology Solutions
 Level 2, Winyu House, 125 Gungahlin Place
 GUNGAHLIN ACT 2912

Invoice Date
 31 May 2022

Invoice Number
 INV-2431

Reference
 PO CLD14899

ABN
 94 092 040 018

RKM Consulting Pty Ltd
 Attention: Sch 2.2(a)(ii)
 164 Waverley Road
 MALVERN EAST VIC
 3145
 AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
Program Manager - Sch 2.2(a)(ii) (PO CLD14899) May Hours	Sch 2.2(a)(xi)			

Due Date: 15 Jun 2022

Transfer payable to RKM Consulting Pty Ltd

Sch 2.2(a)(xi)

Total due in 14 days.

Detailed Time

RKM Consulting Pty Ltd

For the period 1 May 2022 to 31 May 2022

Contact contains ACT Government

DATE	CONTACT	PROJECT NAME	TASK	TOTAL TIME
Sch 2.2(a)(ii)				
2 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
3 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
4 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
5 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
6 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
9 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
10 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
11 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
12 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
13 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
16 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
17 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
18 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
19 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
23 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
24 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
25 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
26 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
27 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
31 May 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD14899)	8:00
Total Sch 2.2(a)(ii)				160:00
Total				160:00



TAX INVOICE - RKM

ACT Government
 Attention: Nadine Mueller
 ACT Government
 Digital. Data and Technology Solutions
 Level 2, Winyu House, 125 Gungahlin Place
 GUNGAHLIN ACT 2912

Invoice Date
 27 Jun 2022

Invoice Number
 INV-2507

Reference
 PO CLD151816

ABN
 94 092 040 018

RKM Consulting Pty Ltd
 Attention: Sch 2.2(a)(ii)
 164 Waverley Road
 MALVERN EAST VIC
 3145
 AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
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Program Manager - Sch 2.2(a)(ii) (PO CLD151816) June Hours				
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Sch 2.2(a)(xi)

Due Date: 12 Jul 2022

Transfer payable to RKM Consulting Pty Ltd

Sch 2.2(a)(xi)

Total due in 14 days.

Detailed Time

RKM Consulting Pty Ltd

For the period 1 June 2022 to 30 June 2022

Contact contains ACT Government

DATE	CONTACT	PROJECT NAME	TASK	DESCRIPTION	TOTAL TIME
Sch 2.2(a)(ii)					
1 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
2 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
3 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
6 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
7 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
8 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
9 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
10 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
14 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
15 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
16 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
17 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
20 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
21 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
22 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
23 Jun 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - CLD151816	Sch 2.2(a)(ii) (PO	8:00
Total Sch 2.2(a)(ii)					128:00
Total					128:00



TAX INVOICE - RKM

ACT Government
 Attention: Mynon Manchanayake
 ACT Government
 Digital. Data and Technology Solutions
 Level 2, Winyu House, 125 Gungahlin Place
 GUNGAHLIN ACT 2912

Invoice Date
 29 Jul 2022

Invoice Number
 INV-2558

Reference
 PO CLD15816

ABN
 94 092 040 018

RKM Consulting Pty Ltd
 Attention: Sch 2.2(a)(ii)
 164 Waverley Road
 MALVERN EAST VIC
 3145
 AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
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Program Manager - Sch 2.2(a)(ii) (PO CLD15816) July Hours				
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Sch 2.2(a)(xi)

Due Date: 27 Aug 2022

Transfer payable to RKM Consulting Pty Ltd

Sch 2.2(a)(xi)

Total due in 14 days.

Detailed Time

RKM Consulting Pty Ltd

For the period 1 July 2022 to 31 July 2022

Contact contains ACT Government

DATE	CONTACT	TASK	DESCRIPTION	TOTAL TIME
Sch 2.2(a)(ii)				
4 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
5 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
11 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
12 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
13 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
14 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
15 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
18 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			PMO Team meeting, Sch 2.2(a)(ii) 1:1, Kick off pack with team, PP declaration, response to KK deliverables email, External Learners email response, meeting and emails re: transition meeting (booked), Sch 2.2(a)(ii) days call, Sch 2.2(a)(ii) and KK meeting	
19 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			PP negotiations, PP notes review, Preferred name cert review and approval, Sch 2.2(a)(ii) discussion on approval (days for usage), Directorate Rep welcome email draft, Payroll Gaps document read (Brad Peterson), Sch 2.2(a)(ii) discussion to revise PSR format for streams	
20 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			PP negotiation, Kathy Leigh response, Sch 2.2(a)(ii) exit discussion and planning, SAP Preferred Success Meeting, PP info into Kick off pack, PP service catalogue review	
21 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			PP notes review, PP service catalogue review, BAU Transition meeting, Sch 2.2(a)(ii) 1:1s, PSR redesign and update, PP contract negotiations work order review, SAP NextGen meeting, concurrent employee LMS information for BAU team email response	
22 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			Program Partner Deliverable List (draft), Katrina 1:1, Review of PMO drafted papers, Review of Kick off Pack updates, Review of Induction pack updates	
25 Jul 2022	ACT Government	Program Manager - Sch 2.2(a)(ii)	(PO CLD15816)	8:00
			PP resubmitted proposal review; Shared Services Transition meeting; Sch 2.2(a)(ii) meeting attendance	

DATE	CONTACT	TASK	DESCRIPTION	TOTAL TIME
26 Jul 2022	ACT Government	Program Manager - <small>Sch 2.2(a)(ii)</small> <small>Sch 2.2(a)(ii)</small> (PO CLD15816)	Shared Services Transition meeting and document review; <small>Sch 2.2(a)(ii)</small> 1:1, <small>Sch 2.2(a)(ii)</small> 1:1, PP discussion	8:00
28 Jul 2022	ACT Government	Program Manager - <small>Sch 2.2(a)(ii)</small> <small>Sch 2.2(a)(ii)</small> (PO CLD15816)	SAP discussion LMS and NextGen <small>Sch 2.2(a)(ii)</small> and <small>Sch 2.2(a)(ii)</small> ; Emma Scott discussion and issue update LMS; Kick off pack update (abandoned); Induction pack review and update discussions. Half day due to MRI appointments.	4:00
29 Jul 2022	ACT Government	Program Manager - <small>Sch 2.2(a)(ii)</small> <small>Sch 2.2(a)(ii)</small> (PO CLD15816)	Katrina email response on activities; LMS Transition meeting; NextGen meeting; Directorate Lead backup alignment item details: Katrina 1:1	8:00
Total <small>Sch 2.2(a)(ii)</small>				124:00
Total				124:00



TAX INVOICE - RKM

ACT Government
 Attention: Mynon Manchanayake
 ACT Government
 Digital. Data and Technology Solutions
 Level 2, Winyu House, 125 Gungahlin Place
 GUNGAHLIN ACT 2912

Invoice Date
 15 Aug 2022

Invoice Number
 INV-2604

Reference
 PO CLD15816

ABN
 94 092 040 018

RKM Consulting Pty Ltd
 Attention: Sch 2.2(a)(ii)
 164 Waverley Road
 MALVERN EAST VIC
 3145
 AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
Program Manager - Sch 2.2(a)(ii) (PO CLD15816) Period = 01/08 - 05/08	Sch 2.2(a)(xi)			

Due Date: 14 Sep 2022

Transfer payable to RKM Consulting Pty Ltd

Sch 2.2(a)(xi)

Total due in 14 days.

Detailed Time

RKM Consulting Pty Ltd

For the period 1 August 2022 to 5 August 2022

Contact contains ACT Government

DATE	CONTACT	PROJECT NAME	TASK	DESCRIPTION	TOTAL TIME
Sch 2.2(a)(ii)					
1 Aug 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD15816)	Phase One Kickoff; Directorate Business Lead preparation meeting; Directorate Business Lead meeting; ACTHD HRIMS Working Group; Directorate 1:1 discussions (x3 directorates)	8:00
2 Aug 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD15816)	Directorate Business Leads notes and issued; Program Exec Mtg; Katrina and Martin Bolton catchup; Risk Register to Katrina; Began Handover Document	8:00
3 Aug 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD15816)	Steer Co attendance; Ops Team Meeting; Ramp Up Meeting led by Damian; Handover document preparation; BAU LMS issue support; Review of Deloitte info request list vs Induction Pack; SAP discussion regarding Certificate; NextGen email response from SAP review; Handover email clearout/Forwarding	8:00
4 Aug 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD15816)	Program Partner standup; Sourced logo for BAU LMS Team use in comms; Sch 2.2(a)(ii) 1:1; PSR meeting and preparation; Continued handover document and email forwarding	8:00
5 Aug 2022	ACT Government	SuccessFactors HRIS Program	Program Manager - Sch 2.2(a)(ii) (PO CLD15816)	Support Program Partner with first Team Meeting content; First Integrated Team Meeting attendance; Handover document finalisation; Handover meeting Damian, Sch 2.2(a)(ii) and Sch 2.2(a)(ii)	8:00
Total Sch 2.2(a)(ii)					40:00
Total					40:00

Purchase Order

ABN:63197439746

Send To
RKM CONSULTING PTY LTD 164 WAVERLEY RD MALVERN EAST VIC 3145

Deliver To
Winyu House 125 Gungahlin Pl Gungahlin ACT 2912

Order Number :CLD15816

Please quote this number on all deliveries and invoices.
Please supply the undermentioned goods/services in accordance with the terms and conditions.

Invoice To
Digital Data and Technology Solutions 220 London Circuit Canberra ACT 2601 AUSTRALIA

Supplier No: 188740	Buyer: Stephen Rayner	Creation Date: 07-Jun-2022
Contact: Sch 2.2(a)(ii)	Contract No: DDTS1078	Payment Terms: 14 Days
Phone:		

Notes:

Item	Description	Qty	Unit	Unit Price	Unit Total
1	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23			Sch 2.2(a)(xiii)	

Total Inclusive of GST, where applicable: Sch 2.2(a)(xiii)

Katrina Keep
Person Authorised to Sign

Purchase Order

Send To
RKM CONSULTING PTY LTD 164 WAVERLEY RD MALVERN EAST VIC 3145

ABN:63197439746

Deliver To
Winyu House 125 Gungahlin Place Gungahlin ACT 2912 AUSTRALIA

Order Number :CLD14899

Please quote this number on all deliveries and invoices.
Please supply the undermentioned goods/services in accordance with the terms and conditions.

Invoice To
Digital Data and Technology Solutions 220 London Circuit Canberra ACT 2601 AUSTRALIA

Supplier No: 188740	Buyer: Nadine Mueller	Creation Date: 07-Jun-2022
Contact: Sch 2.2(a)(ii)	Contract No: DDTS1078	Payment Terms: 14 Days
Phone:		

Notes:

Item	Description	Qty	Unit	Unit Price	Unit Total
1	ID012 HRIMS RKM Program Manager Work Order Mar22 - Mar23			Sch 2.2(a)(xiii)	Sch 2.2(a)(xiii)

Total Inclusive of GST, where applicable: Sch 2.2(a)(xiii)

Katrina Keep

Person Authorised to Sign

Digital Marketplace work order

Simple and low value

Provision of a Program Management services for HRIMS Project

Brief ID # RITM3174903

General		
1.	Authority and context	<p>This work order is issued by the Australian Capital Territory, the body politic established by section 7 of the <i>Australian Capital Territory (Self-Government) Act 1988 (Cth)</i> (buyer) to RKM Consulting ABN 94 092 040 018 (seller) in accordance with the Digital Marketplace Master Agreement dated 17/05/2019 which relates to the Digital Transformation Agency's Digital Marketplace Panel.</p> <p>In accordance with clause 2 of the Master Agreement, this work order, once executed by both parties, will create a separate contract between the buyer and the seller on the terms of the Master Agreement and the terms specified in this work order.</p> <p>Unless the context otherwise provides, defined terms used in this work order have the same meaning as given in the Definitions section of the Master Agreement.</p> <p>The Comprehensive Terms do not apply to this work order.</p>
2.	Standing Offer Notice ID	SON3413842
3.	Work order number	RITM3174903
4.	Buyer representative	<p>Direct Supervisor: Antony Stinziani Executive Group Manager, DDTS, ACT Government Antony.Stinziani@act.gov.au</p> <p>Contract discussions: Damian Grovenor Senior Director, HRIMS Commercials Damian.Grovenor@act.gov.au</p>
5.	Seller representative	Sch 2.2(a)(ii)
6.	Project title	Program Management services for HRIMS Project
7.	Work order commencement date	7 March 2022
8.	Term of the work order	<p>The initial term of the work order is 12 months.</p> <p>The buyer may extend the term of the work order by one (1) further period of up to 12 months on the same terms and conditions as this work order by giving notice in writing to the seller no later than seven (7) days prior to the end of the then current term.</p>

Deliverables											
9.	Deliverables <i>MA cl. 6</i>	You will provide the deliverables set out in the Statement of Requirement at Attachment A – Position Description to this work order.									
10.	Policies and standards <i>MA cl. 6</i> <i>MA cl. 10</i> <i>MA cl. 17</i>	<p>You must, in supplying deliverables, comply with, and ensure your personnel comply with:</p> <p>(a) <i>comply with the Work Health and Safety Act 2011; and</i></p> <p>(b) <i>uphold the values and behave in a manner that is consistent with the Public Sector Management Act 1994 (PSMA), as applicable to their work in connection with this Contract. The Australian Capital Territory Public Sector Values and Code of Conduct are contained in Part 2 of the PSMA.</i></p> <p>(c) <i>DDTS utilises the Skills Framework for the Information Age (SFIA) to define the required ICT skill set. The Program Manager will be required to report in accordance with the SFIA skill PGMG 6 (Programme Management) skill as described in Attachment A – Position Description.</i></p>									
11.	Meetings	<p>The parties will meet as directed by the responsible Territory manager.</p> <p>You must ensure that your representative, and the buyer must ensure that the buyer's representative, is reasonably available to attend the meetings and answer any queries relating to the provision of the deliverables raised by either party.</p>									
12.	Reports	<p>Your Specified Personnel must provide reports as directed by the responsible Territory manager.</p> <p>DDTS utilises the Skills Framework for the Information Age (SFIA) to define the required ICT skill set. The Program Manager will be required to report in accordance with the SFIA skill PGMG 6 (Programme Management) skill as described in Attachment B – Position Description.</p>									
Delivery and acceptance											
13.	Delivery and milestones <i>MA cl. 9</i>	<p>You will provide the deliverables in accordance with the following schedule of milestones:</p> <table border="1"> <thead> <tr> <th>Milestone no.</th> <th>Deliverable</th> <th>Due date</th> <th>Subject to acceptance?</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Lead and manage the HRIMS multi-disciplinary project team of professionals delivering the implementation of the Human Resource Information Management Solution.</td> <td>Throughout the contract term</td> <td>Yes</td> </tr> </tbody> </table>		Milestone no.	Deliverable	Due date	Subject to acceptance?	1.	Lead and manage the HRIMS multi-disciplinary project team of professionals delivering the implementation of the Human Resource Information Management Solution.	Throughout the contract term	Yes
Milestone no.	Deliverable	Due date	Subject to acceptance?								
1.	Lead and manage the HRIMS multi-disciplinary project team of professionals delivering the implementation of the Human Resource Information Management Solution.	Throughout the contract term	Yes								

		2.	Reporting and deliverables	<p><i>As per the Services Requirements listed below, and</i></p> <ul style="list-style-type: none"> • <i>Accurate and well-drafted reports in the required format</i> • <i>Draft and final reports submitted within the agreed timeframe</i> • <i>Attendance at meetings (as required); and</i> • <i>Effective communication with the Territory and all stakeholders</i> 	Yes
<p><u>Services Requirements</u></p> <p><i>The Supplier must provide a Program Manager who will deliver the following key services:</i></p> <p><i>(a) Program manage a multi-disciplinary and diverse team of project professionals, which include ACTPS and contractor staff. Overall accountability for successful delivery of the HRIMS team's program, by providing subject matter advice and strategic guidance.</i></p> <p><i>(b) Develop and maintain productive and influential working relationships with a range of key stakeholders including directorate clients, senior executive staff and external system providers (e.g., rostering and finance systems).</i></p> <p><i>(c) Develop, monitor and oversee the HRIMS programme, ensuring that required processes and governance are in place.</i></p> <p><i>(d) Analyse, define and negotiate human and financial resources for the successful delivery and implementation of HRIMS with significant ICT components, ensuring projects are delivered on time and in line with overall strategic direction.</i></p> <p><i>(e) Direct supervision of staff to achieve service requirement outcomes.</i></p>					
14.	<p>Acceptance process and criteria</p> <p><i>MA cl. 9</i></p>	<p>Deliverable no.</p>	<p>Deliverable</p>	<p>Acceptance criteria</p>	
		1.	Ongoing Program Management services	Delivered in accordance with Services Requirements in section 13 of this Work Order and Attachment A – Position Description	
Pricing and payment					
15.	<p>Contract price and payment schedule</p> <p><i>MA cl. 12</i></p>	<p>The contract price is [REDACTED] (GST inclusive) per day based on an eight (8) hour day.</p> <p>The total contract value will not exceed \$479,325 (GST inclusive) and will only be payable based on hours/days worked.</p> <p>The Specified Personnel may work on a part time basis. The rate is to be charged at [REDACTED] (GST inclusive) based on [REDACTED] hours.</p>			

		You must stop work and advise the buyer immediately if the accrued costs reach the maximum cost threshold for a deliverable. You must not commence work or exceed the threshold without the buyer's approval.
16.	Additional costs <i>MA cl.12</i>	<p>The parties agree that the contract price is the sole and exclusive payment for all costs associated with the provision of the deliverables and that you are not entitled to any payment for additional costs in connection with this work order.</p> <p>To avoid doubt and without limitation, you are not entitled to any payment in addition to the contract price for travel unless first agreed in writing by the ACT Government.</p>
17.	Invoicing <i>MA cl. 12</i>	<p>You must submit a correctly rendered invoice to the Territory. Invoices must be emailed to the following Buyer representatives:</p> <p>a) Apinvoices@act.gov.au; and</p> <p>b) Nadine.Mueller@act.gov.au</p> <p>An invoice will be taken to be correctly rendered if the amount claimed in the invoice is due for payment under this work order and:</p> <p>(a) the invoice contains:</p> <ul style="list-style-type: none"> (i) the work order reference number; (ii) the deliverables related to the amounts being claimed; (iii) the name of the buyer's representative; (iv) the seller's ABN (if applicable); (v) the seller's bank account details for payment; and (vi) such other information as the buyer from time to time requires; and <p>(b) the invoice is in the form of a valid tax invoice, where the seller is registered for GST;</p> <p>(c) the deliverables related to the amounts being claimed have been provided to the buyer's satisfaction and, if required, have been accepted by the buyer in accordance with this work order;</p> <p>(d) the details of the amount of time spent by each person, including specified personnel, on the deliverable for the period to which the invoice relates;</p> <p>(e) the invoice is accompanied, where required, by reasonable documentation that provides evidence that the deliverables have been performed and/or that any additional costs claimed are payable.</p>
18.	Timesheets	<p>Your personnel must not work more than 40 hours per week each, in supplying the deliverables unless approved in writing in advance by the Direct Supervisor.</p> <p>You must:</p> <p>(a) ensure, for each week that the deliverables are provided, your personnel complete work effort recording;</p> <p>(b) complete and maintain timesheet(s) in a form acceptable to the buyer's representative to record the actual level of effort provided by each of your personnel;</p> <p>(c) submit the timesheets to the buyer's representative on a weekly basis for endorsement by the buyer's representative, or their nominated delegate; and</p> <p>(d) attach a copy of each endorsed timesheet to your invoice for the relevant deliverable.</p>

		<p>(e) attach any approvals for additional hours worked (above the 40 hours per week)</p> <p>For the purpose of subclause (b) above, the timesheet must, at minimum, identify the personnel and incorporate:</p> <p>(a) reference to the work order number and period covered by the timesheet;</p> <p>(b) the statement "I certify the deliverables have been performed as recorded above and in accordance with work order number ...", and provide space to record the date and the signature, printed name and position of an authorised seller representative; and</p> <p>(c) the statement "The deliverables recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order" and provide space to record the date, signature, printed name, and position of the buyer's representative.</p> <p>The buyer will not be liable to pay any amounts where timesheets show your personnel working more than the agreed hours per week, unless prior written approval has been given by the buyer's representative.</p>												
Confidentiality and privacy														
19.	<p>Confidential information</p> <p><i>MA Definitions</i></p> <p><i>MA cl. 16</i></p>	<p>The parties agree that the following information is confidential information for the purposes of this work order:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Reason for confidentiality</th> <th>Party for whom information is confidential</th> <th>Period of confidentiality</th> </tr> </thead> <tbody> <tr> <td>22. Specified Personnel</td> <td>Commercial in confidence information that the Seller would not want its competitors to access</td> <td>Seller</td> <td>Indefinite</td> </tr> <tr> <td>15. Contract Price</td> <td>Commercial in confidence information that the Seller would not want its competitors to access</td> <td>Seller</td> <td>Indefinite</td> </tr> </tbody> </table>	Item	Reason for confidentiality	Party for whom information is confidential	Period of confidentiality	22. Specified Personnel	Commercial in confidence information that the Seller would not want its competitors to access	Seller	Indefinite	15. Contract Price	Commercial in confidence information that the Seller would not want its competitors to access	Seller	Indefinite
Item	Reason for confidentiality	Party for whom information is confidential	Period of confidentiality											
22. Specified Personnel	Commercial in confidence information that the Seller would not want its competitors to access	Seller	Indefinite											
15. Contract Price	Commercial in confidence information that the Seller would not want its competitors to access	Seller	Indefinite											
20.	<p>Confidentiality undertaking</p> <p><i>MA cl. 16</i></p>	<p>Before you commence work, confidentiality undertakings in a form as prescribed by the buyer are required from specified personnel.</p>												
Optional clauses														
21.	<p>Insurance</p> <p><i>MA cl. 6</i></p>	<p>You must obtain and maintain the following insurances:</p> <table border="1"> <thead> <tr> <th>Type</th> <th>Minimum limits</th> <th>Period of insurance</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Type	Minimum limits	Period of insurance									
Type	Minimum limits	Period of insurance												

		<p><i>Professional Indemnity insurance</i></p> <p>For a minimum of \$2,000,000.00 per claim and \$2,000,000 in the aggregate per annum</p> <p>Until expiry or termination of this work</p>							
		<p><i>Public Liability insurance</i></p> <p>For a minimum of \$10,000,000 in the aggregate per annum</p> <p>Until expiry or termination of this work</p>							
		<p><i>Workers Compensation for the Australian Capital Territory.</i></p> <p><i>If requested by the buyer, you must provide current relevant confirmation of insurance documentation from your insurers or insurance brokers certifying that you have insurance as required by the work order and clause 6 of the Master Agreement.</i></p>							
22.	Specified personnel MA cl. 10	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Proposed role</th> </tr> </thead> <tbody> <tr> <td>██████████</td> <td>Program Manager</td> <td>As per Attachment A – Position Description</td> </tr> </tbody> </table>	Name	Position	Proposed role	██████████	Program Manager	As per Attachment A – Position Description	
Name	Position	Proposed role							
██████████	Program Manager	As per Attachment A – Position Description							
23.	Security clearance MA cl. 10	<p>An ACT Government CMTEDD issued Personnel Vetting Program certificate (Baseline clearance equivalent) is required for this position.</p> <p>Upon reasonable notice from the buyer, you must ensure that each of your personnel hold and maintain a security clearance at the level and for the period as notified by the buyer from time to time.</p>							
<p>Additional terms MA cl. 2</p> <p>Note to drafters: The seller may prescribe additional terms to apply to this work order. If there is any inconsistency between the additional terms and the Master Agreement or Comprehensive Terms, the additional terms will prevail to the extent of the inconsistency.</p>									
24.	Not applicable								

Signing this work order means a contract is created between the buyer and seller as described in the [Master Agreement](#)

Buyer signatures**Buyer's authorised officer****Witness**

Signature

Signature

Name

Name

Position

Date

*Date***Seller signatures****Seller's authorised officer****Witness**

Signature

Signature

Name

Name

Position

Date

Date

POWERED BY PEOPLE

IMPSOFT**Bill To:**ACT Government
Attn: Damian Grovenor**Tax Invoice****Supplier Invoice No.:** 00009153**Date:** 16/06/2022

DESCRIPTION	AMOUNT	CODE
Strategic Advice as directed by Katrina Keep Work Order Ref: RITM3174903A 11.5 days April & May 2022	Sch 2.2(a)(xi)	GST

Our bank details are;

Account Name:
Bank:
Swift Code:
BSB:
Account Number:

Sch 2.2(a)(xi)

GST:
Total Inc GST:
Amount Applied:**Balance Due:**

Implementation Soft Australia Pty Ltd ABN 52 112 055 302

Sch 2.2(a)(xi)

P Sch 2.2(a)(xi) E info@impsoft.com.au W impsoft.com.au



ImpSoft

Sch 2.2(a)(ii)

29/Apr/22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	23/04/2022	24/04/2022	25/04/2022	26/04/2022	27/04/2022	28/04/2022	29/04/2022	
HRIMS Strategic advice	01			0	0	0	6	2	8
	01								0
TOTAL Billable Hours		0	0	0	0	0	6	2	8

ImpSoft		Key Activities
Signature of Approval: <div style="border: 1px solid gray; padding: 5px; display: inline-block;">Sch 2.2(a)(ii)</div>	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	Kick off meeting On-boarding

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: <div style="border: 1px solid gray; padding: 5px; display: inline-block;">Sch 2.2(a)(ii)</div>		RITM3174903



ImpSoft

Sch 2.2(a)(ii)

06-May-22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	30/04/2022	01/05/2022	02/05/2022	03/05/2022	04/05/2022	05/05/2022	06/05/2022	
HRIMS Strategic advice	01			5	5	1	6	3	20
	01								0
TOTAL Billable Hours		0	0	5	5	1	6	3	20

ImpSoft		Key Activities
Signature of Approval: Sch 2.2(a)(ii)	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	On-boarding Procurement support Background reading End state investigation Sch 2.2(a)(ii)

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: Sch 2.2(a)(ii)		RITM3174903



ImpSoft

Sch 2.2(a)(ii)

13-May-22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	07/05/2022	08/05/2022	09/05/2022	10/05/2022	11/05/2022	12/05/2022	13/05/2022	
HRIMS Strategic advice	01			2	2	8	1	3	16
	01								0
TOTAL Billable Hours		0	0	2	2	8	1	3	16

ImpSoft		Key Activities
Signature of Approval: Sch 2.2(a)(ii)	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	Procurement support Meeting BK, AS Op Model investigation Weekly meeting

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: Sch 2.2(a)(ii)		RITM3174903



ImpSoft

Sch 2.2(a)(ii)

20-May-22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	14/05/2022	15/05/2022	16/05/2022	17/05/2022	18/05/2022	19/05/2022	20/05/2022	
HRIMS Strategic advice	01			5	5	5	2	3	20
	01								0
TOTAL Billable Hours		0	0	5	5	5	2	3	20

ImpSoft		Key Activities
Signature of Approval: Sch 2.2(a)(ii)	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	Procurement support Op Model investigation Weekly meeting

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: Sch 2.2(a)(ii)		RITM3174903



ImpSoft

Sch 2.2(a)(ii)

27-May-22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	21/05/2022	22/05/2022	23/05/2022	24/05/2022	25/05/2022	26/05/2022	27/05/2022	
HRIMS Strategic advice	01			2	8	6	4	0	20
	01								0
TOTAL Billable Hours		0	0	2	8	6	4	0	20

ImpSoft		Key Activities
Signature of Approval: Sch 2.2(a)(ii)	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	Op Model investigation Weekly meeting

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: Sch 2.2(a)(ii)		RITM3174903



ImpSoft

Sch 2.2(a)(ii)

03-Jun-22
Week Ending

		Sat	Sun	Mon	Tue	Wed	Thu	Fri	TOTAL
PROJECT ACTIVITY	PC	28/05/2022	29/05/2022	30/05/2022	31/05/2022	01/06/2022	02/06/2022	03/06/2022	
HRIMS Strategic advice	01			4	4	0	0	0	8
	01								0
TOTAL Billable Hours		0	0	4	4	0	0	0	8

ImpSoft		Key Activities
Signature of Approval: Sch 2.2(a)(ii)	I certify the deliverables have been performed as recorded and in accordance with work or number RITM3174903 The deliverable recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order	Baseline review Op Model investigation Weekly meeting

ACT Gov HRIMS Approver: Katrina Keep		Work Order Ref:
Signature of Approval: Sch 2.2(a)(ii)		RITM3174903

POWERED BY PEOPLE

IMPSOFT**Bill To:**ACT Government
Attn: Damian Grovenor**Tax Invoice****Supplier Invoice No.:** 00009174**Date:** 8/07/2022

DESCRIPTION	AMOUNT	CODE
Strategic Advice as directed by Katrina Keep Work Order Ref: RITM3174903A 4 days June 2022	Sch 2.2(a)(xiii)	GST

Our bank details are;

Account Name:
Bank:
Swift Code:
BSB:
Account Number:

Sch 2.2(a)(xi)

GST:
Total Inc GST:
Amount Applied:

Sch 2.2(a)(xi)

Balance Due: Sch 2.2(a)(xi)

Implementation Soft Australia Pty Ltd ABN 52 112 055 302

Sch 2.2(a)(xi)

P Sch 2.2(a)(xi) E info@impsoft.com.au W impsoft.com.au

Purchase Order

ABN:63197439746

Send To
IMPLEMENTATION SOFT AUSTRALIA PTY LYD Sch 2.2(a)(xi)

Deliver To
220 London Circuit Canberra ACT 2601 AUSTRALIA

Order Number :CLD16629

Please quote this number on all deliveries and invoices.
 Please supply the undermentioned goods/services in accordance with the terms and conditions.

Invoice To
Digital Data and Technology Solutions 220 London Circuit Canberra ACT 2601 AUSTRALIA

Supplier No: 191261	Buyer: Sharon Thompson	Creation Date: 29-Jun-2022
Contact: Sch 2.2(a)(ii)	Contract No: DDTS1101	Payment Terms: 14 Days
Phone:		

Notes:

Item	Description	Qty	Unit	Unit Price	Unit Total
1	Work order number RITM3174903A Ongoing Strategic Program Advisory services			Sch 2.2(a)(xi)	Sch 2.2(a)(xi)

Total Inclusive of GST, where applicable: Sch 2.2(a)(xi)

Katrina Keep

 Person Authorised to Sign

Digital Marketplace work order

Simple and low value

Provision of a Program Management services for HRIMS Project

Brief ID # RITM3174903

General		
1.	Authority and context	<p>This work order is issued by the Australian Capital Territory, the body politic established by section 7 of the <i>Australian Capital Territory (Self-Government) Act 1988 (Cth)</i> (buyer) to Implementation Soft Australia (IMPSoft) Pty Ltd ABN 52 112 055 302 (seller) in accordance with the Digital Marketplace Master Agreement dated 17/05/2019 which relates to the Digital Transformation Agency's Digital Marketplace Panel.</p> <p>In accordance with clause 2 of the Master Agreement, this work order, once executed by both parties, will create a separate contract between the buyer and the seller on the terms of the Master Agreement and the terms specified in this work order.</p> <p>Unless the context otherwise provides, defined terms used in this work order have the same meaning as given in the Definitions section of the Master Agreement.</p> <p>The Comprehensive Terms do not apply to this work order.</p>
2.	Standing Offer Notice ID	SON3413842
3.	Work order number	RITM3174903A
4.	Buyer representative	<p>Direct Supervisor: Katrina Keep Executive Branch Manager, HRIMS Program, ACT Government Katrina.Keep@act.gov.au</p> <p>Contract discussions: Damian Grovenor Senior Director, HRIMS Commercials Damian.Grovenor@act.gov.au</p>
5.	Seller representative	Sch 2.2(a)(ii)
6.	Project title	Strategic Program Advisory services for HRIMS Program
7.	Work order commencement date	26 April 2022
8.	Term of the work order	<p>The initial term of the work order is 4 months with a maximum 36 days effort over that period.</p> <p>The buyer may extend the term of the work order by further periods of up to an additional 12 months on the same terms and conditions</p>

		as this work order by giving notice in writing to the seller no later than seven (7) days prior to the end of the then current term.								
Deliverables										
9.	Deliverables <i>MA cl. 6</i>	You will provide the deliverables set out in <i>Services Requirements in section 13 of this Work Order</i>								
10.	Policies and standards <i>MA cl. 6</i> <i>MA cl. 10</i> <i>MA cl. 17</i>	<i>You must, in supplying deliverables, comply with, and ensure your personnel comply with:</i> (a) <i>comply with the Work Health and Safety Act 2011; and</i> (b) <i>uphold the values and behave in a manner that is consistent with the Public Sector Management Act 1994 (PSMA), as applicable to their work in connection with this Contract. The Australian Capital Territory Public Sector Values and Code of Conduct are contained in Part 2 of the PSMA.</i>								
11.	Meetings	<i>The parties will meet as directed by the responsible Territory manager.</i> <i>You must ensure that your representative, and the buyer must ensure that the buyer's representative, is reasonably available to attend the meetings and answer any queries relating to the provision of the deliverables raised by either party.</i>								
12.	Reports	<i>Your Specified Personnel must provide reports as directed by the responsible Territory manager.</i>								
Delivery and acceptance										
13.	Delivery and milestones <i>MA cl. 9</i>	<p><i>You will provide the deliverables in accordance with the following schedule of milestones:</i></p> <table border="1"> <thead> <tr> <th>Milestone no.</th> <th>Deliverable</th> <th>Due date</th> <th>Subject to acceptance?</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Provide strategic program advice and delivery assurance for the Human Resource Information Management Solution (HRIMS) Program.</td> <td><i>Throughout the work order term</i></td> <td>Yes</td> </tr> </tbody> </table>	Milestone no.	Deliverable	Due date	Subject to acceptance?	1.	Provide strategic program advice and delivery assurance for the Human Resource Information Management Solution (HRIMS) Program.	<i>Throughout the work order term</i>	Yes
Milestone no.	Deliverable	Due date	Subject to acceptance?							
1.	Provide strategic program advice and delivery assurance for the Human Resource Information Management Solution (HRIMS) Program.	<i>Throughout the work order term</i>	Yes							

		2.	Reporting and deliverables	<p><i>As per the Services Requirements listed below, and</i></p> <ul style="list-style-type: none"> • <i>Accurate and well-drafted reports in the required format</i> • <i>Draft and final reports submitted within the agreed timeframe</i> • <i>Attendance at meetings (as required); and</i> • <i>Effective communication with the Territory and all stakeholders</i> 	Yes
		<p><u>Services Requirements</u></p> <p><i>The Supplier must provide a Strategic Program Advisor who will deliver the following key services:</i></p> <p>(a) <i>Provide subject matter advice, strategic guidance, and support to enable delivery assurance of the HRIMS Program.</i></p> <p>(b) <i>Develop and maintain productive and influential working relationships with a range of key stakeholders including directorate clients, senior executive staff and external system providers (e.g., rostering and finance systems).</i></p> <p>(c) <i>Contribute to the analysis and definition of human and financial resources for the successful delivery and implementation of HRIMS projects on time and in line with overall strategic direction.</i></p> <p>(e) <i>Work with Territory and Program Partners contributing to planning workshops as part of business process harmonisation activities.</i></p> <p>(f) <i>Provide advice in relation to establishment of program governance, resourcing and scheduling to ensure program success.</i></p>			
14.	Acceptance process and criteria <i>MA cl. 9</i>	Deliverable no.	Deliverable	Acceptance criteria	
		1.	Ongoing Strategic Program Advisory services	Delivered in accordance with Services Requirements in section 13 of this Work Order	
Pricing and payment					
15.	Contract price and payment schedule <i>MA cl. 12</i>	<p>The contract price is Confidential (GST inclusive) per day based on an eight hour hour day.</p> <p>The total contract value will not exceed \$83,160 (GST inclusive) and will only be payable based on hours/days worked.</p> <p>You must stop work and advise the buyer immediately if the accrued costs reach the maximum cost threshold for a deliverable. You must not commence work or exceed the threshold without the buyer's approval.</p>			
16.	Additional costs <i>MA cl.12</i>	<p>The parties agree that the contract price is the sole and exclusive payment for all costs associated with the provision of the deliverables and that you are not entitled to any payment for additional costs in</p>			

		<p>connection with this work order.</p> <p>To avoid doubt and without limitation, you are not entitled to any payment in addition to the contract price for travel unless first agreed in writing by the ACT Government.</p>
<p>17. Invoicing <i>MA cl. 12</i></p>		<p>You must submit a correctly rendered invoice to the Territory. Invoices must be emailed to the following Buyer representatives:</p> <p>a) Apinvoices@act.gov.au; and</p> <p>b) Damian.Grovenor@act.gov.au</p> <p>An invoice will be taken to be correctly rendered if the amount claimed in the invoice is due for payment under this work order and:</p> <p>(a) the invoice contains:</p> <ul style="list-style-type: none"> (i) the work order reference number; (ii) the deliverables related to the amounts being claimed; (iii) the name of the buyer's representative; (iv) the seller's ABN (if applicable); (v) the seller's bank account details for payment; and (vi) such other information as the buyer from time to time requires; and <p>(b) the invoice is in the form of a valid tax invoice, where the seller is registered for GST;</p> <p>(c) the deliverables related to the amounts being claimed have been provided to the buyer's satisfaction and, if required, have been accepted by the buyer in accordance with this work order;</p> <p>(d) the details of the amount of time spent by each person, including specified personnel, on the deliverable for the period to which the invoice relates;</p> <p>(e) the invoice is accompanied, where required, by reasonable documentation that provides evidence that the deliverables have been performed and/or that any additional costs claimed are payable.</p>
<p>18. Timesheets</p>		<p>Your work will be as directed/requested as required to provide advice and expertise to the ACT Government.</p> <p>Your personnel must not work more than 40 hours per week each, in supplying the deliverables unless approved in writing in advance by the Direct Supervisor.</p> <p>You must:</p> <p>(a) ensure, for each week that the deliverables are provided, your personnel complete work effort recording;</p> <p>(b) complete and maintain timesheet(s) in a form acceptable to the buyer's representative to record the actual level of effort provided by each of your personnel;</p> <p>(c) submit the timesheets to the buyer's representative on a weekly basis for endorsement by the buyer's representative, or their nominated delegate; and</p> <p>(d) attach a copy of each endorsed timesheet to your invoice for the relevant deliverable.</p> <p>(e) attach any approvals for additional hours worked (above the 40 hours per week)</p>

		<p>For the purpose of subclause (b) above, the timesheet must, at minimum, identify the personnel and incorporate:</p> <p>(a) reference to the work order number and period covered by the timesheet;</p> <p>(b) the statement "I certify the deliverables have been performed as recorded above and in accordance with work order number ...", and provide space to record the date and the signature, printed name and position of an authorised seller representative; and</p> <p>(c) the statement "The deliverables recorded in this timesheet were rendered in accordance with the requirements of the relevant agreement and work order" and provide space to record the date, signature, printed name, and position of the buyer's representative.</p> <p>The buyer will not be liable to pay any amounts where timesheets show your personnel working more than the agreed hours per week, unless prior written approval has been given by the buyer's representative.</p>									
Confidentiality and privacy											
19.	Confidential information <i>MA Definitions</i> <i>MA cl. 16</i>	The parties agree that daily and hourly rates will be considered confidential information for the purposes of this work order.									
20.	Confidentiality undertaking <i>MA cl. 16</i>	Before you commence work, confidentiality undertakings in a form as prescribed by the buyer are required from specified personnel.									
Optional clauses											
21.	Insurance <i>MA cl. 6</i>	<p>You must obtain and maintain the following insurances:</p> <table border="1"> <thead> <tr> <th>Type</th> <th>Minimum limits</th> <th>Period of insurance</th> </tr> </thead> <tbody> <tr> <td>Professional Indemnity insurance</td> <td>For a minimum of \$2,000,000.00 per claim and \$2,000,000 in the aggregate per annum</td> <td>Until expiry or termination of this work</td> </tr> <tr> <td>Public Liability insurance</td> <td>For a minimum of \$10,000,000 in the aggregate per annum</td> <td>Until expiry or termination of this work</td> </tr> </tbody> </table> <p>Workers Compensation for the Australian Capital Territory.</p> <p>If requested by the buyer, you must provide current relevant confirmation of insurance documentation from your insurers or insurance brokers certifying that you have insurance as required by the work order and clause 6 of the Master Agreement.</p>	Type	Minimum limits	Period of insurance	Professional Indemnity insurance	For a minimum of \$2,000,000.00 per claim and \$2,000,000 in the aggregate per annum	Until expiry or termination of this work	Public Liability insurance	For a minimum of \$10,000,000 in the aggregate per annum	Until expiry or termination of this work
Type	Minimum limits	Period of insurance									
Professional Indemnity insurance	For a minimum of \$2,000,000.00 per claim and \$2,000,000 in the aggregate per annum	Until expiry or termination of this work									
Public Liability insurance	For a minimum of \$10,000,000 in the aggregate per annum	Until expiry or termination of this work									
22.	Specified personnel <i>MA cl. 10</i>	<table border="1"> <thead> <tr> <th>Name</th> <th>Position</th> <th>Proposed role</th> </tr> </thead> <tbody> <tr> <td><Confidential></td> <td>Strategic Program Advisor</td> <td>As per Services Requirements in section 13 of this Work Order</td> </tr> </tbody> </table>	Name	Position	Proposed role	<Confidential>	Strategic Program Advisor	As per Services Requirements in section 13 of this Work Order			
Name	Position	Proposed role									
<Confidential>	Strategic Program Advisor	As per Services Requirements in section 13 of this Work Order									

23.	Security clearance MA cl. 10	<p>An ACT Government CMTEDD issued Personnel Vetting Program certificate (Baseline clearance equivalent) will be required for this position.</p> <p>Upon reasonable notice from the buyer, you must ensure that each of your personnel hold and maintain a security clearance at the level and for the period as notified by the buyer from time to time.</p>
<p>Additional terms MA cl. 2</p> <p>Note to drafters: The seller may prescribe additional terms to apply to this work order. If there is any inconsistency between the additional terms and the Master Agreement or Comprehensive Terms, the additional terms will prevail to the extent of the inconsistency.</p>		
24.	Not applicable	

Signing this work order means a contract is created between the buyer and seller as described in the [Master Agreement](#)

Buyer signatures**Buyer's authorised officer****Witness**

Signature

Signature

Name

Name

Position

Date

*Date***Seller signatures****Seller's authorised officer****Witness**

Signature

Signature

Name

Name

Position

Date

Date

AGENDA

CHIEF DIGITAL OFFICER MEETING WITH MINISTER STEEL

Date	11 March 2021
Time	3:00pm to 3:30pm
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	Human Resource Information Management System (HRIMS)
3	Out of scope
4	
5	
6	Other Business

AGENDA

CHIEF DIGITAL OFFICER MEETING WITH MINISTER STEEL

Date	13 April 2021
Time	11:30am – 12:00 noon
Location	Microsoft Teams

Item No.	Agenda Item
1	Human Resource Information Management System (HRIMS) <ul style="list-style-type: none">• A/g Under Treasurer, Stephen Miners, will also attend
2	2021/22 Business Cases
3	Other Business

AGENDA

CHIEF DIGITAL OFFICER MEETING WITH MINISTER STEEL

Date	15 June 2021
Time	11:00 – 11:30am
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS Update
3	Out of scope
4	
5	
6	
7	
8	Other Business

AGENDA

CHIEF DIGITAL OFFICER MEETING WITH MINISTER STEEL

Date	13 August 2021
Time	11:00 – 11:30am
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS
3	Out of scope
4	Other Business

AGENDA

CHIEF DIGITAL OFFICER MEETING WITH MINISTER STEEL

Date	13 September 2021
Time	1:00PM to 1:30PM
Location	Microsoft Teams

Item No.	Agenda Item
1	HRIMS
2	Out of scope
3	Out of scope
4	Out of scope
5	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	11 April 2022
Time	1:00PM to 1:30PM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS Update
3	Out of scope
4	
5	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	09 May 2022
Time	1:00PM to 1:30PM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS <ul style="list-style-type: none"> • Deloitte Report • Updated Business Case
3	<div style="background-color: #cccccc; padding: 20px; font-size: 48px; font-weight: bold; color: white;">Out of scope</div>
4	
5	
6	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	14 June 2022
Time	10:00AM – 10:30AM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS Update
3	Out of scope
4	
5	
6	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	11 July 2022
Time	1:00 PM – 1:30 PM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	Out of scope
3	HRIMS
4	Out of scope
5	Out of scope
6	Out of scope
7	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	08 August 2022
Time	1:00 PM – 1:30 PM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	Out of scope
3	HRIMS Update <ul style="list-style-type: none"> • Update scheduled for Cabinet on 19 September 2022
4	Out of scope
5	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	12 September 2022
Time	1:00 PM – 1:30 PM
Location	Microsoft Teams

Item No.	Agenda Item
1	HRIMS Update <ul style="list-style-type: none">• Scheduled for Cabinet on 10 October 2022• Exposure draft signed
2	Out of scope
3	
4	
5	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	10 October 2022
Time	4:15 PM – 4:45 PM
Location	Microsoft Teams

Item No.	Agenda Item
1	HRIMS Update
2	Out of scope
3	
4	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	14 November 2022
Time	4:00 PM – 4:30 PM
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	HRIMS Update
3	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	02 February 2023
Time	10:00am to 10:30am
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	Out of scope
3	
4	
5	DDTS Costs and Services
6	HRIMS
7	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	02 March 2023
Time	10:00am to 10:30am
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	DDTS Business Cases
3	Out of scope
4	HRIMS – standing agenda item
5	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	06 April 2023
Time	10:00am to 10:30am
Location	Microsoft Teams

Item No.	Agenda Item
1	HRIMS
2	
3	Other Business

CHIEF DIGITAL OFFICER MONTHLY MEETING WITH MINISTER STEEL

AGENDA

Date	30 May 2023
Time	10:00am to 11:00am
Location	Microsoft Teams

Item No.	Agenda Item
1	Out of scope
2	DDTS Business Plan - Finalisation
3	HRIMS
4	Other Business

RESPONSE TO QUESTION ON NOTICE
Questions on Notice Paper No 29
Friday 12 May 2023
Question No. 1146

MR CAIN MLA: To ask the Special Minister of State

- (1) Who is the contractor delivering the human resource information management solution.
- (2) Can the Minister outline all previous contractors involved in delivering the project.
- (3) When were these contractors appointed to deliver this project.
- (4) Is the project completed; if not, when will this project be completed.
- (5) What total payments have been made to contractors since the contract's start through to 31 March 2023.
- (6) What has been the total cost, in dollar terms, of this project, from 2016 to now.

MR STEEL MLA - The answer to the Member's question is as follows:

[Answer]

- (1) The supplier that was engaged to deliver the Human Resources Information Management Solution (HRIMS) was EY Enterprise Solutions Pty Ltd, formerly Plaut IT Australia Pty Ltd. The agreement with the supplier was terminated in December 2021. There is currently no supplier engaged to deliver HRIMS.
- (2) The following suppliers have been involved in delivering components of the HRIMS program starting from 2016.

Supplier	Contract Execution Date ^(a)
1448 Pty Ltd	26 July 2021
Alteryx ANZ Pty Ltd	27 May 2022
Beeline.com Inc	19 September 2020
Clayton Utz	31 October 2018

Deloitte Risk Advisory Pty Ltd	17 December 2021
Dimension Data Australia Pty Ltd	30 October 2017
EY Enterprise Solutions Pty Ltd	18 April 2019
GIRO Inc	8 April 2021
Gulanga Group Pty Ltd	12 November 2020
Implementation Soft Australia Pty Ltd	2 May 2022
Insight Enterprises Australia Pty Ltd	8 February 2022
Kronos Australia Pty Ltd	28 April 2021
Maddocks	13 October 2021
PolyOptimum Inc	9 June 2021
Projects Assured	8 January 2020
Pursuit Technology Pty Ltd	21 February 2022
Qualtrics LLC	20 December 2021
SAP Australia Pty Ltd	29 April 2019
Shearwater Solutions Ptd Ltd	20 November 2018
SpinifexIT Global Pty Ltd	1 December 2021
Synergy Group Australia Pty Ltd	27 August 2018
RKM Consulting Pty Ltd	11 March 2022
RXP Services Limited	3 October 2018

(a) Earliest contract execution date is provided where a supplier was awarded multiple contracts.

- (3) Please refer to the information provided for Question 2.
- (4) The HRIMS Program is not complete. A 2023-24 Budget business case is currently being considered to determine the way forward for the program.
- (5) The total payments made to suppliers to 31 March 2023 was \$44,539,773 (excluding GST).
- (6) The total cost of the HRIMS Program to 31 March 2023 was \$75,740,145 (excluding GST). In addition to the total payments made to suppliers, this figure also includes ACT Public Service staffing, labour hire, hospitality, and advertising costs.

Approved for circulation to the Member and incorporation into Hansard.

Chris Steel MLA

Special Minister for State

Date:.....

This response required 23hrs 45mins to complete, at an approximate cost of \$2,289.45.

**ANSWER TO QUESTION TAKEN ON NOTICE
DURING PUBLIC HEARINGS**

Asked by MR CAIN on 26 August 2022: MS KONTI took on notice the following question(s):

In relation to: HRIMS Ernst and Young contract

MR CAIN: I am sorry. Can I just cut to the chase a bit? Can you confirm that Ernst & Young completed the project under that contract and were paid over \$20 million?

Ms Konti: I can confirm that they were paid, but where I was coming to was that we made a decision to pause the program in order to lessen the ongoing monies that we were paying out on a monthly basis in ...indistinct... [12.04.08] so the technical build of SAP for the payroll program and the integrations to the 14 other third party systems are not yet complete—

MR CAIN: Excuse me. Were Ernst & Young paid \$20 million at the contract end?

Ms Konti: I would have to take the exact amount on notice, but yes, they were paid.

MR CAIN: They were paid over \$20 million in the contract or not?

Mr Steel: I think she has just said that she will take that on notice.

THE CHAIR: I think she said that she will take it on notice.

MR CAIN: Take it on notice. Thank you. Are Ernst & Young currently engaged on the HRIMS project and what is the value of that engagement, if any?

Ms Konti: They are not currently engaged on the HRIMS project.

MR CAIN: And how much has this project to date cost the ACT taxpayer?

Ms Konti: I think that we might need to take that one on notice, unless Mark Whybrow, Executive Group Manager, has that information to hand.

Chris Steel MLA: The answer to the Member's question is as follows: –

Ernst and Young are no longer engaged on the HRIMS Program.

A total of \$23,170,683 (excluding GST) was paid to Ernst and Young

The total cost of the HRIMS program to 30 June 2022 was \$71,707,957 (excluding GST).

Approved for circulation to the Select Committee on Estimates 2022-2023

Signature: 

Date: 5/9/22

By the Special Minister of State, Chris Steel MLA

Portfolio/s: Government Services and Procurement**ISSUE: HUMAN RESOURCES INFORMATION MANAGEMENT SOLUTION (HRIMS)****Key Information**

- The Human Resource Information Management Solution (HRIMS) Program is aligned and consistent with the ACT Government's long-term strategic interests in leading the digital transition in Canberra and supporting a more agile Public Service, as articulated in the Digital Canberra Action Plan 2014-18.
- The HRIMS will provide an integrated payroll and human resource solution for the ACT Government workforce; streamlined and harmonised business processes including; talent planning and strategy, recruitment, learning and development, performance management, career planning, compensation and HR analytics and reporting.
- The solution will enable:
 - an end-to-end understanding of the employee life cycle;
 - staff to have an integrated view of their careers and understand the linkages between different areas (e.g. performance and recognition);
 - upskilling of the HR function in the territory to provide more value added HR business partner services to the business; and
 - workforce planning, succession, mobility, and the use of a single competency framework across agencies.
- A major benefit of the HRIMS will be the increased accuracy and efficiency in reporting. It will allow for the prediction of future trends and in-depth analysis of the workforce and have the agility to produce multiple internal and external workforce reports with deeper insights.
- HRIMS will be a key capability for the ACT Public Service to deliver the Government's workforce priorities.

Background Information

- In the 2017-18 budget process, an initial \$11 million over three-years of capital funding was approved to undertake a procurement process for a new HRIMS for the Territory. The second phase of the program was approved in the 2019-20 Budget, covering deployment and integration costs.
- In March 2019 the Budget Committee of Cabinet approved supplementary funding in the order of \$46.9 million for a total program budget of \$57.9 million for the implementation of the solution.
- The HRIMS procurement process was concluded in April 2019 and resulted in the selection of Ernst and Young as the implementation partner and SAP as the preferred product.
- The implementation of the HRIMS is a phased approach of three releases which are to be completed over a two-year period as outlined below:
 - Release 1 May 2019 to November 2020
 - Release 2 August 2020 to April 2021
 - Release 3 September 2020 to April 2021

Portfolio/s: Government Services and Procurement**ISSUE: HUMAN RESOURCES INFORMATION MANAGEMENT SOLUTION (HRIMS)****Key Information**

- The Human Resource Information Management Solution (HRIMS) Program is aligned and consistent with the ACT Government's long-term strategic interests in leading the digital transition in Canberra and supporting a more agile Public Service.
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 - workforce planning, succession, mobility, and the use of a single competency framework across agencies.
- Release 1 (Payroll and Recruitment) modules are scheduled to go live in October 2020.
- A major benefit of the HRIMS will be the increased accuracy and efficiency in reporting. It will allow for the prediction of future trends and in-depth analysis of the workforce and have the ability to produce multiple internal and external workforce reports with deeper insights.

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Background Information

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- The HRIMS procurement process was concluded in April 2019 and resulted in the selection of Ernst and Young as the implementation partner and SAP SuccessFactors as the preferred product.
- The Program is currently in the process of conducting solution design activities and transitioning to early build activities.
- The implementation of the HRIMS is a phased approach of three releases which are to be completed over a two-year period as outlined below:
 - Release 1 May 2019 to November 2020
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- The Program is currently in the process of concluding solution design activities in order to exit the Explore Phase (Design) and has commenced initial build activities.
- The implementation of the HRIMS is a phased approach of three releases which are to be completed over a two-year period as outlined below:
 - Release 1 May 2019 to November 2020 (Payroll, Workforce Administration, Recruitment and Onboarding)
 - Release 2 August 2020 to April 2021 (Performance Management, Learning and Development)
 - Release 3 September 2020 to April 2021 (Workforce Planning , Talent Management, Health and Wellbeing)

Portfolio/s: Special Minister of State**Human Resources Information Management Solution****Key Information**

- The Human Resource Information Management Solution (HRIMS) will provide an integrated payroll and human resource management solution for the ACT Government workforce; streamlined and harmonised business processes including:
 - talent planning and strategy;
 - recruitment;
 - learning and development;
 - performance management;
 - career planning; and
 - payroll and HR analytics and reporting.
- The implementation of HRIMS will occur in a phased approach. The proposed scope for each release is as follows:
 - Release 1 – Payroll, Core HR, Absence, Time & Attendance, Recruitment and On Boarding;
 - Release 2 - Learning & Development, Performance Management; and
 - Release 3 – Workforce Planning, Career Planning, Succession Planning, Health & Wellbeing.
- The Program has experienced delay through out 2020 associated with:
 - Impacts of COVID-19 on staff availability and priority; and
 - The complexity of testing activities, including the build and testing of complex integrations between the HRIMS and interfaced rostering systems across the diverse functions of the workforce.
- In order to manage the schedule slippage, the Project Steering Committee agreed a revised schedule to drive the implementation of Release 1 in the fourth quarter of 2021.
- The revised schedule for Release 1 establishes the critical path from the completion of Integration Testing, through User Acceptance Testing (UAT) and then the conduct of Parallel Pay Testing.

- The Program entered into the Verify Phase (Test) via with the commencement of Integration Testing in late 2020. UAT commenced on 1 February 2021, with planning for Parallel Pay Testing (PPT) to commence in mid May 2021.
- Parallel payroll testing is a critical success factor to ensure that the HRIMS can correctly produce payroll for the ACT Government by comparing results between the legacy system Chris21 and the HRIMS integrated with rostering systems, explaining variances in pay, leave and time interpretation.
- The planning and coordination of the critical cutover activities essential to ensure a successful solution implementation to transition the ACT Government Human Capital Management (HCM) and Payroll capabilities to the HRIMS are in progress.
- The schedule for Releases 2 and 3 is currently under review in the context of the impact of the delays in Release 1.

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 - Release 1 – Payroll, Core HR, Absence, Time & Attendance, Recruitment and On Boarding;
 - Release 2 - Learning & Development, Performance Management; and
 - Release 3 – Workforce Planning, Career Planning, Succession Planning, Health & Wellbeing.
- Release 1 is the first and most complex of the releases, within which payroll is the most complex function. This involves supporting 19 Enterprise Agreements, and the integration of 11 different systems, including 4 rostering systems, into the core solution.
- The Program has experienced delay throughout 2020 and 2021 associated with:
 - The complexity of testing activities, including the build and testing of complex integrations between the HRIMS and interfaced rostering systems across the diverse functions of the workforce.
 - Program and Directorate staff who contribute to the program are applying absolute best efforts. Most recently responding and recovering from the COVID outbreak has become the priority.

- In the wake of the COVID outbreak and re-opening, the Program is undertaking an extensive Review, Reset and Replan phase to rebaseline the HRIMS implementation schedule. It is prudent to use this time to reflect on the lessons we've learned from the program so far, and ensure appropriate adjustments are made now to enhance our implementation success.
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the commitment to support the program, and the required replan to move forward with confidence. A range of approaches are being taken to align **and** accelerate the progress towards implementation.

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- In the 2017-18 budget process, funding was approved to procure a new HRIMS for the Territory. The program of work was designed with a two stage Cabinet approval process acknowledging the potential costs risks associated with HRIMS programs of this scale and complexity. Supplementary capital funding of \$56.1 million to provide the comprehensive whole of government Payroll and Human Capital Management (HCM) solution was provided in the 2018-19 budget process combining with exploratory funding to be a total investment of \$68.725 million.
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the program so far, and ensure appropriate adjustments are made now to enhance our implementation success.

- Current focus is the review, reset and replan phase – including an independent Program Review and the review of solution design and build – to understand what’s required to complete the program and produce a new baseline schedule to achieve it.
- The Program has pivoted remaining internal resourcing to address an immediate urgent need to replace directorates’ Learning Management Systems (LMS).
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the commitment to support the program, and the required replan to move forward with confidence. A range of approaches are being taken to align and accelerate the progress towards implementation.

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 - Program and Directorate staff who contribute to the program are applying absolute best efforts. Most recently responding and recovering from the COVID outbreak has become the priority.
- In the wake of the COVID outbreak and re-opening, the Program is undertaking an extensive Review, Reset and Replan phase to re-baseline the HRIMS implementation schedule. It is prudent to use this time to reflect on the lessons we've learned from

the program so far, and ensure appropriate adjustments are made now to enhance our implementation success.

- Current focus is the review, reset and replan phase – including an independent Program Review and the review of solution design and build – to understand what’s required to complete the program and produce a new baseline schedule to achieve it.
- The Program has pivoted remaining internal resourcing to address an immediate urgent need to replace directorates’ Learning Management Systems (LMS) with a scheduled release date of 11 April 2022.
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the commitment to support the program, and the required replan to move forward with confidence. A range of approaches are being taken to align and accelerate the progress towards implementation.

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- **Sch 2.2(a)(xi), Sch 2.2(a)(xii)**
- The HRIMS Program independent review has been completed and makes 34 recommendations, 18 of which are considered to have a high impact on the achievability of the Program outcomes if applied. Building from this review, the current focus is on the reset and replan phase to complete the program, which initially involves the

submission of a business case for funding to complete the program and development of an approach to market to source a suitable partner, from which a new baseline schedule will be developed.

- The Program has pivoted remaining internal resourcing to address an immediate urgent need to replace directorates' Learning Management Systems (LMS) with a scheduled release date of 11 April 2022.
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the commitment to support the program, and the required replan to move forward with confidence. A range of approaches are being taken to align and accelerate the progress towards implementation.

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- Current focus is the review, on the reset and replan phase – including an independent Program Review and the review of solution design and build – to understand what's required to complete the program a new baseline schedule to achieve it will be developed.
- The Program has pivoted remaining internal resourcing to address an immediate urgent need to replace directorates' Learning Management Systems (LMS) with the system going live on 11 April 2022.
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the

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- In the wake of the COVID outbreak and re-opening, the Program has undertaken an extensive review. It is prudent to use this time to reflect on the lessons we've learned from the program so far, and ensure appropriate adjustments are made now to enhance our implementation success.
- Current focus is on preparations to undertake a phase of work to rationalise and align business processes, analyse the technical build status and plan for the final stage of implementation. The Program delivered the Learning Management System (HRIMS Learning) module in April 2022 and the Program team are transitioning the support and maintenance of the module to the business-as-usual team.
- The HRIMS Project Executive acknowledge that there will continue to be challenges in this program, however together with its Steering Committee are aligned in the commitment to support the program, and the required replan to move forward with confidence. A range of approaches are being taken to align and accelerate the progress towards implementation.

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Add reference number

Portfolio/s: Special Minister of State
Special Minister of State

Digitising Government Services

Talking points:

Human Resource Information Management Solution (HRIMS)

- The Human Resource Information Management Solution (HRIMS) will provide an integrated payroll and human resource (HR) management solution for the ACT Government workforce; streamlined and harmonised business processes including:
 - talent planning and strategy;
 - recruitment;
 - learning and development;
 - performance management;
 - career planning; and
 - payroll and HR analytics and reporting.
- The HRIMS Program focus for 2022-23 is Phase One of a two-phased approach to complete the HRIMS Program. In Phase One the program will undergo a process with Directorates to rationalise HR and payroll business processes, undertake a detailed analysis of the technical build completed and identify the remaining scope, time and cost to complete the HRIMS implementation. If approved at mid-year budget review, implementation would occur in Phase Two.

Outside Scope

Portfolio/s: Special Minister of State

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- Phase One commenced on 1 August 2022 and is due for completion on 31 October 2022.

Outside Scope

Portfolio/s: Special Minister of State

Digitising Government Services

Talking points:

Human Resource Information Management Solution (HRIMS)

- A contemporary Human Resource Information Management Solution (HRIMS) will digitally enable the ACTPS, establish the foundations for a compliant and effective human resource capability. It will provide an integrated payroll and human resource (HR) management solution for the ACT Government workforce; streamlined and harmonised business processes including:
 - talent planning and strategy;
 - recruitment;
 - learning and development;
 - performance management;
 - career planning; and
 - payroll and HR analytics and reporting.
- The HRIMS Program focus for 2022-23 is Phase One of a two-phased approach to complete the HRIMS Program. In Phase One the program worked with Directorates to rationalise HR and payroll business processes, undertook a detailed analysis of the technical build completed, revalidated the benefits case and identified the remaining scope, time and cost to complete the HRIMS implementation. A business case has been developed and if approved, Phase Two would see the completion of the HRIMS implementation..
- Phase One commenced on 1 August 2022 and concluded on 31 October 2022 following delivery of a business case.

Outside Scope

Portfolio/s: Special Minister of State

Digitising Government Services

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Human Resource Information Management Solution (HRIMS)

- A contemporary Human Resource Information Management Solution (HRIMS) will digitally enable the ACTPS, establish the foundations for a compliant and effective human resource capability. It will provide an integrated payroll and human resource (HR) management solution for the ACT Government workforce; streamlined and harmonised business processes including:
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- Phase One commenced on 1 August 2022 and concluded on 31 October 2022 following delivery of a business case.

Outside Scope

Chief Minister, Treasury and Economic Development Directorate

To:	Minister for Government Services and Procurement	Tracking No.: CMTEDD2020/3969
Date:	17/08/2020	
From:	Executive Branch Manager – Strategic Business Branch	
Subject:	Human Resources and Information Management Solution Program Update	
Critical Date:	24/08/2020	
Critical Reason:	Provide a timely update on progress of the Whole of Government Program	

- UT .../.../...
- DUT CSI .../.../...
- EGMSS .../.../...

Recommendations

That you:

1. Note the information contained in this brief.

Suzanne Orr MLA

noted.

08/09/20

Minister's Office Feedback

Background

1. The Human Resource Information Management Solution (HRIMS) will provide the ACT Government with a comprehensive Payroll and Human Capital Management (HCM) solution. HRIMS is a key enabler to deliver on the ACT Public Service commitment to build the capability required to be an agile, responsive and innovative public service that delivers the Government's priorities and effective services to the ACT community.
2. HRIMS seeks to evolve the organisation through implementation of integrated technology to improve process efficiency and effectiveness, allowing resources to focus on high value add Human Resource (HR) activities.
3. The solution functionality covers the end to end employee lifecycle which includes:
 - a. workforce planning and strategy;
 - b. recruitment;
 - c. workforce administration and payroll;
 - d. performance management;
 - e. learning and development;
 - f. talent management; and
 - g. health and wellbeing.
4. The current Chris 21 payroll system is not fit for purpose and as such the HRIMS program seeks to address the current business problems:
 - current ICT systems and processes cannot support the ACT Government's HR strategy;
 - the Territory has multiple non-integrated systems to manage HR and Payroll functionality resulting in inefficiencies in data management, processing time and effort and increasing organisational costs and risks;
 - the Territory is unable to manage employees through all stages of the employee lifecycle due to the lack of analytical capability;
 - there is no single true source of core employee information for directorates to provide the right support for their workforce;
 - the Territory employees cannot self-service their own information or have full visibility of their payroll data; and
 - existing ICT systems do not align with the Territory's Digital Strategy 2016-2019.
5. A comprehensive procurement exercise including both a request for expression of interest and a request for proposal was issued to industry. The Territory entered into contract in the first quarter 2019 for implementation services to be provided by Ernst and Young (EY) and preferred product to be provided by SAP SuccessFactors.
6. Following the onboarding of the implementation Partner EY in May 2019, the program has progressed foundation program planning, detailed design and build phases of the payroll and workforce administration elements. The program is currently concluding the Realise Phase (Build) with a view to fully enter into the Verify Phase (Test) in August 2020.

7. The implementation of the HRIMS will occur in a phased approach. The proposed scope for each release is as follows:
 - a. Release 1 – payroll, core HR absence, time and attendance, recruitment and on-boarding;
 - b. Release 2 - learning and development, performance management; and
 - c. Release 3 – workforce planning, career planning, succession planning, health and wellbeing.
8. Based on the current schedule and planning, implementation of Release 1 is planned to occur in the first quarter 2021.

Issues

9. System modernisation of the current HR/payroll environment is required to overcome current processing limitations that require significant manual processing and that limits the ability of directorates to understand and manage their workforces.
10. A current high risk of potential system failure due to reliance on highly customised legacy programs currently exists, which also includes significant manual processing.
11. The HRIMS program will impact all directorates and provide a platform and opportunity to improve the way we manage our people. It will shift the focus away from transactional human resource approaches, to enable human resources teams to focus their services strategically and ensure alignment with core business requirements and priorities.
12. The HRIMS will integrate with the main rostering systems including HASTUS (TCCS), ProACT (CHS) Kronos (Education, JACS, CSD), BANNER (CIT)), however staff still on manual rostering processes will still be required to compete and submit timesheets within the HRIMS.
13. In response to a resolution brought into the ACT Assembly, by Mrs Vicki Dunne MLA on 20 August 2020 in reference to alleged poor working conditions and underpay of junior doctors at both CHS and Calvary hospitals the HRIMS project has been raised as part of the solution to address the manual nature of the ACT's payroll processes.
14. The issues that are in the control of Shared Service Payroll are being investigated. Payroll have begun to retrieve the timesheets that relate to the public holiday in question to re-perform the manual interpretation of the times recorded and will rectify any underpayments if they exist.

Financial Implications

15. In the 2017-18 budget process, an initial \$11 million over three-years of capital funding was approved to undertake a procurement process for a new HRIMS for the Territory. The program of work was designed with a two stage Cabinet approval process acknowledging the potential costs risks associated with HRIMS programs of this scale and complexity. The second phase of the Program was approved in the 2019-20 Budget (\$56.1 million), covering deployment and integration costs (the total program budget is \$68.725 million).
16. The additional budget impacts comprise of adjustments to initial budget allocations for the feasibility study following the testing of early assumptions against comprehensive program planning, assurance activities and, the inclusion of additional cost considerations across all elements of the program including data, integration and change management.

Consultation

17. HRIMS will impact all directorates and provide a platform and opportunity to improve the management of ACT Public Service staff. It will shift the focus away from transactional human resource approaches, to enable human resources teams to focus their services strategically and ensure alignment with core business requirements and priorities.
18. All directorates are included in the HRIMS program governance framework, through participation in working groups and representation on the Steering Committee and Program Board.
19. Consultation with key stakeholders to date has been progressed via a number of governance forums. These include:
 - Strategic Board;
 - Government Procurement Board;
 - Customer Council;
 - Joint Council;
 - HRIMS Steering Committee;
 - HRIMS Program Board;
 - HRIMS Functional Working Groups;
 - HR Directors Forum; and
 - HR Directors Collaboration Forum.
20. Consultation and stakeholder engagement with all directorates has necessarily been high touch through-out the planning phase of the Program. At a working level, Territory subject matter experts have been engaged extensively in a number of planning activities including:
 - Future state vision workshops;
 - HR service baseline data collection;
 - Baseline data review and future goal setting workshops;
 - Business requirements definition and approval;
 - Harmonisation and standardisation of business processes, systems and technology;
 - HR framework and business rules consolidation;
 - Design and build iteration including stakeholder solution playback sessions and business familiarisation workshops;
 - Benefits identification;
 - Change enablement and communications planning;
 - Data migration planning and readiness; and
 - Scope and dependency management.

Work Health and Safety

21. Nil response.

Benefits/Sensitivities

22. The Benefits Case for the HRIMS was developed to support the Program's second pass (Stage Gate) submission to Cabinet. The Benefits Case established for the program has been developed using industry benchmarks and adopting a simplified and evidence-based approach, drawn on experience from NSW Shared Services and the NSW Department of Justice.
23. Careful attention has been paid to previous implementations and the lessons learned. Particular emphasis has been placed on:
- Achieving a full range of tangible and measurable business performance benefits;
 - Implementation of benefits in a timely manner; and
 - Adoption of best practice across the board in the measurement, validation, and tracking of identified benefits.
24. Sch 1 1.6 [Redacted]
25. The majority of benefits are derived through the automation of payroll processes (the Shared Services Payroll team currently processes over 4,000 manual time sheets each fortnight) and the elimination of manual data entry and rework at the directorate level. Further benefits would be derived if those workforces who work shifts were transferred to rostering systems which integrated into the HRIMS, the migrations of workforces to automated rostering systems is outside the scope of the project and is the responsibility of Directorates.

Communications, media and engagement implications

26. The progress of the program may attract ICT media attention based on traditional enterprise resource planning and transformation projects.
27. The Canberra times and ABC new radio have both run stories on MLA Vicki Dunn's proposed resolution: <https://www.canberratimes.com.au/story/6889034/investigation-launched-after-concerns-junior-doctors-were-underpaid/?cs=14225>

Sch 2.2(a)(ii)

Signatory Name: Mat Rogers

Phone: 6205 8432

Action Officer: Karen Giovinazzo

Phone: 6205 0980

Attachments

Attachment	Title
Attachment A	HRIMS program briefing

Chief Minister, Treasury and Economic Development Directorate

To:	Special Minister of State	Tracking No.: CMTEDD2020/5128
Date:	25/11/2020	
From:	Executive Group Manager, Shared Services	
Subject:	Human Resources and Information Management Solution (HRIMS) Program Update	
Critical Date:	04/12/2020	
Critical Reason:	Provide a timely update on progress of the whole of government HRIMS program	

- UT .../.../...
- DUT CSI .../.../...

Recommendations

1. That you note the information contained in this brief.

Chris Steel MLA  3/12/20

Minister's Office Feedback

Please brief on the key project risks and treatments for the implementation phase.

Background

2. The current Chris21 payroll system is not fit for purpose and as such the HRIMS program seeks to address the current business problems:
 - the current ICT systems and processes cannot support the ACT Government's HR strategy;
 - the Territory has multiple non-integrated systems to manage HR and payroll functionality resulting in inefficiencies in data management, processing time and effort and increasing organisational costs and risks;
 - the Territory is unable to manage employees through all stages of the employee lifecycle due to the lack of analytical capability;
 - there is no single true source of core employee information for directorates/agencies to provide the right support for their workforce;
 - Territory employees cannot self-service their own information or have full visibility of their payroll data; and
 - the existing ICT systems do not align with the ACT Government's digital strategy.
3. A comprehensive procurement exercise including both a request for expression of interest and a request for proposal for a new HRIMS system was issued to industry. The Territory entered in contract in the first quarter 2019 for implementation services to be provided by Ernst and Young (EY) and preferred product to be provided by SAP SuccessFactors.
4. The solution functionality covers the end to end employee lifecycle which includes:
 - a. Workforce Planning and Strategy
 - b. Recruitment
 - c. Workforce Administration and Payroll
 - d. Performance Management
 - e. Learning and Development
 - f. Talent Management
 - g. Health and Wellbeing
5. Following the onboarding of the implementation Partner EY in May 2019, the Program has progressed foundation program planning, detailed design and build phases of the Recruitment and Onboarding, Payroll and Workforce Administration modules.

Issues

6. The Program is currently concluding a number of outstanding activities for Realise Phase (Build) and Verify Phase (Test) with a view to formally enter final phases of testing.
7. The implementation of the HRIMS will occur in a phased approach. The proposed scope for each release is as follows:

- a. Release 1 – Payroll, Core HR, Absence, Time & Attendance, Recruitment and On-Boarding;
 - b. Release 2 - Learning & Development, Performance Management; and
 - c. Release 3 – Workforce Planning, Career Planning, Succession Planning, Health & Wellbeing.
8. Based on the current schedule and planning, implementation of Release 1 is planned to occur towards the end of first quarter 2021.

Financial Implications

9. In the 2017-18 budget process, funding was approved to procure a new HRIMS for the Territory. The program of work was designed with a two stage Cabinet approval process acknowledging the potential costs risks associated with HRIMS programs of this scale and complexity.
10. Supplementary capital funding of \$56.1 million to provide the comprehensive whole of government Payroll and HCM solution was provided in the 2018-19 budget process combining with exploratory funding to be a total investment of \$68.725 million.
11. The additional budget impacts comprise of adjustments to initial budget allocations for the feasibility study following the testing of early assumptions against comprehensive program planning, assurance activities and, the inclusion of additional cost considerations across all elements of the program including data, integration and change management.

Consultation

Internal

12. SS Change Management

Cross Directorate

13. Consultation and stakeholder engagement with all directorates/agencies has been extensive through-out the phases of the program. All directorates are included in the HRIMS Program governance framework, via representation on the Steering Committee, Program Board and numerous working groups.
14. Consultation with key stakeholders to date has also been progressed through a number of ACT Government governance forums (such as the ACT Public Service Strategic Board, Government Procurement Board, and the Quality, Measurement and Advisory Committee).
15. Significant change management and engagement activities with directorates/agencies are underway to support business readiness. Directorate impact assessments have been conducted and the ensuing change action plans are currently being worked through with stakeholders as part of the business readiness working groups.

External

16. Joint Council

Work Health and Safety

17. Nil response.

Benefits/Sensitivities

18. A current high risk of potential system failure due to reliance on highly customised legacy programs currently exists, which also includes significant manual processing.

19. Sch 1 1.6
[Redacted text block]

Communications, media and engagement implications

20. The progress of the Program may attract ICT media attention based on traditional Enterprise Resource Planning and transformation projects.

Signatory Name:	Graham Tanton	Phone:	6207 5757
Action Officer:	Karen Giovinazzo	Phone:	6205 0980

Chief Minister, Treasury and Economic Development Directorate

To:	Special Minister of State	Tracking No.: CMTEDD2022/1753
Date:	21/04/2022	
CC:	Head of Service Under Treasurer	
From:	Chief Digital Officer	
Subject:	Human Resource Information Management Solution (HRIMS) Replacement Program Update: Deloitte Review Report	
Critical Date:	02/05/2022	
Critical Reason:	Routine briefing	

Recommendations

That you:

- Note the information contained in this brief.

Noted / Please Discuss

Chris Steel MLA



1/5/22

Minister's Office Feedback

Background

1. The HRIMS Program is implementing a contemporary whole of government (WhoG) Human Resource and Payroll solution to replace Chris21 and HR21. HRIMS will provide a cloud based integrated HR and Payroll solution.
2. The HRIMS system, along with the supporting and standardised business processes is the foundation for the following Program outcomes:
 - a. Managing the workforce more effectively and efficiently while maintaining the integrity of HR practices and processes.
 - b. Processing efficiencies:
 - i. Reduce duplication of effort
 - ii. Automation of workflows
 - c. Delivering capability across government in:
 - i. HR data source and reporting
 - ii. Standardised processes supporting compliance
 - d. Aligning to ACT Government HR strategies.
3. The HRIMS Program was originally structured as a milestone based and fixed price contract with a System Implementation Partner across three releases.
4. The Program experienced delays throughout 2020 and 2021 associated with:
 - a. Inability to recover from initial delays with the delivery, review, and feedback on the design documents, despite conditional signoff on associated milestones to enable the program to continue with parallel design and build activities;
 - b. The complexity of the build and testing of complex integrations between the HRIMS and other systems across the diverse functions of the workforce; and
 - c. Program and Directorate staff who contribute to the Program have applied absolute best efforts. Responding and recovering from the COVID outbreak became a priority for much of 2021.
5. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
6. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
7. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

8. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Issues

9. From December 2021 to February 2022, Deloitte was engaged to undertake a review of the HRIMS Program with a view to determine the extent to which the System Implementation Partner delivered to the requirements of the contract; and to identify learnings that the Territory should apply as part of the reset, to ensure the Program can be delivered.
10. The review report, provided at [Attachment A](#) made 34 recommendations, 18 of which are considered to have a high impact on the achievability of the Program outcomes if applied.
11. The Priority Observations and Themes from the Deloitte Review are:
 - a. Stakeholders across Directorates must be engaged to support alignment of business processes;
 - b. The Program Governance model requires improvements to support more effective decision-making, drive delivery and engagement; and
 - c. The design, build and testing of the solution should move to an iterative approach to support earlier realisation of benefits and earlier detection of risks and issues.
12. The HRIMS program has already made changes to improve the decision making and delivery through the creation of the HRIMS Sub-Committee, which is a sub-group of the HRIMS Steering Committee. In addition, a Senior Program Manager has been engaged to strengthen visibility of reporting; creation of an integrated program management plan and associated schedule; and proactive management of risk and issues.
13. There are key learnings for the Territory about:
 - a. Roles and responsibilities between system implementation partners and the Territory that should be applied to all its projects; and
 - b. The harmonisation of business process to enable as much 'out of the box' functionality as possible.
14. The following priority recommendations directly impact on the time and cost of completing the program successfully and the detailed estimations of costs and resources to address them are outlined in the HRIMS Business Case currently under consideration for the 2022-23 Budget cycle:

- a. ***Prioritise and develop current state business processes, and corresponding future state process, signed-off by Directorates. Perform a fit-gap analysis on the solution built by the System Implementation Partner with the target future state. Focus on maximizing the benefits and cost-effectivity resolving the gaps, to create a Directorate's agreed target state business process.***
 - i. The HRIMS Program is not just an ICT program. To derive the benefits that contemporary ICT solutions provide, an understanding of existing business processes in each directorate, identification of improvements, alignment to consistent processes and with the system needs to be undertaken.
- b. ***Re-baseline and agree the Program schedule and dependencies in a single integrated plan through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.***
 - i. It is important that all directorates, and everyone in the Program team have an opportunity to contribute to and buy-in to the development of the Program schedule and commit to deliver their components by the dates that are set.
- c. ***Allocate dedicated roles and uplift resourcing within the Program Management Office (PMO) to adequately cover key areas of program management, including the specific roles below:***
 - i. Risk/RAID Manager
 - ii. Quality Manager
 - iii. Benefits management support
 - iv. Master Scheduler
 - v. Change Manager (depending on future resourcing of Business Readiness stream)
- d. ***Recast the User Acceptance Test scripts to align with the finalised business requirements. Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections.***
 - i. In the previous iteration of the Program, the test scripts for the User Acceptance Testing phase were not fit for the purpose of conducting this type of testing activity, which is critical to gaining the acceptance of the solution from its stakeholders.

- e. ***Develop an integrated program organisation structure where the System Implementation partner and the Territory work as “one team”, in program design, delivery and reporting; and***
- f. ***Dedicate users from the Directorates to support the Program during the build and test phases. As the next phases of the program should consider cross-functional teams (discussed in previous sections), Directorates should plan and commit to the FTE requirements for the Program.***
 - i. The future HRIMS Program team will be a dedicated multi-disciplinary team comprising of the program partner, Territory program team and directorate HR subject matter experts, communications, and training staff.

Financial Implications

- 15. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
- 16. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
- 17. The current estimated total cost of delivering the project is \$82.295 million, representing an increase of \$11.203 million against existing budget allocations. This includes the \$3.695 million sought in the current 2022-23 Budget cycle.

Consultation

Internal

- 18. Consultation and engagement on the HRIMS Program occurs across CMTEDD.

Cross Directorate

- 19. Comprehensive consultation and engagement activity is occurring on the HRIMS Program with business stakeholders from all directorates/agencies.

External

- 20. Nil.

Work Health and Safety

- 21. Nil.

Benefits/Sensitivities

- 22. There are considerable reputational and financial risks to the slippage in implementation of the HRIMS.

Communications, media and engagement implications

23. The engagement of a new implementation partner could attract media attention.

Signatory Name: Bettina Konti

Phone: 6207 2242

Action Officer: Katrina Keep

Phone: 6207 3416



**ACT Government | HRIMS Program
Program Review**

Report version 1.0 | 28th February 2022

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The Services provided are advisory in nature and have not been conducted in accordance with the standards issued by the Australian Auditing and Assurance Standards Board, and consequently no opinions or conclusions under these standards are expressed. Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made.

Our work is performed on a sample basis; we cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud. Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate. Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by ACT Government personnel. We have not attempted to verify these sources independently unless otherwise noted within the report.

The term "assurance" is used in this document consistent with its definition within the generally accepted project management standards and is not intended to convey assurance as defined in the Framework for Assurance Engagements issued by the Auditing and Assurance Standards Board.

The design and build assessment and review is not in the scope.

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1. Executive Summary

1.1 Purpose

The purpose of this report is to outline the key findings and recommendations resulting from the review of the ACT Government's Human Resource Information Management Solution (HRIMS) Implementation Program (the "Program"), conducted from December 2021 to February 2022 at the request of the ACT Government Executive.

1.2 Background

ACT Government's Digital, Data and Technology Solutions group (formerly Shared Services) caters for the provision of Payroll and HR services for approximately 25,000 employees spread across eighteen Directorates and Agencies. Given the complex industrial landscape, many EBA/Awards and hundreds of classifications, several unique challenges are faced during the provision of HR services.

The Territory does not currently have a Whole-of-Government (WhoG) HRIMS that adequately meets the needs of the Directorates or their diverse range of business units. Shared Services, CMTEDD currently utilises Chris21, an aging Tier 2 system introduced from 1 July 2005 with limited Human Capital Management (HCM) functionality, as the default business system. Chris21 is supported by multiple customised programs that increase the risk of system failure. System modernisation is needed to overcome the capability and functional limitations inherent to the current system (Chris21).

Current business processes have evolved independently within Directorates, requiring significant manual workaround to harmonise payroll and HR data. Maintenance of the current system and environment is increasingly expensive and relies on limited specialist staff with unique skills to maintain. Coordination and implementation of legislation, policy and process changes in the current systems require significant effort and manual workarounds, increasing effort, time, cost as well as the risk of incorrect data in the process.

The Program, incepted in 2017, is a significant program of change for the ACT Government (the "Territory"), seeking to address these issues through the implementation of a new Human Capital and Payroll system, SAP SuccessFactors.

The HRIMS Program seeks to uplift and integrate Human Capital Management and Payroll into one optimised solution that will increase efficiency, improve service delivery, reduce system failure, and increase human capital functionality, allowing the Territory to take a more strategic approach to manage its human capital.

To implement HRIMS, Ernst and Young (EY) have been appointed as the Solution Implementation (SI) partner, and RXP (acquired by Capgemini) are facilitating the data migration workstream activities and deliverables.

The HRIMS implementation program was executed in partnership with the SI in April 2019, milestone based and fixed price across 3 Releases (Release 1 the initial focus, and Release 2 and 3 once Release 1 was nearing completion).

1.3 Current State

The Program's status is that Milestones 1 to 5 have been accepted, some with conditions. Milestone 6 still has some incomplete elements leading to the Territory withholding its acceptance. There are still several issues relating to the build acceptance, and relevant testing requirements that are yet to be completed before Go Live for Release 1 could be considered. Release 2/3 were initiated however, noting dependencies on Release 1 outcomes, this has now been paused.

The HRIMS Program is undertaking a reset to the program. The intention of the reset is to re-baseline the program structure and roles, commercial / contractual approach, system requirements and detail how business requirements will be met in the design and build.

As part of this reset, ACT Government Executive have requested a review to investigate what has occurred through the Program, and, seeking informed recommendations on the best approach to move the Program forward. Deloitte was engaged in mid-December 2021 to undertake the program review, providing an independent perspective as to underlying issues, and what further work is required to deliver on Program outcomes. Actionable insights and recommendations to inform a potential future approach to market for services to complete delivery of the Program have also been provided as part of this review.

1.4 Review Approach

The review was conducted using Deloitte's Program Assurance Framework. This framework is built on a foundation of Deloitte's Program Management Framework, which draws upon PRINCE2™, MSP™ and Agile methodologies and outlines eight core elements of program management that are key to successful delivery. Each element was considered as part of the review of the Program, and findings and recommendations were made based on a comparison to generally accepted better practice and experience of previous programs of a similar nature. In addition, the delivery team reviewed technical aspects of the Program such as requirements gathering, testing and SAP-specific implementation considerations. As such, findings and recommendations are made across ten aspects (some of which have been combined for report brevity):

1. Governance and reporting
2. Stakeholder engagement and alignment
3. Blueprint design and delivery
4. Outcomes and benefits management
5. Schedule and dependency management
6. Risk and issue management
7. Quality management
8. Build quality

This review does not include an assessment of the technical solution; a separate "as-built" review of the delivered solution was conducted by the Territory and results of that review have been considered for the purposes of this review.

Throughout the course of the review, guidance was taken from Program stakeholders through interviews to identify areas for subsequent detailed analysis and review of related Program artefacts. 44 Program stakeholders were interviewed in 25 sessions and approximately two hundred program artefacts were reviewed in the discovery phase of our review. Findings and recommendations were developed through an iterative process with Territory stakeholders across a four-week period from 16th December 2021 to 4th February 2022. Full details are included in Appendix 3.3 - *Documents Reviewed* and 3.4 - *Stakeholders Interviewed*.

1.5 Priority Observations and Themes

A total of 34 recommendations are provided in the review, of which 18 are classified as "High" impact. High impact recommendations are those which should be implemented as a matter of priority, and that are fundamental to delivering outcomes and moving the Program forward.

Several priority themes have been identified across the recommendations, outlined below:

a. Stakeholders across Directorates must be engaged to support alignment of business processes

Successful delivery of an SAP Human Capital and Payroll transformation for WhoG, with large-scale and complex industrial mechanisms requires significant focus on harmonisation and optimisation of

business processes. The intent for the Program to deliver harmonised and standardised business processes is reflected in several documents, both within Government as well as in broader market engagement materials.

The stated objective of the Program is to “uplift and integrate Human Capital Management and Payroll into one optimised solution that will increase efficiency, improve service delivery, reduce system failure, and increase human capital functionality; allowing the Territory to take a more strategic approach to manage its human capital”. The strategic intent to develop future state processes to provide common and standardised organisational business practices and WhoG HR and Payroll operations is articulated in a number of key artefacts:

1. 2019-2020 Budget HRIMS Business Case document, approved by Government.
2. Benefits Case for the HRIMS to support the Program’s Second Pass (Stage Gate) submission to Cabinet.
3. November 2017 approach to market Request for Procurement documentation (“Current HRMS Environment”).
4. Business Blueprint documentation prepared during the Explore phase of the Program.
5. Contract documentation including Statements of Work and related Annexures established with the SI.

Business Blueprint documentation, an outcome of a series of process workshops carried out jointly with the SI, was a fundamental SI deliverable in the Explore phase of the Program. A high volume (2739) points of feedback were received across Directorates in relation to the Blueprint documentation at this stage in the Program. 23% of these resulted in updates to the design documentation, with half of these being changes to wording or phrasing. The high number of points of feedback, together with the high failure rates experienced in the User Acceptance Testing (“UAT”) indicate that target state processes were not completely reflective of business requirements or stakeholder expectations (noting that a number of other underlying factors also contributed to low UAT acceptance rates as detailed in this report).

It was agreed that the SI would continue to work with the Territory Program team and business stakeholders to resolve outstanding matters relating to process and policy. In February of 2020 the Steering Committee noted the associated risk of continued concurrent design and build activities until they were fully completed and reconciled. The Steering Committee provided approval for Milestone 2 in March 2020, and agreed to progress to the Realise phase of the Program, with the understanding the SI would concurrently continue to update the Blueprint documentation in an iterative manner. However, following endorsement of the Business Blueprints, changes to the Blueprint processes were included as decisions/change requests in Addendums by the SI. Consequences of not this work not having been addressed manifested in unclear requirements, defects being raised and Program delays.

The development of robust, agreed business requirements is essential to ensure that the solution is fit-for-purpose. A business transformation program of this scale and complexity requires upfront work to align and unify legacy business processes, define business outcomes and scope (with clear roles and responsibilities). To move towards a WhoG unified model, we recommend that the Territory works with the Directorates and stakeholders to undertake the following:

- Prioritise stand-alone business-critical processes which will drive greatest benefits.
- Refine / build current and future state process documentation for these processes, with input and endorsement from Directorates.
- Perform a gap analysis between the existing built solution (not yet in production) and the agreed future state processes.
- Develop a clear methodology to resolve these gaps either through a business or technological change.

This work should prioritise the alignment of business processes across Directorates and limit required customisations in the SAP solution to capitalise on the existing investment and build the

right foundation for future work. We recommend this work is undertaken using an iterative methodology to maximise the realisation of benefits within the remaining Program timescales, which currently run until end of financial year 2023.

Given the Steering Committee's approval of the Program reset in August of 2021, and the need to undertake further work to assess built solution gaps and refine target state business requirements, the likelihood of the Programs ability to deliver within the existing timeline and funding envelope is low. We recommend that as part of the reset, the Program business case is revised to incorporate adjusted estimates to accommodate the additional process work which is required, and to support dedicated business process ownership roles within the Program team to drive this work. A prioritised gap analysis will inform more detailed estimates for the additional timeline and resources required to complete delivery of the Program.

Forming a clear and aligned view of the future state journey maps / processes and associated business requirements will be an important step for the Territory to take to manage risks associated with engaging a service provider to complete delivery of the Program. Vendors may price risk into their responses given the inherent complexities in taking on delivery of a partially built solution. A clearly articulated view of future state processes and requirements will mitigate these risks by ensuring a shared understanding between the SI and the Territory of the future state to be delivered.

b. The Program Governance model requires improvements to support more effective decision-making, drive delivery and engagement

Effective Program governance provides a framework for decision-making throughout the program lifecycle. It establishes processes and a structure for communication, implementation, monitoring, to ensure adherence to policies and better practices. It provides oversight and control to ensure that the program's goals and objectives are aligned with those of the Territory.

Program Management Office:

For a Program Management Office ("PMO") to effectively support a Program governance model it must drive decision-making mechanisms and assign decision-making authority and accountability. A PMO should also ensure governance tools, techniques, and processes are in place. To support the Program's governance forums in their oversight of the schedule, milestones, and contract execution, we recommend specific and dedicated roles need to be established within the PMO; additional resources may be required to fulfil these responsibilities (An outline of this structure is included in Appendix 3.8 - *PMO resourcing benchmark*):

- Master Scheduler
- RAID manager
- Quality manager

We recommend the PMO is led by the overall Program Manager ("PM"), who has overall accountability for the execution of the Program. The role of the PM in a Program of this nature is critically important and should include the following core capabilities:

- Experience in managing and implementing large HRIS transformation programs in complex, multi-jurisdictional contexts
- Interpersonal and leadership skills, including the ability to influence and drive productive development teams and stakeholders at all levels
- Sound knowledge of a variety of project management and agile practices, tools, software, and processes
- Experience managing external supplier relationships in programs of a similar nature
- Commercial and operational acumen

The Territory should assess the capabilities of PM candidates as part of the reset and ensure a suitably experienced candidate is designated for this crucial role going forward.

Governance Model:

The current governance model has been in place since Q4 of 2021. It includes a Program Steering Committee and a Sub-Committee focused on evaluation of design decisions. Structurally, the current model is appropriate for a Program of this nature with regards to providing a framework for hierarchical decision-making and strategic evaluation of design decisions. There remains opportunity for the operations within those forums to be more effectively managed to control the materiality of issues and decisions which are escalated to each:

- Data indicates that the materiality of decisions escalated through various forums needs review. The review noted several design decisions were made in the (legacy) design council, which have significance on overall Program milestones, and as such should have been escalated to the steering committee.
- It was also noted that there were matters presented to the steering committee that were potentially resolvable at lower-level forums. Therefore, a review of the model to get optimum balance in place is important to ensure ongoing alignment of the Program with Territory goals.
- Program benefits were not consistently considered as part of the Steering Committee agenda or as part of the evaluation of decisions required.

Inconsistencies were noted in the levels of attendance and engagement across the Directorates in Steering Committee meetings. Steering Committee minutes highlighted a prevalence of extended discussion and a tendency to defer decision-making. Whilst we note it is not the responsibility of the Program to do so, we recommend as part of the reset a refresher session is conducted to ensure all governance committee members have a shared and consistent understanding of their role and responsibilities in relation to the governance of the Program, as well as the outcomes to be achieved. In addition, an increased focus on stakeholder engagement across governance representatives is required to ensure adequate buy in and engagement.

Integrated Planning:

Accountability for the creation and ongoing maintenance of the project schedule was not clearly defined throughout the Program. In addition, the schedule, and Program Management Plan (PMP) have not been ratified or formally approved by Territory stakeholders, following development in isolation by the SI.

The development of the schedule took place without input from key Program stakeholders (such as the Change stream), and as a result remained unvalidated until September 2021, at which point the Program reset was instigated. It was also noted that the schedule is not maintained on the Territory program management platform (ServiceNow), as a result the Program schedule and associated PMO artefacts are not in adherence to the Territory standards and schedule management is conducted manually.

It is critically important that the Program re-baseline and align on the schedule with stakeholders as part of the reset. This must include detailed identification and analysis of program dependencies across various workstreams. The Program schedule should be maintained in the Territory ServiceNow instance to reduce administrative burden and version control issues and increase connectivity across the Program. Program status updates should be provided to clearly allow for tracking of progress against the baselined schedule as part of better practice governance.

Program Stage Gates:

Whilst a Stage Gate process exists to govern acceptance of Program deliverables and the release of commercial payments in line with the SI contract, to date it has not been effectively utilised to maintain control of the Program and monitor deliverables.

Conditional acceptance of deliverables resulted in only 19% of conditions being met in later milestones until the program was paused at Milestone 6. Review of Steering Committee minutes noted that acceptance was based on an understanding that "... *the implementation methodology allows for further inclusion of requirements and refinement of the design through a series of iterations*". We recommend the existing Contract Manager role is embedded within the PMO for greater connectivity and visibility of SI deliverables and to support rigorous follow up on conditional acceptance items as well as points of feedback throughout the design process.

We recommend as part of the Program reset increased focus should be given to refining and uplifting the program governance to support effective and efficient decision-making and escalation. This will also ensure that contract execution, schedule, milestones, and deliverables are on track with clear lines of communication and escalation.

c. The design, build and testing of the solution should move to an iterative approach to support earlier realisation of benefits and earlier detection of risks and issues

The intent of the Program, outlined in the Program Management Plan ("PMP") was for the solution development to be undertaken in a hybrid approach, incorporating elements of both Waterfall and Agile approaches. This intent was articulated in several key artefacts throughout the life of the Program. The review noted that the process the SI followed in the development and testing of the solution was more closely aligned with a traditional Waterfall approach, as opposed to a hybrid or iterative approach. As a result of this, refinements to Blueprint documentation and subsequent user testing were undertaken late in the Program lifecycle, resulting in delays in the identification of design and build issues as well as issues in UAT.

An iterative approach with a pilot working solution as a starting point in the design and build of a complex solution typically leads to earlier detection of risks and issues. An iterative approach also supports greater solution usability and provides a clear path for design improvements in the development process. The use of automated unit and functional testing in iterative solution development provides valuable data points which can be used to validate the design and build throughout the development lifecycle, ensuring the solution is fit-for-purpose.

We recommend revisions to both the Program delivery and testing approaches to deliver on Program outcomes:

- Prioritise stand-alone business-critical processes which will drive greatest benefits and following a gap-fit analysis, progress to an iterative development of the solution for these processes
- Support a more iterative phased solution delivery approach to mitigate the risk associated with a big bang go-live/cutover approach
- Support early and frequent testing, preferably in an automated manner, to validate the design and build with each iteration
- Ensure that the target solution delivers the business outcomes and is fit-for-purpose, and
- Allow the Program to course correct early if the solution doesn't deliver intended requirements.

1.6 Summary

A Program of this nature is complex and requires a close working relationship with the integration partner, robust governance, clarity of strategy and a continuous focus throughout the cycle of

execution. Strengthening the Program in the areas of governance, PMO capability, and optimising the delivery process (being more iterative), will benefit the Program as it moves forwards.

To support the delivery of a whole-of-Government operating model, enabled by SAP, an elevated focus on change management and executive sponsorship of the simplification and standardisation agenda will be required. A replan and revalidation of the budget and associated business case will be required to support a clear path forward, taking into consideration the modifications to the delivery approach recommended in this review.

1.7 Recommendations

The table below is a summary of our recommendations, outlined in detail in the *Detailed Findings and Recommendations* section.

Priorities are ranked according to the below:

- **High** – recommendations in response to significant program issues that should be actioned within 3 months to enable program turnaround
- **Medium** – recommendations that should be actioned within 6 months to improve processes in line with better practice
- **Low** – action that should be taken within 12 months to support a broader uplift in program management

Topic	Recommendation	Priority
Governance & Reporting	Develop an integrated program organisation structure where the SI and the Territory work as partners and “one team” , in program design, delivery and reporting.	High
	Increase buy-in from the integration partner to share in the risk and reward of the Program through partnership contracts (outcome based), and revision of the procurement strategy.	High
	Apply cost-benefit and risk analysis, aligned with the Program objectives, to all major decisions for the Program.	High
Stakeholder Engagement and Alignment	Steering Committee reports should represent an up-to-date and transparent status of the Program , based on a standard ACT format. Custom formats and data sources are inefficient and should be avoided.	High
	Prioritise and action the changes identified for the Directorates in the Business Readiness Trackers.	High
Blueprint Design and Delivery	Prioritise and develop current state business processes , and corresponding future state process, signed-off by the Directorates. Perform a fit-gap analysis on the solution built by the SI with the target state. Focussing on maximizing the benefits and cost-effectivity resolving the gaps, create a Directorate’s agreed target state business process.	High
	Develop prioritised target state process documents / requirements that are strategically segmented to deliver standalone process components that can be shipped to production. Purpose of these documents will be to clearly articulate the high-level requirements, and the associated acceptance criteria.	High

Topic	Recommendation	Priority
Outcome and Benefits Management	Validate, align, and agree on benefits across the Program (relevant to all Directorates and across Government) to align stakeholders on the Program objectives and outcomes.	High
	Introduce a benefits management plan and benefits tracker to monitor how outcomes are affected by program decisions (e.g., what impact key risks and issues such as schedule delays or design changes may have on program benefits).	High
Schedule and Dependency Management	Re-baseline and agree the Program schedule and dependencies in a single integrated plan through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.	High
Risk and Issue Management	Articulate and agree accountability for risk and issue management to maintain Territory oversight of program blockers.	High
	Allocate dedicated roles and uplift resourcing within the PMO to adequately cover key areas of program management, including specific roles below: <ul style="list-style-type: none"> • Risk/RAID Manager • Quality Manager • Benefits management support • Master Scheduler • Change Manager (depending on future resourcing of Business Readiness stream) Note – dependent on future SI involvement.	High
	Implement dedicated risk and issue management workshops to deep dive on priority risks and issues and effectively plan treatment.	High
	Implement status reporting to inform governance forums of priority items , provide updates on progress and clearly articulate where decisions are required to resolve key blockers and keep delivery on track.	High
Quality Management	The Contract Manager must be empowered to manage the performance of suppliers with Executive support and authority over evaluation of contracts, including regular performance management meetings mandated as part of the contract and the appropriate authority to take corrective action to improve delivery quality, such as suspended payments.	High

Topic	Recommendation	Priority
Build Quality	Recast the UAT test scripts to align with the finalised business requirements. Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections.	High
	Perform resource planning, training, and support for UAT testing. The testing team should co-ordinate with the Program manager to incorporate test planning and dependencies in the Master schedule.	High
	Dedicate users from the Directorates to support the Program during the build and test phases. As the next phases of the program should consider cross-functional teams (discussed in previous sections), Directorates should plan and commit to the FTE requirements for the Program.	High

2. Detailed Findings and Recommendations

This section includes findings relating to key issues and opportunities faced by the Program and recommendations for remedial actions necessary for Program turnaround. These findings and recommendations have been made in line with Deloitte's Program Management Framework – details of which are available in Appendix 3.1 - *Scope and Approach*.

2.1 Governance and Reporting

2.1.1 Governance Structure

What needs to go right?	<ul style="list-style-type: none"> An effective governance structure exists which represents all the key stakeholders and actively manages the success of the overall Program. A clear and effective program organisation with clearly defined roles, accountabilities and responsibilities, management structures and boundaries. Territory-wide commitment to a clear and sustainable end-state vision.
What did we observe	<p>Finding: <i>Current</i> governance structures have the right framework to make the decisions for the Program.</p> <p>At program execution the primary governance forums were: Steering Committee, Program Board, and Design Council. Relevant senior users from each of the Directorates were invited in these forums to support the Program in making critical decisions and achieving desired objectives.</p>

- During 2020, only four decisions were made by the Steering Committee, all related to the SI deliverables. Review of the Decision Register across the 2020 period indicated that most decisions were made by the Design Council and presented to the Steering Committee for endorsement.
- Terms of Reference (ToR) state that the Chair of Design Council has final authority for program decisions and “*areas of disagreement*” to be reported/escalated to the Program Board.
- The review noted several design decisions were made in the (legacy) Design Council, which have significance on overall Program milestones, and as such should have been escalated to the Steering Committee. It was also noted that there were matters presented to the Steering Committee that were potentially resolvable at lower-level forums. A review of the governance model to get optimum balance in place is important to ensure ongoing alignment of the Program with Territory goals.
- In February of 2021, the Program Board meetings were made redundant, and in the last quarter of 2021 a Sub-Committee was formed to replace the Design Council. Structurally, the current model is appropriate for a Program of this nature with regards to providing a framework for hierarchical decision-making and strategic evaluation of design decisions:
 - Sub-Committee ToRs highlight an increased focus on achieving consensus-based decisions and clear guidance on issue escalation,
 - CDO as Chair of the committee is strategically well placed to enforce the ToR and achieve the desired design and scope related decisions

Finding: Program leadership was shared between the SI Program Director and the Territory Program Manager

- The *Implementation Partner team structure and Strategic Business Branch Org Chart November 2020*, note that the Program was delivered jointly by the SI and Territory teams.
- These two teams worked closely throughout the duration of the Program and had distinct responsibilities with respect to delivery and benefit realisation. The responsibilities for several deliverables were shared as is noted in *Statement of Work – Attachment C – Deliverables Matrix_FINAL*.

The SI team was led by the Program Director, whilst the Territory team was led by the Program Manager, each having a corresponding underlying reporting structure. However, no formal reporting lines exist between the two teams. Consequently, the Territory experienced challenges in managing the deliverables of the SI on a day-to-day basis and did not have the ability to have end to end supervision or control of the Program.

We recommend that the Program is led by an overall Program Manager (“PM”), who has overall accountability for the execution of the Program. The role of the PM in a Program of this nature is critically important and should include the following core capabilities:

- Experience in managing and implementing large HRIS transformation programs in complex, multi-jurisdictional contexts
- Interpersonal and leadership skills, including the ability to influence and drive productive development teams and stakeholders at all levels

	<ul style="list-style-type: none"> • Sound knowledge of a variety of project management and agile practices, tools, software, and processes • Experience managing external supplier relationships in programs of a similar nature • Commercial and operational acumen <p>The Territory should assess the capabilities of PM candidates as part of the reset and ensure a suitably experienced candidate is designated for this crucial role going forward.</p> <p>Finding: Major program decisions should be informed and supported by appropriate data and analysis.</p> <p>The Decision and Action register notes the following decision made by the Steering Committee, regarding the ownership of risk: <i>“DN20200529-01 - Members agreed to the approach for the Implementation Partner to progress the integration build activity through iterative parallel development against the Territory’s detailed requirements, whilst reserving the right to reject the proposed solution should it not meet the acceptance criteria after testing by business. There needs to be clear acceptance of the technical and business solution.”</i> Whilst such decisions are critical for the Program to move forward, meaningful cost-benefit and risk analysis must be included to support a well-informed decision.</p> <p>Meeting minutes of the Design Council highlighted that alignment with costs, benefits and overall objectives for proposed solutions was not considered by the SI as part of the recommendation process. Endorsement of such decisions without appropriate cost-benefit or risk analysis can pose significant risks to the Program.</p>	
<p>These can be addressed by...</p>	<p>Develop an integrated program organisation structure where the SI and the Territory work as partners and “one team”, in program design, delivery, and reporting. Consider building cross-functional teams for solution implementation, involving technology, business, and Program support. Such a team structure would positively influence collaboration and participation across Program streams and Territory stakeholders. The overall program should be led by an experienced and senior Program Manager, whose primary responsibility is to supervise and control the program to achieve the desired objectives.</p>	<p>High</p>
	<p>Increase buy-in from the integration partner to share in the risk and reward of the Program through partnership contracts, and re-thinking the procurement strategy.</p>	<p>High</p>
	<p>Apply cost-benefit and risk analysis, aligned with the Program objectives to all major decisions for the Program. Such a data will encourage objectivity and guide the rationale in decision making.</p>	<p>High</p>

2.1.2 Program Leadership

What needs to go right?	<ul style="list-style-type: none"> • Each member in the governance forums understands their roles and responsibilities. • Members are motivated to achieve the program goals. • Governance committee members feel sufficiently engaged in the program. • Feedback from stakeholders is acted upon by the Program team.
What did we observe	<p>Finding: An increased focus on stakeholder engagement is required with Steering Committee members</p> <p>Roles and accountability of the Steering Committee, Program sponsor, and SC members have been clearly articulated in the ToRs, including “being genuinely interested in the initiative and the outcomes being pursued in the Program”.</p> <p>SC meeting notes from the period Q4 2019 to Q4 2020 were analysed for attendance and contributions, and the following was noted:</p> <ul style="list-style-type: none"> • Representatives of CSD and ED attended less than 50% of the Meetings, • CMTEDD and JACS made contributions in most meetings, followed by TCCS. <p>It is worth noting that a quantitative measure of contribution does not convey whether the nature of the contribution made was constructive. However, given that the Program status was noted as “Amber” throughout 2020 and subsequently “Red” by May of 2021, greater overall contribution would typically be expected.</p> <p>A potential contributing factor to engagement levels noted in the review was the nature of the materials provided to the Steering Committee and the associated materiality of items escalated to the Committee for discussion and resolution; materials did not show a clear view of progress against the integrated plan critical path or a transparent view of critical risks, issues, or associated decisions to be made.</p> <p>In addition, each Directorate has their own unique set of guidelines outlined in their Enterprise Bargaining Agreements (EBA’s) and legislative conditions. The change implications of the Program vary in scale with respect to both benefits and risks across the Directorates, as evidenced in <i>D35.Attachment One_Detailed Change Impact Assessment_V0.05_FINAL TO CLIENT</i>.</p> <p>Variance in the levels of engagement of SC members across Directorates increases the risk that Directorate-specific considerations are not provided in decision-making process and that there is a lack of buy-in and support for the change.</p>
These can be addressed by...	<p>As part of the Program reset, conduct a refresher session for Steering Committee members to ensure there is a clear and consistent understanding of their responsibilities as part of the Program Governance as well as an understanding of overall Program outcomes/benefits and required level of commitment from the Directorates to achieve Program outcomes.</p>

Medium

2.2 Stakeholder Engagement and Alignment

2.2.1 Program Vision

What needs to go right?	<ul style="list-style-type: none"> The case for change provides a shared understanding of the program's outcomes and objectives. Clearly articulates the future state the Program will deliver and the benefits it will provide.
What did we observe	<p>Finding: <i>The Program lacks a clear case for change to drive buy-in from stakeholders</i></p> <p>The strategic vision of the Program detailed in the baseline scope notes the following objectives:</p> <ul style="list-style-type: none"> Improve process efficiency Improve Service Delivery Model for HR and Payroll Streamlined and harmonised business process across all Directorates Single source of truth Increase self-service functionality and automation of routine HR processes <p>Whilst this vision clearly states the Program objectives, it does not reflect the primary user and stakeholder needs that will be addressed by the future state of the solution, or the features and capabilities that the solution will provide to meet those needs.</p> <p>Absence of a clearly articulated case for change can result in gaps in stakeholders understanding of Program objectives, planned benefits and ultimately impact their level of engagement and buy-in to the Program. The October 2021 Steering Committee "Have your say" survey the following data points were noted in relation to Committee stakeholder feedback:</p> <ul style="list-style-type: none"> 70% of the members understand the objectives of the Program, 50% clearly understand the benefits, and 40% understand their role in the governance of the Program <p>A shared and consistent understanding across governance stakeholders of their role and responsibilities in relation to the governance of the Program, as well as the outcomes to be achieved is crucial to ensure effectiveness of broader governance decision making as the Program processes.</p>
These can be addressed by...	<p>Develop a clear case for change for the Program. This should be based on the initial objectives identified in the business case and be developed to include business benefits and impact. This understanding should guide major design decisions at the Steering Committee, Sub-committee, and other downstream governance forums.</p>

Medium

	<p>As noted in point 2.1.2: Whilst we note it is not the responsibility of the Program to do so, we recommend as part of the reset a refresher session is conducted to ensure all governance committee members have. In addition, an increased focus on stakeholder engagement across governance representatives is required to ensure adequate buy in and engagement.</p>	
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2.2.2 Stakeholder Engagement

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • The Program has collaborated with the stakeholders throughout the life cycle of the program. • Stakeholders feel engaged with the Program.
<p>What did we observe</p>	<p>Finding: Steering Committee materials did not provide sufficient details to enable the required support and guidance from Committee members.</p> <p>The SI used their own program templates for all executive reporting, rather than following the ACT reporting standards. Due to issues in alignment, at a later stage of the Program, the SI and Territory teams reported on the status report separately. For a Program of this nature, integrated and transparent status reporting, clearly showing interdependencies across the component parts of the Program (and linkage to critical path) is crucial to support effective program management.</p> <p>It was noted in the August 2020 SC meeting minutes that the following action was to be taken:</p> <ul style="list-style-type: none"> • "AI20200730-02: The Program Team to provide a daily update on the progress of open build items. Build closure updates provided to the HRIMS Steering Committee Chair on a bi-weekly basis". • "AI20200831-01 - Add risk ratings, treatment dates and effectiveness to risks and issue reporting cover" . • As per SC Agenda item 2 Attach B Actions Decisions Register 20210226_V0.1 the above actions were closed by the Program in July and September respectively, which indicates a level of promptness from the Program in closing these actions from SC. <p>Finding: The Program did not maintain a strong stakeholder relationship with the Directorates</p> <ul style="list-style-type: none"> • During the Explore phase of the Program, the SI was required to conduct workshops with the stakeholders to build the Business Blueprints which document the desired future state harmonised processes. The review noted that whilst the Territory had prepared target state process documentation, which documented the desired future state processes, these documents were not considered or used by the SI during the Business Blueprint workshops or in the development of the Blueprints.

	<ul style="list-style-type: none"> The review noted the SI conducted demonstrations of the solution functionalities during the Realise phase of the Program. These demonstrations did not include the complete end-to-end business process and were focused on select elements of the process only. A consequence of this was that Directorate stakeholders were unable to provide the necessary feedback, crucial for building the solution to align with the stakeholder expectations. Poor stakeholder relationships lead to a gap in the expected and realised benefits of the Program, which can be noted in the stakeholder interviews. 	
These can be addressed by...	<p>Steering Committee reports should represent an up-to-date and transparent status of the Program, based on a standard ACT format. Custom formats and data sources are inefficient and should be avoided. Commentary should be brief, to the point, and relevant to the Steering Committee level; general discussion points should be dealt with in project/program management forums.</p> <p>Steering Committee report content must facilitate meaningful discussion and decision-making. Content should be limited to the core insights and recommendations for decision. The onus should be on the Program Manager to understand the SC members and bring material insights and recommendations.</p>	High
	<p>Build and maintain strong relationship with the Directorates to manage expectations, buy-in for design, decisions, resourcing, and overall ownership of the Program benefits. Use the Program defined channels to actively communicate issues, dependencies, blockers, in addition to regular and transparent program status reports. The Program manager should play a crucial role in maintaining these relationships.</p>	Medium

2.2.3 Change Management

What needs to go right?	<ul style="list-style-type: none"> An agreed future state operating model exists. Change impact assessments has been performed across WhoG and at individual Directorate level. Directorates understand the change caused by the Program and are actioning the changes to be ready for Go Live.
What did we observe	<p>Finding: Future State Operating Model (FSOM) has not been finalised</p> <ul style="list-style-type: none"> Steering Committee meeting minutes from May 2020 highlights that "Future State Operating Model (FSOM) is being developed and refined. Ongoing discussions and series of activities are happening to ensure the operating model for Release 1 implementation is agreed, which includes business readiness activities to address how it will be adopted by Territory" The status of FSOM was discussed again on February 2021 SC meeting, where it was highlighted that it is still open. "HRIMS Business Readiness Review" noted that "no agreed future state operating model exists".

	<p>Finding: Comprehensive change impact assessment has been performed by the Program.</p> <p>Change Impact Assessments</p> <ul style="list-style-type: none"> • The Program conducted high-level and detailed change impact assessments for the scoped Directorates against eight different change themes to identify the quantum of impact. • Each theme was further cross analysed with SAP Functions such as Recruitment, Onboarding, and Payroll to create another view of the volume of change on implementing a specific Function. • At a high-level, these assessments look comprehensive and has been performed jointly by the SI and Territory working with the Directorates. • These findings can be evidenced in <i>D21. High Level Change Impact Assessment Attachment 1_V1.0 and D35.Attachment One_Detailed Change Impact Assessment_V0.05_FINAL TO CLIENT.</i> <p>Finding: Actioning of the identified changes by the Directorates has not progressed relative to the Program schedule.</p> <p>Business Readiness</p> <ul style="list-style-type: none"> • SI has delivered a Business Readiness Approach that details on establishing readiness criteria, governance, and tools • Business Readiness Tracker for each of the Directorates has been developed that lists the changes across Functions, Process L1,2,3, Category, and Prioritisation (MoSCoW). • <i>D45 Business Readiness Governance Tracking and Support - Realise - Report HRIMS V1.0</i> that reports on the progress of the change actions highlights that "These inputs have not collated yet, as Business Readiness Working Groups (BRWGs) have been in place since June 2020, and are expected to begin reporting progress against the change actions register in September 2020 (Verify)" • On further analysis of D66 HRIMS Draft Strawman D66 1309201 - Draft V1.2, no substantial progress is reported by the Program. 	
These can be addressed by...	<p>Identify the resistance in finalising the FSOM and resolve the gaps to achieve the FSOM. This activity will be expedited by the agreed Future state blueprints, discussed in Blueprint Design and delivery section.</p>	Medium
	<p>Prioritise and action the changes identified for the Directorates in the Business Readiness Trackers. Active engagement of the Directorates in identification of future process owners and change ownership. The Program leadership should be kept abreast on the governance, status, and progress of actions for business readiness.</p>	High

2.3 Blueprint Design and Delivery

2.3.1 Design and delivery of blueprint

What needs to go right?	<ul style="list-style-type: none"> • Organisation is clear on the current, intermediate, and target state. • Blueprint documents clearly identify the potential benefits of change and guide the development of business case. • Blueprint document is developed in collaboration with all relevant stakeholders, with skills to articulate Future state vision.
What did we observe	<p>Finding: Blueprint design documents does not mention the current state of the organisation The supplied design documents only capture the baselined future-state processes developed by the SI. No details on the current state were found.</p> <p>Finding: Blueprint design documents did not mature through the course of Release 1 build.</p> <p>The SI conducted multiple workshops with the Directorate representatives to develop target state business processes for the solution. These processes were informed by business rules that dictate the required steps within each process. Using these as inputs, the SI developed three baselined blueprints: <i>D24_Business_Blueprint_Payroll and Time_Final</i>, <i>D24_Business_Blueprint_RCM and ONB_Final</i>, and <i>D24_Business_Blueprint_WFA</i>. These documents were signed off by the Territory on 27th March 2020.</p> <p>Multiple gaps were identified in the target processes delivered by the SI and feedback provided by the Directorates, captured <i>D24 Business Design Blueprints - Review Feedback Post Submission</i>. Whilst elements of this feedback were incorporated, a number remained unresolved at the point of document sign-off. The review noted that the SI intended to further iterate on the baseline design incorporating feedback from the stakeholders as detailed in attachment <i>HRIMS Steering Committee_27032020_AI 4_Attachment E - SI Recommendations</i> (excerpts):</p> <ul style="list-style-type: none"> • “[The SI] have worked with the Territory since the submission to resolve the points of feedback. Of the 2739 points of feedback received, 23% have resulted in updates to the design documentation and of these, half were changes to wording or phrasing.” • “[The SI] will continue to support the Territory HRIMS Program team and Business Stakeholders to resolve outstanding matters relating to process and policy through a series of workshops and meetings. (32 Policy related feedback, 173 Process related feedback).” <p>It was noted that once the baseline blueprint was signed off, design changes were not made by the SI and were considered change requests in the later stages of the Program. Review of the <i>D24 Business Blueprint WFA Blueprint Addendum</i> drafted on 24th December 2020 supported this observation as changes to the baseline blueprint are included as decisions/change requests.</p>

	<p>Finding: Blueprint design documents do not map to the benefits noted in the Benefits case.</p> <p><i>WIRE - TRSY19-56520 Attachment 1 - Attachment A - Benefits Case (002)</i> document notes the use of <i>Business Technology Organisational Process People Environmental (BTOPPE)</i> framework to identify all Program benefits. While specific benefit measures are not included, it is expected that Blueprint documents identify the potential benefits of a process, role, or technical change. A solution developed on these principles will give confidence to the stakeholders as to which benefits have been targeted and open opportunities for feedback. It was noted that acceptance criteria for the business blueprint in <i>Statement of Work - Attachment C - Deliverables Matrix_FINAL</i> document does not identify benefits as a mandatory criterion.</p>	
These can be addressed by...	<p>Prioritise and develop current state business processes, and corresponding future state process, signed-off by the Directorates. Perform a fit-gap analysis on the solution built by the SI with the target state. Focussing on maximizing the benefits and cost-effectivity resolving the gaps, create a Directorate's agreed target state business process.</p> <ul style="list-style-type: none"> • Develop a clear methodology to resolve these gaps either through a business change or a technological change. Key considerations include minimal customisation in the SAP solution, and standardisation of the processes across the Directorates. • Iterate on the build to reach the finalised Future state. • Maintain Blueprints as a living document such that the target state processes can be iterated the course of the Program. Blueprint documents should be aligned with the broader program vision to ensure alignment continued support for Program objectives. 	High

2.3.2 Requirements Document

What needs to go right?	<ul style="list-style-type: none"> • Exact needs of the Territory were captured in the requirement documents. • Requirements are clear and consistently mapped to serve all document users. • Scoped requirement documents can guide the Program and Users of expected solution behaviour.
What did we observe	<p>Finding: Business Requirement Documents (BRDs) were not included in contracted deliverables.</p> <p>The documents scoped by the Program to inform the solution development are listed below:</p> <ol style="list-style-type: none"> 1. High-level solution scoping and design, 2. Business Blueprints (jointly created by the SI and the Territory through a series of workshops) that noted harmonised processes,

	<p>3. A Requirement Traceability Matrix (RTM), and 4. WRICEF (Workflow, Report, Interface, Conversion, Enhancement, and Forms) Register and Functional specification doc for each WRICEF item</p> <p>Blueprint documents lacked the required specificity to guide the design, development, and testing of the solution. Requirements in RTM catered specifically to solution build, resulting in a gap of required information relevant for thorough solution design and user testing.</p> <p>In a program of this scale and complexity, a robust Business Requirement Document would act as a link between the design Blueprints and the RTM. This document will guide not only the solution development, but also the testing teams in development of test scripts and outlining the acceptance criteria. Absence of such a document can lead to lack of alignment in expectations for developers to build, testers to check the quality of build against the output, and users for acceptance of the solution.</p> <p>Finding: Lack of rigour in end-to-end requirements mapping.</p> <ul style="list-style-type: none"> Review of the <i>D24_Business_Blueprint_Payroll and Time_Final_v0.10</i> document noted that the document includes key processes, and detailed processes diagrams including process steps, owners, and descriptions. The step-description also covered elements of the business rules pertaining to the process. This is in accordance with the Acceptance criteria listed in <i>Statement of Work - Attachment C - Deliverables Matrix_FINAL</i> Deloitte conducted an analysis for a sample of 24 requirements in the RTM and found that 16 requirements, such as RCR01.002-RCR01.005, could not be mapped to blueprint processes. Several the requirements in RTM pointed to non-existent section of the Blueprint such as "CHR03.039" and "TAT02.006".
<p>These can be addressed by...</p>	<p>Develop prioritised future state process documentation, including a robust view of underlying requirements from the business, that are strategically segmented to deliver standalone process components and shipped to production. Purpose of these documents will be to clearly articulate the requirement, and the acceptance criteria.</p> <p>Quality check the RTMs so that they align to the right requirement document sections, and Level 1, 2 and 3 business processes.</p>

High

2.4 Outcomes and Benefits Management

2.4.1 Accuracy and Currency of Benefits Case

What needs to go right?	<ul style="list-style-type: none"> • SMART Benefits: Program benefits should be clearly outlined in a Business Case as Specific, Measurable, Achievable, Relevant and Time-bound, and communicated with program stakeholders to gain buy-in and understanding of program outcomes. • Updated Benefits: The Program Benefits Case is regularly updated to reflect program changes such as schedule delays, build changes, and budget increases, and stakeholders aligned on the latest benefits relevant to them and the broader business.
What did we observe	<p>Finding: Program benefits do not consistently conform to the SMART principles.</p> <ul style="list-style-type: none"> • The <i>HRIMS Benefits Case</i> outlines several achievable and relevant benefits within the Outcomes and Benefits Management section, however these are not as specific or measurable as would be expected for a program of this scale and complexity. • Several benefits are listed without specific and quantifiable data to support them, such as “Reduced training costs” without any data denoting how or to what extent training costs would be reduced (“training” is not mentioned again anywhere in the document). • Whilst quantifiable benefits are noted elsewhere in the document, highlighting a saving of “\$10,319,330 AUD per annum”, these are not time-bound, meaning a lack of clarity on <i>when</i> benefits will be realised and a lack of consideration of the impact of program delays on these realisable benefits. • Whilst detailed work has been undertaken in documents informing the Benefits Case, such as <i>HRIMS Cost Benefits for CabSub v13</i>, this is not reflected in the Benefits Case document itself, thereby increasing the risk of misinterpretation and misalignment across program stakeholders and limiting the capacity to deep dive into supporting analysis. • Assertions around the high-level nature of articulated benefits were noted in interview with the Benefits Manager and ongoing work by the Benefits Manager to update and ratify program benefits with the Directorates. <p>Finding: Benefits defined at program inception have not been updated.</p> <ul style="list-style-type: none"> • The Program Management Plan and Benefits Case clearly articulated the relevant program benefits at program inception. • Stakeholder interviews have confirmed that the Benefits Manager had undertaken detailed work with certain Directorates to ratify and further analyse benefits, but the volume of effort involved in this process meant that this has not occurred consistently with all Directorates or across Government holistically, indicating further work would be required to update and ratify the original business case.

	<p>Finding: Outcomes are not universally or consistently understood across the Program.</p> <ul style="list-style-type: none"> It was noted in stakeholder interviews with several Directorates that there were differing and inconsistent opinions regarding the objectives of the Program – indicating a disconnect between those believing this is simple systems implementation to replace Chris21, and those expecting alignment and harmonisation of business processes across Directorates to simplify HR operations. This demonstrates inconsistencies in the level of understanding of the proposed outcomes and benefits of the Program and presents an opportunity to update and communicate the Benefits Case for the Program, across Directorates and the broader ACT Government. 	
These can be addressed by...	<p>Validate, align, and agree on benefits across the Program (relevant to all Directorates and across Government) to align stakeholders on the Program objectives and outcomes. Ratify/update the original Benefits Case to suit the iterative development approach and identifying segmented benefits through each iteration. This should be accompanied by appropriate communications to ensure all program stakeholders are in alignment on the aim and benefits of the Program, and to set expectations on when certain benefits may be realised.</p>	High

2.4.2 Benefits Tracking

What needs to go right?	<ul style="list-style-type: none"> Benefits are identified and analysed in detail at program inception then tracked and managed throughout the life of the Program to maintain a view of how changes such as delays, budget increases or solution alterations will affect the Program outcomes. Benefits management should be considered a cyclical process of constant updates and validation to ensure a realistic expectation of program outcomes is maintained.
What did we observe	<p>Finding: A benefits management plan does not exist to manage Program benefits.</p> <ul style="list-style-type: none"> A benefits management plan to detail how the program benefits will be managed throughout the lifecycle of the Program does not exist. <p>Finding: Program governance meetings do not consistently consider benefits management.</p> <ul style="list-style-type: none"> Review of Steering Committee minutes and associated papers noted discussion of Program benefits at five Steering Committee meetings – 24 April 2020, 22 December 2020, 1 July 2021, 10 August 2021, and 30 August 2021. We recommend benefits are included as a standard item for all Steering Committee meetings to ensure benefits are appropriately considered in decision making. Interview with the Benefits Manager noted a lack of focus on benefits management and a lack of consideration as to how risks and issues (schedule delays, cost blowout, design flaws, etc.) affect program benefits.

	<ul style="list-style-type: none"> • A benefits management cycle, demonstrating the ongoing updates and tracking required as part of benefits realisation has been included in Appendix 3.7 - • <i>Deloitte Benefits Management Approach.</i> 	
These can be addressed by...	<p>Introduce a benefits management plan and benefits tracker to monitor how outcomes are affected by Program decisions (e.g., what impact key risks and issues such as schedule delays or design changes may have on Program benefits)</p> <p>Note: It is recommended that additional resources allocated to the PMO to allow a greater focus on outcomes and benefits management and support the benefits manager in his analysis and management of Program benefits.</p>	High

2.5 Schedule and Dependency Management

2.5.1 Program Schedule Development and Maintenance

What needs to go right?	<ul style="list-style-type: none"> An accurate program schedule has been developed in collaboration with key program stakeholders, approved through normal governance procedures, and regularly updated as part of ongoing schedule management.
What did we observe	<p>Finding: Schedule management accountabilities have not been clearly defined.</p> <ul style="list-style-type: none"> The 20211123 CR Tracker document notes "Schedule management support" as an approved Change Request (CR). Documentary evidence from the <i>Statement of Work – Attachment C – Deliverables Matrix_FINAL</i> lists the following: <ul style="list-style-type: none"> Deliverable D01 - "Project Schedule Management" as a core component of the "Baseline Project Management Plan". The SI is noted as accountable. Deliverable D03 - "Project Schedule, detailing entire projects and all associated activities...this will be a baseline document which will be updated for any deviation throughout the project". The SI is noted as accountable. Deliverable D04 - "Ongoing administration of the Project Schedule throughout the Project". Territory accountable. The review noted that the SI is accountable for the creation and ongoing maintenance of the project schedule, as specified in D01 and D03. D04, however, noted the Territory accountable for ongoing schedule management. Consequently, the SI created a Change Request for schedule management to clarify roles and responsibilities. We recommend a comprehensive program RACI is developed and approved by all parties to create clarity on deliverable ownership and enable accountability. A separate recommendation regarding the Program RACI is also included in the <i>Contract Management Section</i>. <p>Finding: The Program Schedule has not been ratified by the Territory.</p> <ul style="list-style-type: none"> The schedule and Program Management Plan (PMP) in place for the Program have not been ratified or formally approved by Territory stakeholders, following development in isolation by the SI. This was noted as a requirement in the Deed of Variation (DOV) 6. <p>Finding: The Program Schedule may be based on inaccurate information.</p> <ul style="list-style-type: none"> Emails correspondence between the SI and the PMO indicate the current R2/3 schedule, which was commenced in May 2021, was based on DOV 5, despite this not having been approved at that point in time. The development of this schedule occurred without input from key program stakeholders such as the change stream and experienced several delays in release and review. As a result, the Program schedule remained unvalidated until September 2021, at which point the Program reset was instigated.

	<p>Finding: The Program Schedule is not maintained in the Territory program management system.</p> <ul style="list-style-type: none"> • ServiceNow is the standard platform used across the Territory for project management. • The Program is not currently utilising this system, as a result the Program schedule and associated PMO artefacts are not in adherence to the Territory standard and schedule management is conducted manually. Consequently, there is an increased risk of inaccuracies in the schedule and an increased administrative burden on the PMO. 	
These can be addressed by...	<p>Re-baseline and agree the Program schedule and dependencies in a single integrated plan through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.</p>	High
	<p>Input the Program schedule into the Territory ServiceNow instance to reduce administrative burden and version control issues and increase connectivity across the Program.</p>	Medium

2.5.2 Integrated Schedule and Dependency Management

What needs to go right?	<ul style="list-style-type: none"> • Better practice dependency management occurs as part of integrated schedule and RAID management – tracking all risks, actions, issues, decisions and dependencies and their effect on the program schedule.
What did we observe	<p>Finding: Accuracy of the Program schedule limits understanding and tracking of dependencies.</p> <ul style="list-style-type: none"> • In a program where the schedule is yet to be ratified and agreed (as noted within the <i>Schedule and Dependency Management</i> Section), there remains uncertainty in the accuracy and reliability of the schedule and an increased risk that dependencies, and their associated impact, are not properly identified and addressed. • Whilst it was noted via that there was tracking of high-level dependencies within the schedule by the SI, the effectiveness of this was significantly impacted by the limitations in Program scheduling. <p>Finding: The Dependencies Register has not been utilised.</p> <ul style="list-style-type: none"> • Review of email correspondence between the PMO and the SI noted that the Dependency Register was not maintained in a consistent manner and as a result was noted to be out of date. • The Deliverables Matrix defines dependency management as a responsibility of the SI. Our review noted gaps in the identification, monitoring and actioning of dependencies across the Program. An example of this is an email reviewed which included an action regarding “Outstanding dependencies closeout” dated 1 Apr 2021; in this instance the SI has closed “old” dependencies, rather than addressing, monitoring and resolving these in an ongoing basis.

	<p>Finding: Dependencies were not included in Program Governance Forums.</p> <ul style="list-style-type: none"> Review of email correspondence from the PMO noted that dependencies were managed via a dedicated dependency meeting (with variable attendees). Managing dependencies in an isolated forum, outside of the Program governance model, with limited attendees, reduces the potential to identify and track effectively across all Program streams and increases the risk of incomplete and ineffective dependency management. <p>Finding: Dependencies are not managed as part of integrated RAID management.</p> <ul style="list-style-type: none"> The program dependency tracker was not included as part of RAID documents, and dependencies were not managed in line with broader risks, actions, and issues; this increases the risk that dependencies are not consistently identified, understood, and managed across the Program in an integrated manner.
<p>These can be addressed by...</p>	<p>Consolidate the dependency register with other RAID materials to ensure all risks, actions, issues, decisions, and dependencies are managed in an integrated manner – ideally within ServiceNow, or SharePoint at a minimum. A recommendation related to this can be found in the <i>Risk and Issue Management</i> Section.</p>

2.5.3 PMO Resourcing

<p>What needs to go right?</p>	<ul style="list-style-type: none"> Schedule management for such a large and complex program is owned by dedicated resources within the PMO to monitor and capture updates to schedule and identify and support management of dependencies.
<p>What did we observe</p>	<p>Finding: There is currently no Master Scheduler role to own schedule management within the Territory.</p> <ul style="list-style-type: none"> The manual effort involved in maintaining a program schedule outside of ServiceNow is significant when the resourcing of the PMO is considered. The PMO should own and drive schedule management as a core component of their program management responsibilities. Stakeholder interviews noted that the removal of the SI, who was playing several critical Program roles, coupled with several critical PMO resources leaving the Program, has led to the PMO currently being critically under-resourced for a program of this scale.
<p>These can be addressed by...</p>	<p>It is recommended that a Master Scheduler role is onboarded as part of the PMO to manage the schedule in a proactively and collaboratively. This may be from a future SI, or a dedicated role within the Territory’s PMO. Recommendations regarding PMO resourcing are made within the <i>Risk and Issue Management</i> Section.</p>

2.6 Risk and Issue Management

2.6.1 Collaboration and Partnering

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • Collaboration: Risks and issues need to be managed transparently and collaboratively to enable ease of tracking across delivery partners – ideally harnessing program management software such as the Territory ServiceNow instance to identify, analyse, track, and treat program blockers in a data-driven, risk-intelligent, and collaborative approach. • Ownership: The PMO should have overall accountability for risk and issue management to monitor and maintain control of the impact of key blockers on the program and business on behalf of the Territory. This would demand dedicated resourcing to either own or oversee the risk and issue management processes conducted by the SI.
<p>What did we observe</p>	<p>Finding: The Territory PMO did not have access to Risk Management artefacts to support related activities.</p> <p>The review noted that outside of specific risk forums (which are no longer in operation), the PMO did not have access to core Risk Management artefacts. This led to a lack of transparency between the Territory and SI, and difficulty in tracking program blockers.</p> <ul style="list-style-type: none"> • <i>Statement of Work – Attachment C – Deliverables Matrix_Final</i> notes “Risk Assessment and Management” and establishment and weekly updating of the RAID Log as accountabilities of the SI • The Risk and Issue Log was maintained in Microsoft Excel, which the PMO confirmed was not maintained on Territory drives and Territory PMO staff did not have access to this • <i>Statement of Work – Annexure A</i> notes Territory provision of “Access to ICT infrastructure including ServiceNow, ACT Government workstations and remote connectivity via Territory infrastructure”, however the review noted the SI did not use Territory systems to conduct risk management activities. • Interviews with PMO and program governance stakeholders noted previous risk management forums where updates to the Risk and Issue Log were made, though this session is no longer in place in the program. They also noted that inappropriate or poorly considered treatment strategies were created due to a lack of ratification with Territory stakeholders. <p>Finding: No single point of ownership and accountability for risk and issue management within the PMO.</p> <ul style="list-style-type: none"> • Examination of the current PMO structure and interview/email evidence from the PMO notes that the PMO currently has five FTE, none of which have responsibility for RAID/risk and issue management. • Lack of dedicated RAID/Risk Management resources and limited visibility of SI risk and issue materials (as outlined above) highlights a lack of ownership of risk and issue management within the PMO and an increased reliance on the SI. • Cessation of Performance Meetings (as detailed in the <i>Contract Management Section</i>) would have limited the ability to oversee and hold the SI accountable for any gaps in risk and issue management for the Program.

<p>These can be addressed by...</p>	<p>Articulate and agree accountability for risk and issue management to maintain Territory oversight of program blockers. This must include clear accountabilities as well as expectations around ways of working such as collaboration and transparency.</p>	<p>High</p>
	<p>Allocate dedicated roles and uplift resourcing within the PMO to adequately cover key areas of program management, including specific roles below:</p> <ul style="list-style-type: none"> • Risk/RAID Manager • Quality Manager • Benefits management support • Master Scheduler • Change Manager (depending on future resourcing of Business Readiness stream) <p>Note – dependent on future SI involvement</p> <p>Deloitte’s experience of similar programs provides the following considerations:</p> <ul style="list-style-type: none"> • PMO resourcing will be dictated by the decision whether to onboard a future SI and the contracted responsibilities. If another SI is procured, PMO resourcing would still be expected to increase to provide adequate oversight, collaboration, and support with onboarding of a Risk/RAID Manager and Quality Manager as a minimum. • Up to 10% of program spend can reasonably be dedicated to program management resources in a program of this nature. • A benchmark of 1-2 PMO resources dedicated to each stream (depending on stream complexity and existing resourcing) could be expected. <p>Typical PMO roles are outlined in Figure 4, benchmarked against similar programs (note, this does not include stream-specific roles such as Test Managers that also require consideration for the Program).</p>	<p>High</p>

2.6.2 Risk Management Approach

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • Integrated RAID Management: Robust RAID Management involving the maintenance of an integrated RAID Log, with separate but interconnected registers for Risks, Actions, Issues, Decisions and Dependencies to better manage separate items. Clear delineation between risks and issues (and documentation as to root cause to inform future learnings). Tracking of mitigation or resolution activities to conclusion and acceptance. • Swift treatment: Mitigation and resolution actions are discussed, agreed and appropriate owners and due dates assigned to each item. These are regularly reviewed and updated as part of ongoing risk, issue, and action management activities and in the appropriate governance forums to minimise the risk that blockers continue to impact the program. • Opportunity Management: Better practice involves the identification, tracking and management of benefits-related opportunities as part of Program risk management processes to ensure potential opportunities to improve Program outcomes or resolve key issues are not missed.
<p>What did we observe</p>	<p>Finding: The Risk and Issue Log template does not clearly delineate between risks and issues.</p> <ul style="list-style-type: none"> • The HRIMS Program maintains a <i>Risk and Issue Log</i> spreadsheet, whereby risks and issues are consolidated within the same register. This consolidation limits the ability to clearly differentiate between a risk (that may lead to an impact) and an issue (that is having an impact on the program now), track where risks have become issues and the root causes for that, and easily understand the different priority and severity of each item for mitigation (risks) or resolution (issues). <p>Finding: The Risk and Issue Log demonstrates inconsistencies in management through to resolution.</p> <ul style="list-style-type: none"> • Whilst the format and structure of the <i>Risk and Issue Log</i> is in line with expectations, our review identified several gaps in the log, indicating inconsistencies in adherence to risk management processes and discipline in populating and updating the document. • <i>The Risk and Issue Log</i> has significant gaps within the fields of “treatment action” and “treatment status”, indicating a lack of focus on effective management through to resolution and tracking of treatment actions to ensure they are appropriate and impactful. • Interviews with the PMO and key governance stakeholders noted a prevalence of inadequate mitigation strategies, inappropriate risk owners, lack of validation of corrective actions and poor risk tracking and updates. • <i>The Risk and Issue Log</i> presents multiple examples of a risk being closed following discussion, without evidence of mitigating actions and the associated impact being noted. This increases the risk that blockers are not being effectively resolved, causing them to continue to have an impact on the program which may then not be managed appropriately if considered “closed”.

	<p>Finding: Opportunities relevant to planned benefits and program objectives are not tracked as part of the broader risk management process.</p> <ul style="list-style-type: none"> • Risk is defined as the effect of uncertainty on a program – which may be both negative, leading to delivery issues if not managed, and positive – i.e., opportunities that can benefit the program if identified and taken • The Risk and Issue Log provides no evidence of the identification and management of opportunities which may have a beneficial impact on the program. • A noted example of this from interviews with Directorates is the upcoming Enterprise Bargaining Agreement (EBA) renegotiations, which present an opportunity to support the simplification and alignment of EBAs across the Territory and limit variations across Directorates. • Despite harmonisation of business processes being outlined in the original Business Case, this potentially significant opportunity has not been documented within expected registers. 	
<p>These can be addressed by...</p>	<p>Use the Territory ServiceNow instance to manage the Program to ensure consistency of information and reports, reduce the administrative burden on the PMO and manage the Program in a more collaborative, data-driven manner.</p> <p>Utilising ServiceNow will ensure the Program has a single source of truth and shared understanding across all parties involved in the delivery of the Program of progress against defined workstream milestones, risks, issues, and dependencies.</p> <p>Use of a single platform to manage the Program delivery will increase transparency in the management of risks and issues, improving ease of prioritisation and speed of resolution. To support this, all key Territory and SI stakeholders involved in program governance, PMO and specific workstreams must have full licenses.</p>	<p>Medium</p>
	<p>Consolidate the various tracker documents to conduct RAID management in a holistic and integrated manner and identify, track, and manage all risks, actions, issues, decisions, and dependencies in one place. This will provide a single source of truth, promote ease of access to information and enhance collaboration across the PMO. Potential opportunities should also be managed as part of this document. The risk and issue management aspect of the RAID must also be ratified by Territory leaders to ensure alignment to the Territory risk matrix and program risk appetite.</p> <p>RAID documentation should be input to ServiceNow where possible, or a collaboration platform such as SharePoint at a minimum.</p>	<p>Medium</p>

2.6.3 Risk Governance

What needs to go right?	<ul style="list-style-type: none"> • Reporting: Risks and issues are clearly prioritised, summarised, and clear information provided to allow decision-makers to act swiftly and efficiently or are separately discussed at a dedicated risk forum to free up capacity at other governance meetings. This information must be included within fit-for-purpose status reporting that is sent in advance of the meeting with clear direction on what is for pre-read only vs discussion and decisioning in the meeting and sent to approved delegates if key stakeholders cannot attend. • Discussion and Decisioning: Risks and issues are discussed at dedicated risk and issue management workshops to track status, discuss appropriate treatment actions, and assign ownership. Priority items are escalated to the appropriate forum depending on the category or severity of the item, as informed by the governance structure Terms of Reference (ToRs) and organisational or program risk framework. Each forum must be structured to facilitate efficient discussion and decisioning of risks and issues as a core function of effective governance.
What did we observe	<p>Finding: Risks and Issues are not effectively prioritised in the Program Steering Committee materials.</p> <ul style="list-style-type: none"> • Steering Committee agendas and accompanying papers indicate that the Risk and Issue Log is typically presented to the Steering Committee in totality, as opposed to in a prioritised format within status reports. This limits efficient identification and discussion of priority items that may require a decision at a specific point in time. • Multiple stakeholder interviews noted that the significant volume of material presented at governance forums and other meetings limited the ability to effectively discuss, make decisions and resolve priority items within the meeting. • Interview evidence from the PMO confirmed a lack of status reporting within the program. <p>Finding: The Steering Committee does not prioritise the discussion and resolution of risks and issues.</p> <ul style="list-style-type: none"> • Multiple interviews with Steering Committee members and PMO staff have highlighted limited decision-making in management and resolution of risks and issues as part of program governance • Steering Committee minutes confirm this assertion, with a lack of consistent evidence in relation to the making of decisions around risk mitigation and issue resolution • Four consecutive Steering Committee meetings from 26 Feb to 14 Apr 21 deferred discussion regarding risks/issues to subsequent meetings – highlighting a lack of focus on effective decision-making and treatment of Program blockers.
These can be addressed by...	<p>Implement dedicated risk and issue management workshops to deep dive on priority risks and issues, identify realistic mitigation/resolution strategies, assign appropriate owners for each item, and agree items requiring escalation to other governance forums.</p> <p>Attendance of this meeting should be dynamic depending on key items for discussion, but attendance by key decision-makers and PMO resources (including the Risk/RAID Manager) is essential. Implementing this will limit discussion of risks</p>

High

	and issues in other forums and allow simple updates on the status of key priorities, freeing up time for tackling of other agenda items and enhancing meeting discipline.	
	Implement status reporting to inform governance forums of priority items , provide updates on progress and clearly articulate where decisions are required to resolve key blockers and keep delivery on track.	High

2.7 Quality Management

2.7.1 Accountability and Quality Assurance

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • Quality Expectations: Clear definitions and specificity of quality standards are communicated and agreed up front through comprehensive scope and contractual documentation. • Stage Gates: A robust stage gate process should be in place to control the quality of processes and deliverables and manage formal acceptance or rejection by Program leadership. This stage gate structure must be informed by an agreed framework which dictates the Territory's appetite to conditionally accept deliverables that do not meet defined quality standards, to reduce the volume of "catch-up" work that occurs later in the program. • One Team: The Program adopts a "one team" approach to foster collaboration and transparency throughout delivery to monitor quality, and there is partnership in taking corrective actions to address any concerns early. This is driven by shared usage of Territory systems, providing ready access to SI deliverables and tools to monitor quality.
<p>What did we observe</p>	<p>Finding: Specific quality standards were not clearly outlined in the original scope documents, allowing third parties to build processes, artefacts, and deliverables without clear standards.</p> <ul style="list-style-type: none"> • The <i>Statement of Work – Attachment C – Deliverables Matrix</i> document lists several requisite artefacts and deliverables such as a RAID Log, with some guidance as to minimum standards such as "which at a minimum must include...Project Risks...Project Issues..." • This level of detail in acceptance criteria does not provide information on the quality required of documents – such as which risk frameworks to use, minimum criteria to be tracked, number or regularity of meetings to discuss, etc. leaving ambiguity regarding the required quality standards of the deliverables and general ways of working. • The <i>HRIMS Individual Performance Report 6 May 2020</i> notes "issues and risk management require further improvement", an example of where greater clarity and definition of quality requirements up front would have reduced delivery issues. <p>Finding: Stage Gates have not been consistently used to manage third parties supporting the Program.</p> <ul style="list-style-type: none"> • Analysis of <i>Milestone Clearance Certificates</i> from Milestones 1 - 5 noted a total of 100 "outstanding conditions relating to conditionally accepted deliverables" across all documents. • The <i>Milestone_4_Clearance_Certificate</i> document contains a total of 55 <i>new</i> outstanding conditions relating to conditionally accepted deliverables. This is a high number of conditions, and the likelihood of the Program being able to deliver these as part of future milestones without significant impact on workload and schedule was low. • Clearance Certificate, for Milestone 5, only lists 1 item within "deliverable conditions from earlier milestones" indicating a lack of follow-up of these conditions as part of the milestone stage gate process. • In total, of 100 total outstanding conditions: <ul style="list-style-type: none"> – Only 19 conditions were later accepted between Milestone 1 and 5 – 77 conditions were due to be accepted at Milestone 6 or later

	<ul style="list-style-type: none"> - 1 condition was later noted as no longer required - 3 conditions were not mentioned again in any Clearance Certificates up to the program reset at Milestone 5 <p>Whilst defined milestone stage gates are in place within the Program, the evidence above indicates that they have not consistently been used to manage the Program effectively, set realistic expectations, and hold all parties to account for their deliverables at the appropriate point in the program.</p> <p>Finding: The SI used their own external systems and accounts, which limited the Territory’s ability to monitor quality of deliverables and processes.</p> <ul style="list-style-type: none"> • <i>Post Meeting – HRIMS Individual Performance Report 6 May 2020</i> notes “Following ACT policies and procedures” and “... [the SI] team is required to ensure that they are using [Office] 365 to conduct daily activities” as “Noted – to be resolved”, indicating the SI were not using Territory systems despite requests from the Territory. • Stakeholder interviews with the PMO team noted a lack of transparency across program management resources and artefacts • It was noted in the <i>Individual Performance Report</i> that the SI was working through complications caused by the COVID-19 pandemic, which would have limited face-to-face interaction and required greater digital collaboration. <p>Lack of use of Territory SharePoint and ServiceNow platforms for program management activities in particular meant Territory PMO did not have direct access to information and there was no alignment to Territory standards and templates. As a result, a significant administrative burden was placed on PMO resources in re-templating information coming from the SI for PMO use and for presentation to relevant governance forums.</p>	
<p>These can be addressed by...</p>	<p>Consider detailed and specific quality requirements for program documentation, processes, and deliverables to ensure alignment of expectations between the Territory and future SIs on quality.</p>	<p>Medium</p>
	<p>Enforce contractor usage of Territory systems such as SharePoint and ServiceNow to ensure all parties are collaborating effectively and producing deliverables of satisfactory quality that can easily be quality assured by Territory leadership. This will also ensure third parties are automatically using Territory-approved templates and processes and reduce ambiguity in quality.</p>	<p>Medium</p>

2.7.2 Contract Management

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • Clear Contracting: Scope and accountabilities are clear and outlined in a contract that facilitates effective delivery of the Program. This contract is consulted in any CRs made to the Territory, to ensure contractors are held to account against their original responsibilities. • Performance Management: Contractors are held to account with regular performance reviews, agreed up front, to regularly review the quality of their deliverables and assess any improvements required across the Program.
<p>What did we observe</p>	<p>Finding: Roles and responsibilities of each party are poorly defined.</p> <ul style="list-style-type: none"> • The <i>Statement of Work – Attachment C – Deliverables Matrix_Final</i> contains a Program RACI where responsibilities are outlined for each deliverable. Within this document, both the Territory and the SI are listed as “Responsible” for 56 of the 74 listed deliverables. • Stakeholder interviews noted this may be due to both parties requiring contribution to specific deliverables, however documenting this in this fashion does not clarify accountability and ownership. <p>This ambiguity increases the risk that scoped deliverables are not completed, or that work is duplicated, and reduces the ability of the Territory to hold the SI to account for any missing or poor-quality deliverables. It was noted that concerns were raised regarding this early in the Program, however these were not acted upon.</p> <p>Finding: The design principle “design in an agile manner” was not facilitated by an appropriately flexible contract.</p> <ul style="list-style-type: none"> • The <i>Information and Communications Technology Services Contract Statement of Work – Annexure A</i> noted that scoping (e.g., “High Level Solution Scoping”) was part of the role expected of the SI. • In addition, the Deliverables Matrix lists a project schedule, work breakdown structure, milestones, and critical path as scope items for which the SI is accountable. This would indicate that a level of uncertainty and ambiguity existed in terms of program planning and scope at the time of procurement of the SI. • The Program Management Plan outlines “Design in an agile manner - build flexibility to cater for organisation change...” as a core design principle, which would require an associated level of flexibility in contractual arrangements with the SI. • Interviews with the PMO and governance stakeholders noted the SI would refer to their exact contractual obligations when asked to conduct work they viewed as outside of their scope. (Note: this is unable to be ratified by the SI as they were not available for interview). <p>At the time of contracting, a high degree of flexibility was required in the contract with the SI to account for ambiguity in scope, requirements, and program planning, as well as a design principle and delivery approach that required agility. Despite this, a fixed fee arrangement was chosen – generally most effective when scope and SI responsibilities are well defined.</p>

	<p>Future consideration should be given to the most effective contractual arrangements for long-term, complex programs to enable true partnerships with contractors that produce high-quality processes and deliverables.</p> <p>Finding: In scope activities were treated as Change Requests by the SI.</p> <ul style="list-style-type: none"> • Interviews with the PMO and key governance stakeholders noted that the SI would raise change requests (CRs) for activities that would be expected to fall within their original contractual scope. • The <i>20211123 CR Tracker</i> (Change Request Tracker) lists several detailed CRs being made such as "Intermittent Higher Duties" and "Release 2 and 3 re-planning". • The Statement of Work indicates these examples would fall naturally within an iterative solution build and conform to the original design principles, rather than items which constitute a significant alteration in scope requiring a CR. Further examples of CR management are outlined in the <i>Program Schedule Development and Maintenance</i> Section. • Several stakeholder interviews with multiple Directorates, Business Analysts and the PMO noted that during the requirements gathering and design phases, several requirements were placed into a "parking lot" (for those that seen as more challenging to implement or in conflict with other requirements) and not revisited at a later stage. Interviews with multiple Directorates noted that attempts to raise any requirements within the "parking lot" were treated as a CR by the SI. • The lack of a consolidated Business Requirements Document (BRD) indicates a lack of adequate documentation and management of requirements and therefore scope. Further findings relating to requirements are outlined in the <i>Blueprint Design and Delivery</i> Section. <p>Finding: Contract performance meetings were terminated at the SI's request, and approval for this was granted by the Territory Executive.</p> <ul style="list-style-type: none"> • Emails from February 2020 note cessation of contract performance meetings, citing "unnecessary confrontation and division" – limiting the ability of the Contract Manager to hold the SI to account for the quality of deliverables and monitor incoming CRs. • As a result, while concerns around the Program and solution were communicated to the SI via comprehensive Performance Reports, there was no forum to address them adequately or take appropriate rectification steps until the formal decision was made to delay payment at Milestone 6. 	
<p>These can be addressed by...</p>	<p>The Contract Manager must be empowered to manage the performance of suppliers with Executive support and authority over evaluation of contracts, including regular performance management meetings mandated as part of the contract and the appropriate authority to take corrective action to improve delivery quality, such as suspended payments.</p>	<p>High</p>
	<p>Embed the Contract Manager within the PMO for greater connectivity and visibility of the quality of the SI's deliverables and processes and ensure Contract Manager attendance in key meetings with contractors at regular intervals to monitor performance.</p>	<p>Medium</p>

	<p>Build flexibility into future contracts where further scoping is needed or a high degree of uncertainty exists, to allow for further work required by the supplier and promote collaboration and partnering between contractors and Territory staff</p>	<p>Medium</p>
	<p>Redraft and agree on a program RACI as part of the Program reset to clarify roles and responsibilities for specific scope items and use this as a means for conducting gap analysis for the Program regarding areas where skillsets may not exist within the Territory. This may then be used to better inform specific requirements for future SI's, as well as hold them accountable for missed deliverables and limit CRs. An example RACI template is included in the appendix of this report.</p>	<p>Medium</p>

2.7.3 PMO Resourcing

<p>What needs to go right?</p>	<ul style="list-style-type: none"> • Quality Management: Quality is supported throughout the life of the Program by the PMO through owning and championing of quality management as a core tenet of effective program management. This should occur through regular quality assurance, deliverable reviews, program health-checks, as well as ongoing support to the Program to maintain quality standards – ideally owned by a dedicated Quality Manager.
<p>What did we observe</p>	<p>Finding: The PMO does not have a dedicated Quality Manager.</p> <ul style="list-style-type: none"> • Analysis of the current PMO structure and interview evidence with the PMO notes that there is currently no role focused on quality management. • One of the critical roles of a PMO is guidance, support, and quality assurance to ensure best-practice tools, processes and procedures are being followed to ultimately produce quality deliverables. Increased resourcing and focus on quality management within the PMO would support this.
<p>These can be addressed by...</p>	<p>Recommendations regarding PMO resourcing can be found within Risk and Issue Management section of the report.</p>

2.8 Build Quality

2.8.1 System and Integration Testing

What needs to go right?	<ul style="list-style-type: none"> • Confidence in the build with rigorous testing of business requirements aligned with the acceptance criteria. • Testing team accurately reports the test results. • Testing team is capable and skilled to perform the quality check.
What did we observe	<p>Finding: System and Integration testing reports do not assert confidence in the quality of build.</p> <p>Documentary evidence highlights that System testing was performed by the SI during the August-October 2020 period, with results released in the <i>D55 System Test Exit Report</i>. Whilst the report indicates that 1613 tests with 98.78% passed test cases, multiple discrepancies were identified:</p> <ul style="list-style-type: none"> • Discrepancies in test execution numbers. • <i>Table 1: Overall system test execution status summary</i> informs that 1613 tests were executed. However, on summing up the count of executed test cases detailed in the report, a total of 2279 test cases were identified. Therefore, the status of approximately 30% of these executed test cases is unreported. This observation further calls into question the passing rate of test cases – with the reported 98.78% pass rate being applicable only for a subset of test cases. • Gap in the count of executed test cases for in-scope L3 business processes • There are one hundred and sixteen L3 business processes listed in <i>D55 System Test Exit Report</i>, with test cases executed for each of these processes. While each process might have various delivery of complexity and require various degree of testing, five of them contributed to 70.86% of the reported total executed test cases. A total of 1615 test cases were executed for the following five L3 processes: <ul style="list-style-type: none"> – Valuate time data – 484, – Remuneration – 310 – Record working time – 310 – Establish payroll results – 177 – Request leave – 178 – Daily analysis and correction – 156. • These numbers highlight the fact that a disparity in executed test cases exists across the processes. Additionally, exhaustive test coverage for rest of the one hundred and eleven processes is inconclusive. • Testing skills and capability of the SI team is unclear. • Testing resources, as documented in the report, comprised of functional consultants experienced in SuccessFactors. No details were noted on the core testing skills of the team as part of this review. • Build quality has not been assessed in this review.

	<ul style="list-style-type: none"> The “overall test assessment” section only reports the test execution numbers and does not comment on the overall quality of the build. <p>System integration testing was not completed before moving to UAT. Only 75% of the SIT test cases were executed, out of which 75% passed, inconclusive to infer the quality of build integration.</p>	
These can be addressed by...	<p>Increase transparency of system testing between the Program and the identified stakeholders. This can be achieved by quality testing representatives being made part of the key governance forums such as risks and working group. This will provide effective guidance, support, and provide course correction opportunities. Tools used for system testing should have access to the Territory users for monitoring and control.</p>	Medium
	<p>Ensure independence of your testing team: At the outset, testing team should have the right skills to reflect the quality of build, and produce non-prejudiced, program-environment agnostic test reports.</p>	Medium
	<p>Uplift the testing reports to incorporate better practices such as overall build quality, user satisfaction scores, and indication of test coverage against benefits.</p>	Medium
	<p>Break-down large builds such as L3 processes “Valuate time data”, into easy to test and maintain test scripts and application of the testing framework.</p>	Medium

2.8.2 UAT

What needs to go right?	<ul style="list-style-type: none"> Clear plan of resourcing and scheduling for business users to support the program. Dedicated business users are involved in the UAT process, with sufficient training and expectation setting to perform the test. Best-practice principles are followed in UAT with the guidance from SI
What did we observe	<p>Finding: UAT results do not confirm the measure of unmet user expectations.</p> <p>3264 defects have been raised in UAT (including Round 1 and 2), out of which approx. 1500 defects related to the Configuration/build, and 527 defects that are invalid/duplicate/withdrawn. Stakeholder interviews indicate that Round 1 UAT test results report only 29% of the passed test. These results do not conform to the level of user acceptance of the build, due to the following:</p> <ul style="list-style-type: none"> Round 1 of UAT was premature with incorrect test data loaded in the environment, incomplete SIT, duplicate test cases, poorly written test-scripts, and a generally unplanned test execution. Some of the high-level gaps identified in the test cases loaded in ALM for Round 1 testing, during a virtual demo of the tool, indicates no mapping of the test scripts with the requirements IDs in RTM, gaps in high-level description of the test cases, and missing overall acceptance criteria of the test case.

	<p>The review noted instances where UAT test scripts were provided to the Testing team in an ad hoc manner. This may have contributed to an increased failure rate due to lack of commitment in validation, and mapping of test cases to requirements.</p> <p>Finding: SI did not guide the Territory in the development of test strategy and implementation.</p> <ul style="list-style-type: none"> The UAT test cases were reviewed by the SI, and high-level feedback (comments in ALM) on Test modules were provided such as "include negative test scenarios". No review comments were found at the test-script level. Furthermore, no recommendations as to best-practice approaches for UAT testing were noted. <p>Adoption of a high-level approach, lacking sufficient detail, would have reduced the value of the testing process.</p> <p>Finding: UAT lacked forward planning and stakeholder engagement</p> <ul style="list-style-type: none"> Directorates were unprepared to respond to the requests of the Program. Most Directorates voiced the concern that "<i>making resources available for UAT has been extremely ad Hoc, without much planning and it has been hard to meet the expectations</i>". This has been a consistent theme articulated across Directorate interviews: JACS, Edu, and CSD. <p>Lack of training, capability, and required skills of business users was another issue highlighted by several interviewees. Comments such as "<i>we did not know what to expect during the UAT</i>", "<i>users failed test cases due to lack of understanding of UAT execution</i>", indicate lack of sufficient planning and co-ordination between the Program and Directorates.</p>	
These can be addressed by...	<p>Recast the UAT test scripts to align with the finalised business requirements. Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections. Before execution, perform test-case walkthroughs and reviews with the build team and business users to create a singular understanding of expected results. Any changes to signed -off UAT test cases should follow a thorough approval process.</p>	High
	<p>Perform resource planning, training, and support for UAT testing. The testing team should co-ordinate with the Program manager to incorporate test planning and dependencies in the Master schedule. Also, agreed channels of communication should be thoroughly utilised for bottom-up reporting and program wide visibility.</p>	High
	<p>Dedicate users from the Directorates to support the Program during the build and test phases. As the next phases of the program should consider cross-functional teams (discussed in previous sections), Directorates should plan and commit to the FTE requirements for the Program. Resource planning should incorporate the required contingencies and changing needs of the Program, to provide adequate support during subsequent stages. A clearly communicated and developed program schedule will be critical in resource planning</p>	High

3. Appendix

3.1 Engagement Approach

The review of the Program took place over 5 weeks (not inclusive of the Deloitte firm shutdown between 24 December 2021 to 10 January 2022), consisting of 44 stakeholders being interviewed in 25 sessions and review of 200 documents as outlined in Appendix 3.3 - *Documents Reviewed* and 3.4 - *Stakeholders Interviewed*.

3.2 Scope and Approach

The review of the Program and findings covered in this report included the following scope:

1. Contracts, variations, and Change Requests in consideration of:
 - Integrity of the contract, and changes through the variation process
 - Intent of the Change Requests, in relation to the reasoning for change
 - Other contractual expectations based on the terms within the agreement
2. Assessing the approach developed in consideration of the Contract:
 - Expectation of roles and level of performance
 - Plans developed as part of the contract to support delivery of the Program
 - Planning documentation (schedules, etc.) outlining the intended approach
3. Products developed by each SI including:
 - How they were developed, delivered, and accepted
 - Adherence to the planned approach and planning documentation
 - Performance of roles in the delivery process
4. Issues and challenges impacting delivery, including how such issues arose, what action was taken and what may have contributed to a lack of resolution
5. Further work required to deliver on the Program outcomes (in accordance with the design principles for the Program) to inform a future approach to market for services to complete delivery of the Program

Throughout the course of our review, guidance was taken from Program stakeholders during interviews and meetings to identify potential areas for deep dives and detailed artefact reviews. A mapping of the agreed scope to the relevant report area which is outlined below.

Forty-four Program stakeholders were interviewed and approximately two hundred program artefacts were reviewed in the discovery phase of our review. Findings and recommendations were developed through an iterative process with Territory stakeholders across a four-week period from 16th December 2021 to 4th February 2022. Further details on our review approach are included below:

The review was conducted using Deloitte’s Program Assurance Framework. This framework is built on a foundation of Deloitte’s Program Management Framework, which draws upon PRINCE2™, MSP™ and Agile methodologies and outlines eight core elements of program management that are key to successful delivery. Each element was considered as part of the review of the Program, and findings and recommendations were made based on a comparison to generally accepted better practices and experience of previous programs of a similar nature. In addition, the delivery team reviewed technical aspects of the Program such as requirements gathering, testing and SAP-specific implementation considerations. As such, findings and recommendations are made across ten aspects:

1. Governance and reporting
2. Stakeholder engagement and alignment
3. Blueprint design and delivery
4. Outcomes and benefits management
5. Schedule and dependency management
6. Risk and issue management
7. Quality management
8. Build quality

This review does not cover design and build assessment of the technical solution but considers how the solution impacts on the Program and deliverables. Technical assessment of the solution is covered in SAP’s review – “ACT Gov – design review – Dec 2021”.

The below matrix outlines how these scope items have been addressed by the review findings and recommendations displayed in Section 2:

Scope item	Finding number
1.a	<ul style="list-style-type: none"> • 2.2.3 – Change Management • 2.7.2 - Contract Management
1.b	<ul style="list-style-type: none"> • 2.2.3 – Change Management • 2.5.1 – Program Schedule Development and Maintenance • 2.7.2 - Contract Management
1.c	<ul style="list-style-type: none"> • 2.7.1 - Accountability and Quality Assurance

Scope item	Finding number
2.a	<ul style="list-style-type: none"> • 2.1.1 - Governance Structure • 2.2.1 - Program Leadership • 2.2.2 - Stake Engagement • 2.5.3 - PMO Resourcing • 2.7.2 - Contract Management • 2.7.3 - PMO Resourcing
2.b	<ul style="list-style-type: none"> • 2.5.1 - Program Schedule Development and Maintenance • 2.5.2 - Integrated Schedule and Dependency Management
2.c	<ul style="list-style-type: none"> • 2.3.2 - Requirements Document • 2.5.2 - Integrated Schedule and Dependency Management • 2.7.3 - PMO Resourcing
3.a	<ul style="list-style-type: none"> • 2.3.1 - Design and Delivery of Blueprint • 2.3.2 - Requirements Document
3.b	<ul style="list-style-type: none"> • 2.6.1 - Collaboration and Partnering
3.c	<ul style="list-style-type: none"> • 2.7.1 - Accountability and Quality Assurance
4	<ul style="list-style-type: none"> • 2.1.2 - Program Vision • 2.4.1 - Accuracy and Currency of Benefits Case • 2.4.2 - Benefits Tracking • 2.6.2 - Risk Management Approach • 2.6.3 - Risk Governance • 2.8.1 - Solution and Integration Testing • 2.8.2 - UAT
5	See recommendations

Deloitte has not included an assessment of the technical solution as part of its review in accordance with this being out of scope as outlined in the HRIMS Audit – ICT Short Form Contract dated 16 December 2021.



These eight key program elements have formed the structure for this report's findings and recommendations, along with Blueprint Design & Delivery and Build Quality, which assess the suitability of the requirements gathering, testing and design of the Program solution against initial expectations. Review activities have assessed the Program practices against these areas to determine risks, successes, and opportunities for improvement across the breadth of the Program. To reduced duplication within the report, some of the above elements have been combined.

Examples of key questions designed to review processes and procedures across each of the ten total review areas are below:

- Risk and issue management
 - Is risk and issue management documentation in place that promotes accurate and transparent identification, tracking, prioritisation, and escalation of key blockers?
 - Are risk mitigation strategies sufficiently realistic, owned and regularly monitored?
 - Are appropriate and timely decisions made on risks and issues as part of effective program governance?
- Quality management
 - Does sufficient structure exist within the Program to regularly monitor quality of deliverables (e.g., stage gates)?
 - Are owners held to account for quality of processes and deliverables?
- Governance and reporting
 - Is the right information flowing to the right stakeholders at the right time to enable effective decision-making?
 - Is the governance structure right for a program of this scale and complexity?
 - Are governance forums distinct, well understood and equipped with the appropriate delegations of authority?
- Dependency management
 - How are dependencies tracked and managed across the Program?
 - Are dependencies documented and communicated to inform schedule management?
- Outcomes and benefits management
 - Are the benefits of the Program well-articulated, understood and communicated to all stakeholders?
 - Are benefits tracked and managed throughout the life of the Program?
 - Is the business case still valid?
- Schedule management
 - Is an accurate, endorsed and regularly updated program schedule in place?
 - Is schedule managed in a way that limits program delays?
- Scope management
 - Is the Program scope clear, documented and approved?
 - Are sufficient change request procedures in place to manage scope?
 - Are roles and responsibilities of all stakeholders clear and defined?
- Stakeholder engagement and alignment
 - Are stakeholders effectively engaged and aligned on the Program and its outcomes?
 - Is the Program supported by sufficient change management practices to enable effective solution uptake and stakeholder buy-in?
- Blueprint design and delivery
 - Has the blueprint design gone through iterations to be confident that the design of the future organisation will achieve the benefits?
 - Does the blueprint document align with the benefits to be achieved?
- Build quality
 - Is the solution error and bug free?
 - Is the solution acceptable according to the Directorate users?

3.3 Documents Reviewed

#	Document Name	Comments
1	Business Case Program	Received on the 20/12/2021
2	Blueprints	Received on the 23/12/2021. Additional documents were received on the 21/01/2022.
3	Contracts, variation	Received on the 16/12/2021
4	Steer Co and other governance packs	Received on the 20/12/2021
5	Governance Forums Terms of Reference & Reports (PRG, PWG)	Received on the 20/12/2021. Additional missing requested documents were received on the 18/01/2022.
6	Program/Project Management Plan	Received on the 20/12/2021
7	Project Schedule/Roadmap	Received on the 16/12/2021. Additional documents were received on the 25/01/2022.
8	RAID	Received on the 19/12/2021
9	RACI	Included in the PMP
10	Stakeholder Analysis	Received on the 16/12/2021
11	Organisational Structure	Received on the 16/12/2021
12	Change Approach	Included in the PMP
13	Requirement Traceability Matrix	Received on the 23/12/2021
14	Customer journey mapping	Received on the 16/12/2021
15	Risk & Compliance Matrix (RCM)	Have not received
16	Project Risk Assessment	Received on the 16/12/2021
17	Risk Management Plan	Included in the PMP
18	Online Tools access to manage dev and test tickets	Have not received
19	Program Risk Group	Received
20	Previous/parallel reviews - SAP review reports, others	Received on the 16/12/2021. Received additional documents on the 21/01/2022
21	Deliverables Tracker	Received on the 16/12/2021. Additional documents were received on the 21/01/2022
22	Target Operating Model	Have not received
23	BRD for each workstream	Requested but not received.
24	Functional specification design	Received on the 21/01/2022
25	Business process specification	Included in the blueprints, received on the 21/12/2021
26	Change Requests	Received on the 23/12/2021
27	Detailed work activities and the detailed plan for delivery	Received on the 16/12/2021
28	Schedule tracker including prioritisation of the order of delivery	Received on the 16/12/2021
29	Milestone tracker	Received on the 16/12/2021
30	List of risks and issues	Received on the 21/12/2021
31	List of key dependencies	Included in Risk Register
32	UAT Test plan	Test Execution Daily Status report received on 17/01/2022
33	List of key workstream assumptions	Included in Risk Register
34	The process to document, review and approve assumptions within the workstreams.	Received on the 16/12/2021
35	Changes management process and approval	Received on the 23/12/2021
36	Reports of all work streams to Project working Group and Steering Committee	Received on the 16/12/2021
37	Business Implementation Plan	Included in Contract
38	Detailed Technical Design	Included in Blueprints
39	Test approach	Received on the 20/12/2021
40	Technology test plans	Received on the 16/12/2021
41	Business Readiness and Handover Plan	Received on the 16/12/2021
42	Release Plan (where relevant)	Received on the 16/12/2021

#	Document Name	Comments
43	Decision list and approval	Received on the 23/12/2021. Received additional document on the 21/01/2022
44	Technical Solution Architecture (TSA) (where relevant)	
45	Emails sent to Steer Co and Sub Committee for Pre-read before actual meeting	Requested on 19/01/2022. Received on the 21/01/2022
46	Meeting Notes from Sub-committee	Requested on 19/01/2022. Received on the 21/01/2022
47	ToRs – All versions of Steer Co Subcommittee and design council	Requested on 19/01/2022. Received on the 21/01/2022
48	Report from Hackett Group at HRIMS program inception	Requested on 19/01/2022. Received on the 21/01/2022
49	Emails regarding issues associated with schedule	Received on the 25/01/2022
50	Design Principles	Received on the 21/01/2022
51	UAT Testing Script Document from Round 1 and Round 2	Requested but not received
52	Meeting Notes and Requirements documents from requirement workshop conducted by SI	Requested but not received







3.7 Deloitte Benefits Management Approach

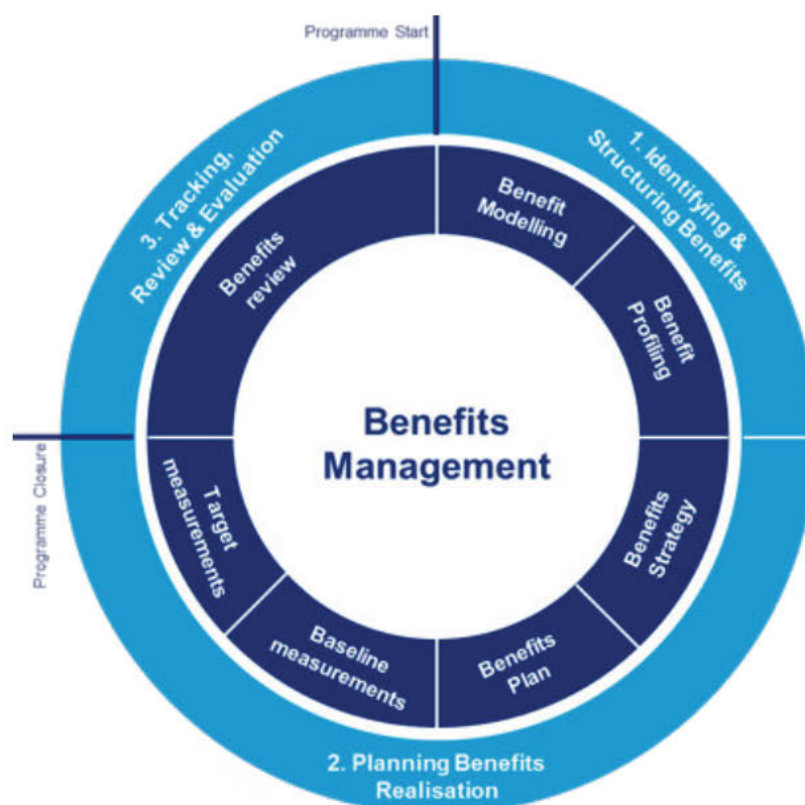
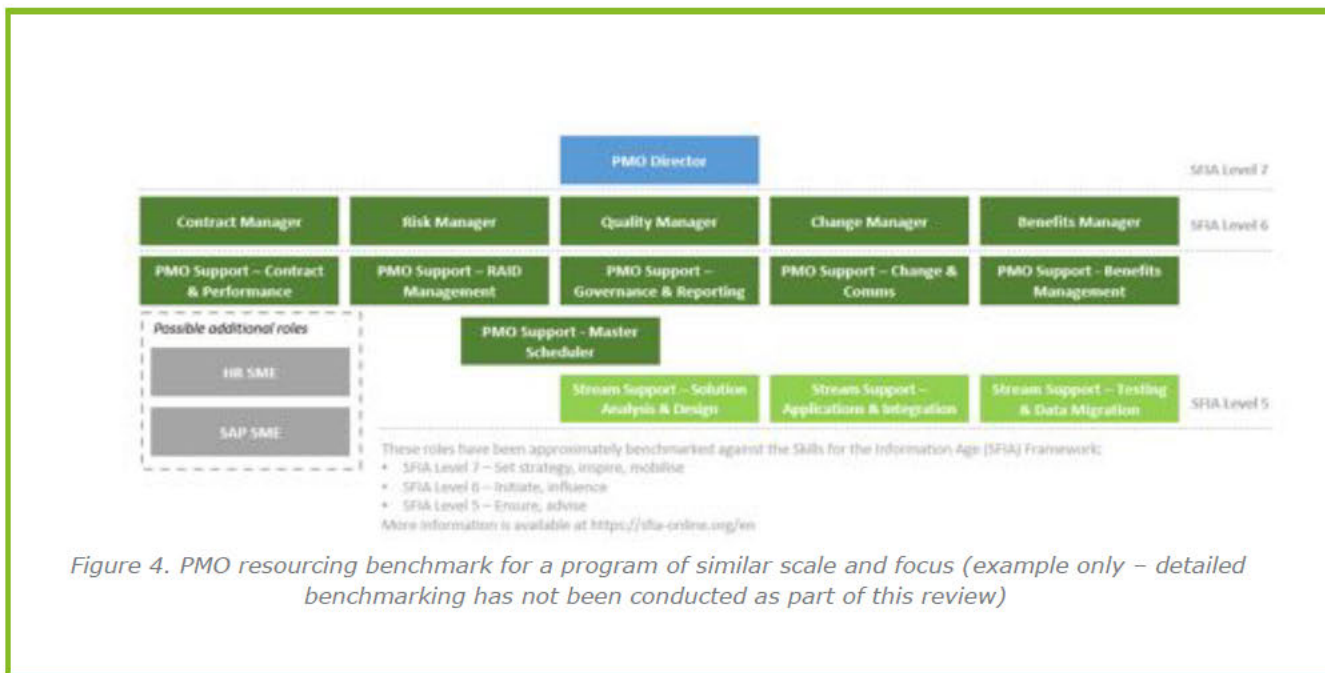


Figure 3. Deloitte Benefits Management Approach

3.8 PMO resourcing benchmark



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Chief Minister, Treasury and Economic Development Directorate**To:** Special Minister of State

Tracking No.: CMTEDD2022/4868

Date: 20/10/2022**CC:** Under Treasurer**From:** Chief Digital Officer**Subject:** Human Resource Information Management Solution (HRIMS) Program Update – October 2022 – Phase 1 Program Reset Update**Critical Reason:** Routine information briefing**Recommendations**That you **note** the information contained in this brief.**Noted / Please Discuss**Chris Steel MLA  26./10./22

Minister's Office Feedback

Background

1. The HRIMS Program is implementing a contemporary Whole of Government (WhoG) Human Resource (HR) and Payroll solution to replace Chris21 and HR21. HRIMS will provide a cloud based integrated HR and Payroll solution.
2. The HRIMS Program was originally scheduled to deliver the first release (Recruitment, Workforce Administration and Payroll) in December 2020 and was subsequently rescheduled to November 2021.
3. This delay was largely associated with the complexity of the build and testing of required integration between HRIMS and other systems, including the time and attendance/rostering systems. There were also delays due to a range of systemic issues, including the need for clear agreement about the extent of change this Program represents to HR process and practices across the ACTPS.
4. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
5. HRIMS Program should not be seen as an ICT project. To derive the benefits that contemporary ICT solutions provide, an understanding of existing business processes in each directorate, identification of needed improvements, and alignment to consistent processes with the system is critical.
6. Between December 2021 – February 2022, Deloitte undertook a review which outlined 34 non-technical recommendations to be addressed in the Program moving forward. A key recommendation was to increase commitment and participation from directorates.
7. The 2022-23 Business Case provided funding for Phase 1 of a reset program of work to be undertaken 1 August – 31 October 2022. Phase 1 work revalidated the benefits case, worked with directorates to rationalise business processes and completed a detailed analysis of the technical build completed to identify the technical build still required. This will position the Program to provide better clarity on project scope, costs, and timeframes for Phase 2 of the reset Program.

Issues

8. Deloitte has partnered with the HRIMS Program to undertake the Phase 1 assessment which commenced on 1 August 2022 and is scheduled to conclude 31 October 2022 to enable delivery of a business case for consideration at mid-year budget review for Phase 2 implementation. ✓
9. The assessment of the Program is nearing completion and the key recommendations are provided in this brief to enable early consideration. ✓

Time, Attendance and Leave Management

10. An effective Time and Attendance (T&A) system is key to realising the benefits achievable from the HRIMS Program and reducing the payroll risks and issues.
11. In earlier phases of the HRIMS Program, T&A management was built into SAP SuccessFactors, however testing failed and it became an issue for the Program delivery.
12. In December 2021, the HRIMS program sought advice from the SAP SuccessFactors vendor in relation to the overall system design. SAP identified two significant design decisions related to employee time management that would need to be reconsidered for the Program to move forward with confidence – 1) time interpretation and 2) time management of staff.
13. SAP recommended the Territory make a change in the HRIMS design to manage time and attendance of staff outside of SAP SuccessFactors in a separate T&A system. ✓
14. Currently, the Territory has approximately 5,000 employees who are not on a fit-for-purpose T&A system, with the Territory operating a number of disparate platforms (some without time interpretation capability).
15. Through the current Phase 1 work, an assessment of the SAP recommendation for time, attendance and leave management has been undertaken, led by Deloitte with directorate subject matter experts. The outcome of this work is that Deloitte and the Program agree that SAP SuccessFactors does not have the capability to manage time and attendance and would require a separate T&A system to manage time and attendance for staff with an integration into the SAP SuccessFactors system.
16. This complexity and need to use a separate T&A system to work along side SAP SuccessFactors is not uncommon. The Tasmanian Government, who are underway with a reassessment of their SAP SuccessFactors implementation have reported to have accepted the need to implement a whole of government T&A system as part of their solution ecosystem. The Tasmanian Government have 26 enterprise agreements and are currently commencing a second round of design to address the complexity of their business requirements.
17. Advice from SAP SuccessFactors is that T&A systems such as Kronos are in the market to co-exist with human resource information management solutions to manage the complexity of organisations.
18. The business case being prepared for mid-year review will include T&A system requirements in the scope, cost and schedule to complete the HRIMS Program. ✓

HRIMS Program – build status

19. Deloitte has undertaken a technical solution assessment of the SAP SuccessFactors build, assessing each of the modules against the business process requirements of directorates. This has resulted in the completion figures outlined in Table 1 below:

Table 1.

SAP SF Module	Percentage complete (re-useable build)	Remaining build complexity
Employee Central Payroll (ECP)	25-30%	High
Employee Central (EC)	35-40%	High
Recruitment (REC)	30-35%	High (L5/L6 process complexity)
Onboarding (ONB 2.0)	40-45%	Low
Performance & Goals (PMGM)	5%	Low
Succession & Development (CDS)	5%	Low
Learning Management System (LMS)	Live (5-10% remediation + RTO integration remaining; 90-95% complete)	Medium
Integrations	15-20%	High



20. The technical assessment has been documented, outlining remediation steps, and outstanding work required to deliver the HRIMS and informs the business case being developed for consideration.

Sch 1 1.6

[Redacted content consisting of multiple lines of greyed-out text]

Sch 1 1.6

23. For all options, the Learning and Development module (HRIMS Learning) would be retained due to it being in production and used by all directorates.

Financial Implications

24. The HRIMS Program is currently finalising the cost model to be applied to the three options. Detailed costings will be provided in the business case.

Consultation

Internal

25. Treasury and the Chief Finance Officer, CMTEDD are being consulted on the development of the mid-year business case, including the financial implications of the Program more broadly.

Cross Directorate

26. Comprehensive consultation and engagement activity on the HRIMS Program continues with business stakeholders from all directorates/agencies.

External

27. SAP as the SAP SuccessFactors vendor and Deloitte Consulting have contributed to the technical assessment of the HRIMS build and options for completing the HRIMS Program.
28. The Tasmanian Government Human Resource Information System Project lead has been consulted in relation to best practice approaches to implementing SAP SuccessFactors in complex environments.

Work Health and Safety


29. Nil response.

Benefits/Sensitivities

30. There are considerable reputational risks and additional costs related to the slippage in implementation of the HRIMS.
31. Following an analysis of the original benefits case, a revised benefits case has been developed taking into consideration benefits identified through the directorate business process workshops and through the analysis of current system deficiencies.

32. The benefits have been aligned to governmental strategy themes as well as current employee pain points and business drivers to ensure alignment to current priorities and organisational deficiencies.
33. There are nine key benefits which will form the benefits case to be included in the business case:
- 1) Technical risk reduction
 - 2) Reduced risk of under/over payments
 - 3) Standardiation and consistency of work
 - 4) Strategic recruitment uplift
 - 5) Employee capability and career development
 - 6) Strategic workforce planning
 - 7) Increased digitisation
 - 8) Enhanced employee experience and engagement
 - 9) Digitised time and attendance

34. Sch 2.2(a)(xi), Sch 2.2(a)(xii)



Communications, media and engagement implications

35. Nil response.

Signatory Name: Geoffrey Rutledge

Phone: 6207 5001

Action Officer: Katrina Keep

Phone: 6207 3416

Attachments

Nil.

Chief Minister, Treasury and Economic Development Directorate

To:	Special Minister of State	Tracking No.: CMTEDD2022/414
Date:	07/02/2022	
CC:	Under Treasurer	
From:	Chief Digital Officer	
Subject:	Human Resource Information Management Solution (HRIMS) Replacement Program Update: February 2022	
Critical Date:	14/02/2022	
Critical Reason:	Routine briefing	

Recommendations

That you:

1. Note the information contained in this brief.

Noted / Please Discuss

Chris Steel MLA  10/2/22

Minister's Office Feedback

Background

1. The HRIMS Program is implementing a contemporary whole of government (WhoG) Human Resource and Payroll solution to replace Chris21 and HR21. HRIMS will provide a cloud based integrated HR and Payroll solution.
2. The HRIMS system, along with the supporting and standardised business processes is the foundation for the following Program outcomes:
 - a. Managing the workforce more effectively and efficiently while maintaining the integrity of HR practices and processes
 - b. Processing efficiencies:
 - i. Reduce duplication of effort
 - ii. Automation of workflows
 - c. Delivering capability across government in:
 - i. HR data source and reporting
 - ii. Standardised processes supporting compliance
 - d. Aligning to ACT Government HR strategies.
3. The Program was originally scheduled to deliver the first release (Release 1 – Recruitment, Workforce Administration and Payroll) in December 2020 and was subsequently rescheduled to November 2021. This delay was largely associated with the complexity of the build and testing of required integrations between HRIMS and other systems, including the rostering systems. However, significant delays continue to be experienced.
4. There have been significant delays, due to a range of systemic issues, including the need for clear communication and agreement about the extent of change this Program represents to HR process and practices.
5. Harmonisation of practices is one of the underpinning assumptions in the original benefits case for the Program.
6. An external audit is being undertaken to provide independent advice on issues impacting the program to date and best-practice approaches for program remediation.
7. A revised delivery date for this first release may not be possible to achieve within this financial year, and the current budget for the Program will require supplementation to enable completion.
8. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Issues

9. Sch 2.2(a)(xi), Sch 2.2(a)(xii) [Redacted]
10. SAP are conducting a built-system review, and overall, they advise the built system is sound. There are a few key decisions that they recommend revisiting. This advice has led the Program to recommend changing the current design relating to the integration of Rostering Systems to leave the interpretation of rostered staff work hours in those systems.
11. Capabiliti, the current provider of Learning Management System (LMS) functions for many directorates, will no longer support or provide access to ACT Government's Learning Manager System from 30 March 2022. The HRIMS Program Steering Committee has agreed to bring forward the implementation of the SAP LMS ahead of the planned payroll release in order to enable service continuity for directorates of the LMS functions.

Transition Out Update

12. Sch 2.2(a)(xi), Sch 2.2(a)(xii) [Redacted]
13. Sch 2.2(a)(xi), Sch 2.2(a)(xii) [Redacted]

Independent Audit and System Review

14. The Program has requested SAP to undertake analysis on the built HRIMS system, its level of completion and to provide technical advice on key concerns raised by directorates.
15. Sch 2.2(a)(xi), Sch 2.2(a)(xii) [Redacted]
16. The System Review and Independent Audit activities have continued through December and January, though resources for both have been impacted by COVID. The results of the reviews are of vital importance to the Program Reset on how to move forward with our existing solution design and build.

17. Deloitte commenced in the final working week of 2021. A draft report is expected by 4 February and the final report by 18 February. Key themes identified to date is confirming what we have collectively identified in various HRIMS governance forums. Further evidence and impacts will be provided in the final report, which will be tabled at Strategic Board following discussion at the HRIMS Steering Committee.
18. The SAP review of solution design and build saw a draft report provided on 23 December with further advice to come. Key themes of this advice are:
 - a. The overall build is sound and core functionality is as SAP would expect.
 - b. The design regarding Time Interpretation needs to be reviewed.
 - c. Forward program planning should consider if a more iterative approach can be taken to go live.
19. Based on SAP's advice the HRIMS sub-committee agreed to recommend a change to the way the system has been designed to handle Time Interpretation (TI) of rostered staff. This recommendation is due to be presented at the HRIMS Steering Committee on 7 February after which it will be presented to Strategic Board for final endorsement.

Learning Management System

20. The Program has pivoted remaining internal resourcing to address an immediate urgent need to replace directorates' Learning Management Systems (LMS). In November 2021 the vendor of the current directorate systems, Capabiliti, advised that no further contact extension will be provided past 31 March 2022, which is the first of the directorate contracts to expire. To address this, HRIMS is currently configuring the LMS within the SAP SuccessFactors product. This project is planning to commence User Acceptance Testing in mid-February 2022 and for administration training to occur in March prior to go live.
21. The SAP LMS will be a one solution fit for whole of government, replacing (up to) six existing instances of 'Capabiliti' and providing a standardised learning management platform for ACT Government staff, bringing in consistency of use and administration of the system. Once live, SAP LMS will host all ACT Government Directorate Learning content (mandatory and optional), providing a single, central platform for 30,000 plus employees to access learning material and managers enhanced reporting insights.
22. Due to the urgent nature of the implementation, the solution will be implemented in its vanilla state with minimal to no opportunity to consider enhancements or customisations. This approach is considered an out-of-the-box solution. The requirement for any future enhancements will be reviewed in line with the reset HRIMS Program delivery timeline and will have the benefit of feedback from actual use of the LMS to inform any future change.

Financial Implications

23. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
24. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
25. The current estimated cost of delivering the project to its original scope is \$86.194 million, including support and maintenance through to the 2022-23 Financial Year. This represents an increase of \$15.102 million in addition to current funding allocations.

Consultation

Internal

26. Consultation and engagement on the HRIMS Program occurs across CMTEDD.

Cross Directorate

27. Comprehensive consultation and engagement activity is occurring on the HRIMS Program with business stakeholders from all directorates/agencies.

External

28. Nil.

Work Health and Safety

29. Nil.

Benefits/Sensitivities

30. There are considerable reputational and financial risks to the slippage in implementation of the HRIMS.

Communications, media and engagement implications

31. The engagement of a new implementation partner could attract media attention.

Signatory Name: Bettina Konti

Phone: 6207 2242

Action Officer: Josh Martin

Phone: 6207 9006

Chief Minister, Treasury and Economic Development Directorate

To:	Treasurer	Tracking No.: CMTEDD2022/2845
	Special Minister of State	
Date:	01/07/2022	
CC:	Click here to enter text.	
From:	Chief Digital Officer	
Subject:	Human Resource Information Management Solution (HRIMS) Program Update – June 2022	
Critical Date:	11/07/2022	
Critical Reason:	Routine information briefing	

- UT 1/07/2022

Recommendations

That you:

1. Note the information contained in this brief.

Noted / Please Discuss

Andrew Barr MLA *Andrew Barr* 5./7./22

Minister's Office Feedback

- 1. Note the information contained in this brief.

Noted / Please Discuss

Chris Steel MLA *[Signature]* 4./7./22

Minister's Office Feedback

Background

- 1. The HRIMS Program is implementing a contemporary Whole of Government (WhoG) Human Resource (HR) and Payroll solution to replace Chris21 and HR21. HRIMS will provide a cloud based integrated HR and Payroll solution. Ernst and Young (EY) were engaged as the Implementation Partner to the Territory for this Program.
- 2. The Program was originally scheduled to deliver the first release (Release 1 – Recruitment, Workforce Administration and Payroll) in December 2020 which was subsequently rescheduled to November 2021. This delay was largely associated with the complexity of the build and testing of required integrations between HRIMS and other systems, including the rostering systems. However, significant delays continued to be experienced due to a range of systemic issues, including the need for clear communication and agreement about the extent of change this Program represents to HR process and practices.
- 3. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Issues

Attempts at re-setting the HRIMS Program

- 4. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
- 5. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Sch 2.2(a)(xi), Sch 2.2(a)(xii)



12. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

13.

14.

15. Sch 1 1.2

16. Sch 1 1.2

17. Sch 1 1.2

18. The Territory has little experience in managing holistic change programs of this size and scale. Organisations source system integration partners to access the skills and experience they don't possess, to achieve successful delivery.

19. Sch 1 1.2

20. Sch 2.2(a)(xi), Sch 2.2(a)(xii)
21. From December 2021 to February 2022, Deloitte was engaged to undertake a review of the HRIMS Program with a view to determine the extent to which the System Implementation Partner delivered to the requirements of the contract; and to identify learnings that the Territory should apply as part of the reset, to ensure the Program can be delivered.
22. The review report, provided at **Attachment A** made 34 recommendations, 18 of which are considered to have a high impact on the achievability of the Program outcomes if applied. The 2022-23 business case is structured in a manner which will enable the recommendations to be addressed, including recommendations which directly impact on the time and cost of completing the program successfully, such as:
- a. Prioritise and develop current state business processes, and corresponding future state process, signed-off by directorates. Perform a fit-gap analysis on the solution built by the System Implementation Partner with the target future state. Focus on maximizing the benefits and cost-effectivity resolving the gaps, to create a directorate's agreed target state business process.
 - b. Re-baseline and agree the Program schedule and dependencies in a single integrated plan through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.
 - c. Allocate dedicated roles and uplift resourcing within the Program Management Office (PMO) to adequately cover key areas of program management.
 - d. Recast the User Acceptance Test scripts to align with the finalised business requirements. Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections.
 - e. Develop an integrated program organisation structure where the System Implementation Partner and the Territory work as "one team", in program design, delivery and reporting; and
 - f. Dedicate users from the directorates to support the Program during the build and test phases. As the next phases of the Program should consider cross-functional teams (discussed in previous sections), directorates should plan and commit to the FTE requirements for the Program.

23. The 2022-23 Business Case takes into consideration the Deloitte program review and expectations of government and has received funding for Phase One of a two-phased approach.
24. Phase One will allow the Program to revalidate the benefits case, undergo a process with directorates to rationalise business processes and undertake a detailed analysis of the technical build completed to identify the technical build still required. This will position the Program to provide better clarity on project scope, costs and timeframes for Phase Two (which would be the implementation phase if approved).
25. The Territory requires a qualified service provider experienced in implementing the SAP Success Factors product suite to work as part of an integrated team to deliver Phase One for government consideration at the 2022-23 mid-year budget review.

HRIMS Learning Management Solution

26. HRIMS Learning is the new ACT Government learning management system to replace several directorate instances of the 'Capabiliti' learning management solution which was at end of life and no longer supported by the vendor.
27. HRIMS Learning was made available for use by all directorates in April 2022. HRIMS Learning hosts all ACT Government directorate learning content (mandatory and optional), providing a single, central platform for 30,000 plus employees to access learning material.
28. Following a successful go-live and hypercare period, the HRIMS Learning Management Solution will be moved into business-as-usual operation by 30 June 2022.
29. HRIMS Learning is the first of the SAP Success Factor modules to go-live and be used by the Territory.

Financial Implications

30. The HRIMS Program has been allocated a total of \$67.99m to fund build and ongoing maintenance activities through to the end of the 2021-22 financial year. Sec 2.2(a)(xi), Sec 2.2(a)(xii)

31. The 2022-23 business case sought additional funding of \$3.695m to complete the next phase of the Program (Phase One - Program assessment) in 2022-23. This, coupled with maintenance costs of \$3.572m in 2022-23 brings the total cost of delivery to the end of the next phase to \$81.025m as outlined in the below table:

Year	Item	Amount (\$ millions)	Total (\$ millions)

2021-22	Life to Date Budget	65.436	67.990
	Additional Funding Offsets (Budget)	2.554	
	Life to Date Cost	73.759	73.759
	Life to Date Pressure	(5.769)	(5.769)

2022-23	Existing Budget (Prior Year Business Cases)	3.572	7.267
	2022-23 HRIMS Business Case Funding	3.695	
	Licensing and Maintenance Costs	3.572	7.267
	Program Phase 1 Review Costs	3.695	
	Pressure	-	-

Whole of Life to 2022-23	Approved Budget (including offsets)	75.256	75.256
	Delivery Cost (inc. program continuation)	81.025	81.025
	Pressure	(5.769)	(5.769)

32. CMTEDD Strategic Finance has directed that the 2021-22 cost pressure (\$5.769m) is to be cash managed within DDTs. This can be met through existing DDTs cash reserves, noting that it reduces the amount of funding available for refresh of existing ICT Infrastructure across the Territory, much of which has already reached end-of-life.

Consultation

Internal

33. Treasury and the Acting Chief Finance Officer, CMTEDD were consulted during the development of the 2022-23 business case, including the financial implications of the Program more broadly.

Cross Directorate

34. Comprehensive consultation and engagement activity on the HRIMS Program continues with business stakeholders from all directorates/agencies.

35. The HRIMS Program reset including the Business Case for 2022-23 and two-phased approach has been discussed with directorate representatives through the HRIMS Steering Committee.

External

36. Nil response.

Work Health and Safety

37. Nil response.

Benefits/Sensitivities

38. There are considerable reputational risks and additional costs related to the slippage in implementation of the HRIMS.
39. The HRIMS, along with the supporting and standardised business processes is the foundation for the following Program outcomes:
- a) Managing the workforce more effectively and efficiently while maintaining the integrity of HR practices and processes
 - b) Processing efficiencies:
 - c) Reduce duplication of effort
 - d) Automation of workflows
 - e) Delivering capability across government in:
 - f) HR data source and reporting
 - g) Standardised processes supporting compliance
 - h) Aligning to ACT Government HR strategies.

40. Sch 2.2(a)(xi), Sch 2.2(a)(xii)

Communications, media and engagement implications

41. Nil response.

Signatory Name: Bettina Konti

Phone: 6207 2242

Action Officer: Katrina Keep

Phone: 6207 3416

Attachments

Attachment	Title
Attachment A	Deloitte Program Review Report

Chief Minister, Treasury and Economic Development Directorate

To: Special Minister of State

Tracking No.: CMTEDD2023/719

Date: 20/02/2023

CC: Under-Treasurer

Deputy Director-General Workforce Capability and Governance

From: Chief Digital Officer

Subject: 2023-24 Budget– Endorsement of Digital Data and Technology Solutions (DDTS) Human Resource Information Management Solution (HRIMS) Replacement Program Phase Two business case

Critical Date: 27/02/2023

Critical Reason: To meet deadlines for inclusion in the 2023-24 Budget process

Recommendations

That you:

1. Endorse the DDTS Human Resource Information Management Solution (HRIMS) Replacement Program Phase Two business case at Attachment A for submission to the Treasurer to be considered in the 2023-24 Budget process.

Agreed / Not Agreed / Please Discuss

Chris Steel MLA  27/2/23

Minister's Office Feedback

Background

1. The 2023-24 Budget is expected to be released on 27 June 2023.
2. The Chief Minister provided approval to bring forward this business case consideration in the 2023-24 Budget.
3. Minister endorsed business cases are due with Treasury on Monday 27 February 2023.
4. Endorsement can occur through the signing of this brief. No formal letters have to accompany a business case.

Issues

5. The business case seeks funding to undertake the work required to complete the HRIMS implementation. This is following the Program Phase 1 assessment that determine the remaining scope of work, time and cost required to finalise and deliver the HRIMS for the ACT Government.
6. Since completion of the Phase 1 assessment additional work has occurred to determine the feasibility of upgrading and continuing to use existing ICT HR and payroll systems. Options that incorporate this are included in the business case (options 2 and 3).
7. The business case is currently in draft form, as we undertake feedback from key directorate stakeholders.

Financial Implications

8. Sch 1 1.6 [Redacted]
[Redacted]
[Redacted]
[Redacted]
9. Sch 1 1.6 [Redacted]
[Redacted]
[Redacted]

Consultation

Internal

10. This minute, and the need to bring forward a business case, has been prepared in consultation with the Under-Treasurer, Chief Digital Officer, and Chief Minister, Treasury and Economic Development Directorate.

Cross Directorate

11. All Directorates have participated in the Phase 1 assessment and work that sits behind the business case. HRIMS Steering Committee with members from across all Directorates have given in-principle support to Option 2 pending final review of the business case.

External

12. Deloitte have been the Program Partner working as part of the HRIMS Program to develop the SAP assessment and Option 1 approach in the business case.
13. SAP have been involved from a technical perspective endorsing design decisions put forward by Deloitte to give confidence to the Territory on suitability of technical designs for the SAP SuccessFactors product (Option 1).
14. Frontier Software have provided the Territory with the detail needed to identify the feasibility of Options 2 and 3.

Work Health and Safety

15. Nil.

Benefits/Sensitivities

16. The Phase 1 program of work included the re-validation of the original benefits case. Building on from this, a revised benefits case for Option 1 was developed. A benefits case and benefits realisation plan for Options 2 and 3 will be developed in the Program Initiation phase for the chosen option.
17. There are considerable reputational risks and additional costs related to the slippage in implementation of the HRIMS. Lessons learnt from the HRIMS Program are an important consideration for approaching any of the Options in the business case to enable success.
18. An agreed future state operating model, and the ACTPS capability and willingness to undertake business process transformation (before system design and build) are considerable barriers for the Program for all options.

Communications, media and engagement implications

19. A Change Management and Engagement Strategy has been developed for Option 1 and will be adjusted for Option 2 or 3 as part of the Program Initiation phase for the chosen option.

Signatory Name: Bettina Konti Phone: 6207 2242
 Action Officer: Katrina Keep Phone: 6207 3416

Attachments

Attachment	Title
Attachment A	HRIMS Phase Two Business Case_Draft
Attachment B	HRIMS Phase Two Business Case WIA
Attachment C	HRIMS Phase Two Cost Model_Option 1
Attachment D	HRIMS Phase Two Cost Model_Option 2
Attachment E	HRIMS Phase Two Cost Model_Option 3

Output Class: 7.1
BUDGET STATEMENT B
Pages: 23 & 38

Portfolio/s Treasurer
Shared Services

**ISSUE: HUMAN RESOURCES INFORMATION MANAGEMENT SYSTEM
(HRIMS) PROGRAM**

Talking points:

- The Human Resource Information Management System (HRIMS) Program has been established to provide a Whole of Government (WhoG) solution for Payroll and Human Capital Management (HCM).
- A budget of \$11m over three years was approved by Cabinet in June 2017.
- A two phase approach to market commenced in August 2017 to achieve the selection of a preferred software product and implementation partner.
- The approach to market has included the conduct of a comprehensive Request for Expression of Interest (REOI) and subsequent Request for Proposal (RFP).
- The approach to market has generated significant interest, to which Industry has responded well.
- The procurement process is progressing well and will culminate in the Program returning to Government later in 2018 to present a Stage Gate submission to validate the Program's assumptions, costs and timeline.
- The business transformation and change management to achieve a WhoG outcome will be significant and as such, a comprehensive change management program will be tightly integrated into all program phases.
- The Program has undertaken a number of quality assurance activities including the conduct of an independent Health Check to ensure that the Program is set up for success.

Sch 1 1.6

- [REDACTED]
- [REDACTED]
- [REDACTED]

- Sch 1 1.6

Background Information – may not be suitable for public disclosure

- The Budget Statement 2017-2018 advised the replacement of Chris21, with a new Payroll and Human Capital Management solution for WhoG.
- The approach is aligned and consistent with the ACT Government's long-term strategic interests in leading the digital transition in Canberra and supporting a more agile Public Service, as articulated in the Digital Canberra Action Plan 2014-2018; and the ACT Government's Digital Strategy 2016-2019 for fully digitised services and technology platform renovation.
- Based on a managed Software as a Service (SaaS) platform, the system sought, is an integrated Payroll and HCM system including; talent planning and strategy, recruitment, learning and development, performance management, career planning, compensation and human resource analytics and reporting.
- The Program will undergo a Gateway 3 – System Under Development Review, conducted as part of the Territory's annual audit program in the coming months.

CMTEDD2019/2501 - TRSY19/121042

Portfolio/s: Government Services and Procurement

Treasurer

ISSUE: This annual report hearing brief provides an update on the progress of the Human Resource Information Management Solution (HRIMS) Program

Talking points:

- The Human Resource Information Management Solution (HRIMS) Program has been established to provide a whole of government (WWhoG) solution for payroll and human capital management.
- A budget of \$11 million was approved by Cabinet in June 2017, with supplementary funding, in the order of \$46.9 million, granted in March 2019.
- The total program budget amounts to \$57.9 million over a 4 year period (FY2017 - 2021), during which key design and implementation activities will be carried out in the financial years 2019-20 and 2020-21.
- The revised funding enabled the development of a more comprehensive solution that will deliver a much greater range of benefits that support the Territory's strategic direction and will deliver an ongoing positive net financial contribution from 2026.
- The Benefits Case is based on the premise of using the workforce more efficiently and the opportunity to re-invest in core strategic objectives, while maintaining current workforce levels across the Territory.
- The procurement phase of the HRIMS Program concluded in April 2019.
- In April 2019, after the conduct of a comprehensive procurement process, contract negotiations with the implementation partner (Ernst & Young) and the product vendor (SAP) were concluded and the respective contracts were executed.
- The implementation partner, Ernst & Young commenced work in May 2019.
- The implementation will be structured into 3 releases, each delivering specific capability to the Territory:
 - Release 1: Recruitment & Onboarding, Workforce Administration, Payroll, Time & Absence
 - Release 2: Performance Management, Learning & Development
 - Release 3: Workforce Planning, Talent Planning, Health & Wellbeing

- Preparatory work for data migration and system integration has been underway for some months.
- Business process analysis and harmonisation activities have been ongoing since early 2018 and a WHOG HR Process Baseline has been agreed.
- A rigorous and integrated change (including training) and communications programme will ensure that Directorates are kept informed and engaged throughout the process.

Key Information

- SAP SuccessFactors will be the platform for HRIMS.
- The HRIMS implementation will be supported by Ernst & Young.
- Solution design activities are expected to commence in July 2019.
- The HRIMS Program will be delivered through a series of 'releases' each delivering specific capability to the Territory, commencing with Payroll and core HR.
- WHOG change, communications and training activities will support the implementation.
- Benefits stemming from the HRIMS are expected to deliver an ongoing positive net financial contribution from 2026.

Background Information

- The Budget Statement 2017 – 2018 advised the replacement of Chris21, with a new Payroll and Human Capital Management solution for WHOG.
- The approach is aligned and consistent with the ACT Government's long-term strategic interests as articulated in the Digital Canberra Action Plan 2014-2018; and the ACT Government's Digital Strategy 2016-2019.
- Based on a managed Software-as-a-Service (SaaS) platform, the system sought, is an integrated payroll and HCM system including; talent planning and strategy, recruitment, learning and development, performance management, career and succession planning and HR analytics and reporting.

Outside Scope

Contract Details

Status

Original Contracting Directorate/Agency
 Current Contracting Directorate/Agency
 Contract Number
 Contract Name
 Type of Contract
 Goods & Services / Infrastructure
 Subject Type
 Original Amount
 Comment on Original Amount
 Current Amount
 GST included
 Execution Date
 Start Date
 Expiry Date
 Defects Liability Period Included
 UNSPSC
 Procurement Methodology
 Whole of Government Contract
 Exemption from Quotation & Tender Threshold requirements
 Reason for Exemption
 Reason for Exemption (other)
 Social Procurement
 Confidential Text
 Confidential Text Brief
 Confidential Text (other)
 SME
 Secure Local Jobs Code covered

Current

Chief Minister, Treasury and Economic Development Directorate
 Chief Minister, Treasury and Economic Development Directorate
 CM3222870
 Preparation of Report and Give Evidence
 Contract
 Goods & Services
 Goods
 \$40,000.00
 \$40,000.00
 Yes
 12 Jan 2023
 12 Jan 2023
 12 Jan 2024
 No
 Management and Business Professionals and Administrative Services
 Single Select
 No
 Yes
 Other - please describe
 Public Tender Exemptions
 No
 Yes
 Personnel/CVs,Other-please describe
 Timing and Delivery
 Yes
 No

Description

Independent expert to prepare report and give evidence, if required.

Territory Contact Officer

Currently, no details for contacts nor officers are available.

Out of scope

SHORT FORM CONTRACT

for Goods and/or Services - \$25,000 and \$200,000

DATE: 13/01/2023

PARTIES AND ADDRESSES FOR SERVICE OF NOTICES

Procurement Reference Number:	CM3222870
Contract Number:	Insert a unique number that allows for easy identification on the Contracts Register and Archives.

Territory

Name:	AUSTRALIAN CAPITAL TERRITORY established under the <i>Australian Capital Territory (Self-Government) Act 1988 (Cth)</i> represented by Chief Minister, Treasury & Economic Development Directorate (Territory).		
Address:	GPO Box 158, Canberra ACT 2601		
Territory Contract Manager:	Damien Kelly, Director, Investigations	Ph: (02) 6205 4467	Email: Damien.kelly@act.gov.au

Supplier

Name:	Confidential text (Supplier)		
ABN/ACN/ARBN:	Confidential text		
Address:	Confidential text		
Supplier Contract Manager:	Confidential text	Ph: Confidential text	Email: Confidential text

1 – TERM

The commencement date is 13/01/2023 or when this Contract is signed by the second party, whichever is the later. The term of this Contract is 12 months from the commencement date.

The term of this Contract may be extended for two additional periods of six month by the written agreement of the parties, prior to the Contract expiration date. The maximum term of this contract is 24 months.

2 – THE SUPPLIES

The (Confidential text) Supplier to prepare an expert report in relation to... (Confidential text)

Specifically, the Supplier will be responsible for the supply of the below to the satisfaction of the Territory:

1. Review and analyse spreadsheets ... (Confidential text)
2. Prepare an analysis of... (Confidential text)
3. Prepare an analysis of... (Confidential text)
4. Prepare an analysis of... (Confidential text)
5. Prepare a summary of... (Confidential text)
6. Prepare a summary of... (Confidential text)
7. Prepare a pattern analysis identifying... (Confidential text)
8. Any other services as agreed to in writing by both parties.

3 – TIMING AND DELIVERY DATES

The Supplies are to be delivered in accordance with the following table:

Milestone/ Deliverable	Date
Preparation and delivery of draft report setting out the history of... (Confidential text) and analysis of ... (Confidential text)	Confidential
Preparation and delivery of a draft report setting out the history of... (Confidential text)	Confidential
Preparation and delivery of a draft report identifying significant ... (Confidential text)	Confidential
Finalisation and delivery of all reports... (Confidential text)	Confidential
(Confidential text)	Confidential

4 – DELIVERY LOCATION AND INSTRUCTIONS (FOR SUPPLIES THAT INCLUDE GOODS)

Not applicable.

5 – CONTRACT PRICE AND PAYMENT

Payment of the good and services is based on the agreed hourly rate identified by the Supplier in its invoice. The Contract Price is for a total of \$40,000 (including GST) and payments will be made upon receipt of the Suppliers invoice/s and only up to the total amount of the Contract Price. Clause 2 of Attachment B - *General Conditions of Contract* applies.

6 – WARRANTY PERIOD (FOR SUPPLIES THAT INCLUDE GOODS)

Not applicable.

7 – CONFIDENTIAL TEXT under the Government Procurement Act 2001 (ACT)

This Contract is a notifiable contract for the purposes of the Procurement Act and confidential text, and the grounds on which this text is confidential is set out below. Clause 9 of Attachment B – *General Conditions of Contract* applies.

Text of this contract considered to be Confidential Text	Applicable grounds under section 35(1) Procurement Act
The entirety of item 2 of the Contract Details (“The Supplies”) to be excluded with the exception of the following text:	The disclosure of the text would be unreasonable disclosure of personal information about a person: s35(1)(a)(i)
The Supplier to prepare an expert report in relation to ... The Territory may wish to rely on the reports for the purpose of possible enforcement action.	The disclosure of the text would be unreasonable disclosure of personal information about the business affairs of a person: s35(1)(a)(iv)

Text of this contract considered to be Confidential Text	Applicable grounds under section 35(1) Procurement Act
Specifically, the Supplier will be responsible for the supply of the below to the satisfaction of the Territory:	
<ol style="list-style-type: none"> 1. Review and analyse spreadsheets... 2. Prepare an analysis of... 3. Prepare an analysis of... 4. Prepare an analysis of... 5. Prepare a summary of... 6. Prepare a summary of... 7. Prepare a pattern analysis identifying ... 8. Any other services as agreed to in writing by both parties. 	
<p>The entirety of item 3 of the Contract Details (Timing and Delivery Dates) to be excluded with the exception of the dates listed and the following text:</p>	<p>The disclosure of the text would be unreasonable disclosure of personal information about a person: s35(1)(a)(i)</p>
<p>Preparation and delivery of a draft report setting out the history of ... and analysis of ...</p> <p>Preparation and delivery of a draft report setting out the history of ...</p> <p>Preparation and delivery of a draft report identify significant ...</p> <p>Finalisation and delivery of all reports.</p>	<p>The disclosure of the text would be unreasonable disclosure of personal information about the business affairs of a person: s35(1)(a)(iv)</p>

8 – INSURANCE

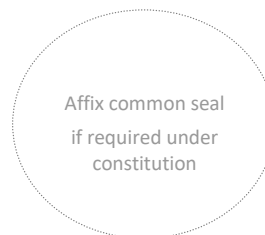
The Supplier must affect and maintain for the Term, all insurances required to be affected by it by law and the following insurances in the amounts stated:

1. Public Liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence.
2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate.

The Supplier must provide evidence of the insurance if required by the Territory.

SIGNED AS A CONTRACT ON	
SIGNED for on behalf of the AUSTRALIAN CAPITAL TERRITORY	Signature of Territory delegate
in the presence of:	Print name
Signature of witness	
Print name	

SIGNED by of for and on the behalf of Confidential text	Signature of director/authorised officer/individual
	Confidential text Print name
in the presence of:	
Signature of director/secretary/witness	Signature of second authorised officer*
Print name	Print name and position



Note

Date: Must be dated on the date the last party signs the contract or, if signed counterparts of the contract are exchanged, the date of exchange. Also date the cover page.

Company: Must be signed in accordance with section 127 of the *Corporations Act 2001* (Cth), for example, by 2 directors or a director and a secretary. Common seal must be affixed if required under the Supplier's constitution.

Individual: Must be signed by the individual supplier and witnessed.

Incorporated Association: As a minimum, two authorised officers must sign. Otherwise, the contract must be signed in accordance with the Supplier's constitution. Common seal must be affixed if required under the constitution.

ATTACHMENT A – SUPPLIER’S QUOTATION

Delete non-applicable option.

Option A

Not used.

Option B

Insert Suppliers Quotation.

ATTACHMENT B – GENERAL CONDITIONS OF CONTRACT**1. Provision of Supplies**

- 1.1 The Supplier must provide the Supplies according to the provisions of this Contract and to a standard of care, skill and diligence expected of a person who regularly acts in the capacity in which the Supplier is engaged.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in this Contract.

2. Contract Price

- 2.1 Except if otherwise stated in this Contract, the Contract Price is:
- (a) payable within 30 days of receipt by the Territory of an Invoice;
 - (b) inclusive of GST and all other taxes, duties and charges; and
 - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Contract, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Contract, in good order and condition and marked with the relevant Reference Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Contract.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any timeframe specified by the Territory, remove the Supplies (in the case of goods) and:
- (a) replace any rejected Supplies that are goods; and
 - (b) re-perform any rejected Supplies that are services; or
 - (c) refund any payment for the rejected Supplies.
- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Contract, without delay and at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however:

- (c) this does not in any way relieve the Supplier of any obligation or warranty by it under this Contract; and
- (d) the Supplier is liable for all costs incidental to the discharge of any warranty under this Contract.

6. Ownership and use of material**6.1 Ownership of:**

- (a) all Contract Material, including any intellectual property rights, vests on its creation with the Territory;
- (b) all Territory Material, including any intellectual property rights, remains with the Territory; and
- (c) all Support Material, including any intellectual property rights, remains the property of the Supplier.

6.2 The Territory grants to the Supplier a royalty-free, limited licence to use the Contract Material and Territory Material for the term specified in the Contract.

6.3 The Supplier:

- (a) grants to the Territory, a perpetual, royalty-free licence to use the Support Material to the extent necessary for the Territory to obtain the full benefit of the Supplies; and
- (b) warrants that the Territory's use of any Contract Material and Support Material under this Contract will not infringe the intellectual property rights of, or create any obligations in connection with, any third party.

6.4 The Supplier must safeguard and preserve Contract Material and Territory Material in its possession or control and deliver to the Territory all Contract Material and Territory Material on expiration or termination of this Contract (other than copies that the Territory authorised the Supplier to retain).

7. Supplier's Personnel

The Supplier must, in providing the Supplies:

- (a) engage only persons who have the skills, training and expertise appropriate for the Supplies; and
- (b) comply with all reasonable requirements notified by the Territory regarding suitability and fitness of persons engaged for the provision of the Supplies.

8. Non-disclosure of Territory Information

The Supplier must:

- (a) use Territory Information held in connection with this Contract only for the purposes of fulfilling its obligations under this Contract;
- (b) not transfer Territory Information held in connection with this Contract outside the Territory, or allow any person (other than its authorised personnel) outside the Territory to have access to it, without prior written approval of the Territory;
- (c) notify the Territory immediately if the Supplier becomes aware that a disclosure of Territory Information may be required by law or any unauthorised disclosure of Territory Information has occurred; and
- (d) in respect of any Personal Information held in connection with this Contract:
 - (i) comply with the TPPs and any applicable TPP Code and must not (and procure that any subcontractor engaged by the Supplier does not) act or engage in a practice that breaches a TPP or a TPP Code; and
 - (ii) co-operate with any reasonable requests or directions of the Territory arising directly from, or in connection with, the exercise of the functions of the Information Privacy Commissioner under the Information Privacy Act.

9. Confidential Text under the Procurement Act

9.1 In giving effect to the principles of open and accountable government, the Territory may disclose documents and information unless it has otherwise agreed, or is otherwise required under law, to keep the information confidential.

9.2 Except as provided in this Contract, the Territory must not disclose confidential text specified in the Contract to any person without the prior written consent of the Supplier (which consent will not be unreasonably withheld) except to the extent that the confidential text:

- (a) is required or authorised to be disclosed under law;
- (b) is reasonably necessary for the enforcement of the criminal law;
- (c) is disclosed to the Territory's solicitors, auditors, insurers or advisers;

- (d) is generally available to the public;
- (e) is in the possession of the Territory without restriction in relation to disclosure before the date of receipt from the Supplier;
- (f) is disclosed by the responsible Minister in reporting to the Legislative Assembly or its committees; or
- (g) is disclosed to the ombudsman or for a purpose in relation to the protection of public revenue.

10. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

11. Termination

The Territory may terminate this Contract in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
 - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
 - (ii) is not capable of being remedied.

12. Conduct in Territory Premises

The Supplier must, when using Territory premises or facilities, comply with all reasonable directions of the Territory.

13. Notices

Any notice or communication under this Contract will be effective if it is in writing, and delivered to the other party. A notice will be deemed to have been delivered:

- (a) if delivered by hand, on delivery;
- (b) if sent by prepaid mail, on the expiration of two business days;
- (c) if sent by facsimile, on the sender's facsimile machine recording that the facsimile has been successfully and properly transmitted to the recipient's address; or
- (d) if sent by electronic mail, on the other party's acknowledgement of receipt by any means.

14. Assignment and Subcontracting

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory. If the Territory gives its consent, the Territory may impose any conditions.

15. Survival

Clauses 6, 7 and 8 of this Contract survive the termination or expiration of this Contract.

16. Applicable Law

The laws of the Australian Capital Territory apply to this Contract.

17. Variation

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

18. Entire Agreement

This Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

19. Definitions and Interpretation

“**Contract Material**” means all material created, written or otherwise brought into existence as part of, or for the purpose of providing the Supplies including all reports (whether in draft or final form), documents, information and data stored by any means.

“**Information Privacy Act**” means the *Information Privacy Act 2014* (ACT).

“**Invoice**” means an invoice that:

- (a) if GST is payable in respect of the provision of the Supplies, is a valid tax invoice for the purposes of the *A New Tax System (Goods and Services Tax) Act 1999* (Cth);
- (b) clearly sets out details of the Supplies provided and of the amount that is due for payment, is correctly calculated and is in respect of Supplies provided in accordance with this Contract;
- (c) is accompanied by any other details or reports required under this Contract; and
- (d) is rendered at the time/s specified in clause 2.2.

“**Personal Information**” is information or an opinion about an identified individual or an individual who is reasonably identifiable:

- (a) whether the information is true or not; and
- (b) whether the information or opinion is recorded in a material form or not,

but does not include personal health information (as defined in the *Health Records (Privacy and Access) Act 1997* (ACT) about the individual.

“**Reference Number**” means the relevant, purchase order number, quote number or contract number for the provision of the Supplies.

“**Supplies**” means the goods and/ or services the subject of this Contract.

“**Support Material**” means the material specified as support material in the Contract (if any).

“**Territory Information**” means the kind of information that:

- (a) is or relates to documents, submissions, consultations, policies, strategies, practices and procedures of the Territory which are by their nature confidential;
 - (b) is notified (whether in writing or not) by the Territory to the Supplier as being confidential; or
 - (c) is Personal Information,
- but does not include information that:
- (d) is or becomes public knowledge other than by breach of this Contract;
 - (e) has been independently developed or acquired by the Supplier; or
 - (f) has been notified by the Territory to the Supplier as not being confidential.

“**Territory Material**” means any material provided by the Territory to the Supplier for the purposes of this Contract including documents, equipment, information and data stored by any means.

“**TPPs**” means the Territory Privacy Principles provided for in section 13 and set out in Schedule 1 of the Information Privacy Act.

“**TPP Code**” means a code of practice about information privacy which, having regard to section 21(1) and (3) of the Information Privacy Act, binds an agency that engages the Supplier in the provision of the Supplies.

SPECIAL CONDITIONS

Option A

Not used.

Option B

The following Special Conditions apply to this Contract and will prevail to the extent of any inconsistency with any other provision of this Contract.

INSERT SPECIAL CONDITIONS

NOTE: Insert any Special Conditions required. Obtain advice if required.

A. Specified Personnel:

The Specified Personnel, as set out in Attachment A – Supplier’s Quotation, must provide the Supplies. The Supplier must provide replacement personnel acceptable

to the Territory at no additional charge and at the earliest opportunity if the Specified Personnel are unable to provide any of the Supplies.

OR

The following Specified Personnel are to provide the Supplies:

Name	Position	Role

B. Hazardous substances

If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

	Supplier	Contract Number	Commencing From	Subject
Program Initiation	Synergy Group Australia Pty Ltd	KG250718	August 2018	Consultancy Services to Support HRIMS Contract Negotiations
SAP Cloud and Services	SAP Australia Pty Ltd	2019.28499.112.1	April 2019	SAP Cloud Services for HRIMS
Implementation Partner	EY Enterprise Solutions Pty Ltd	2019.28499.112.2	April 2019	Provision of SAP Implementation Service for HRIMS
Data Migration	RXP Services Pty Ltd	SA:1534.1	October 2018	Data Migration Services
	RXP Services Pty Ltd	SA:1534.2	October 2018	Data Migration Services
Professional Services	1448 Pty Ltd	RITM2652101	July 2021	Change and Communications Services for the HRIMS Program
	Clayton Utz	Legal Services Panel	October 2018	Legal Services
	Deloitte Risk Advisory Pty Ltd	RITM 2968588A	December 2021	Review of HRIMS and Consulting Services in Business Case Development
	Deloitte Risk Advisory Pty Ltd	RITM3438001	August 2022	HRIMS Solution Validation and Planning
	Implementation Soft Australia Pty Ltd	RITM3174903	May 2022	Strategic Program Management Services
	Maddocks	Legal Services Panel	October 2021	Legal Services
	Maddocks	Legal Services Panel	March 2022	Legal Services
	Maddocks	Legal Services Panel	June 2022	Legal Services
	Projects Assured	GE18102019-01	January 2020	Assurance Services
	RKM Consulting Pty Ltd	SA1534	March 2022	Program Manager
	Shearwater Solutions Ptd Ltd	2018CMTEDDHRIMS	November 2018	Consultancy services for a cloud security assessment - Phase 1
Software and Products	Alteryx ANZ Pty Ltd	ID018	May 2022	Data Management Toolset
	Beeline.com Inc	ID002	September 2020	Contingent workforce solution
	Dimension Data Australia Pty Ltd	AC27092017-01	October 2017	Privacy Impact Assessment
	GIRO Inc	Contract managed by another directorate	April 2021	Provision of HASTUS software
	Gulanga Group Pty Ltd	Contract managed by another directorate	November 2020	Provision of cloud-based rostering system
	Insight Enterprises Australia Pty Ltd	ID013	February 2022	Provision of ALM Licences for HRIMS Testing
	Kronos Australia Pty Ltd	Contract managed by another directorate	April 2021	Provision of cloud-based rostering system
	PolyOptimum Inc	ID005	June 2021	Provision of ProAct on-premise rostering system
	Pursuit Technology Pty Ltd	ID016	February 2022	Learning management software (Capabiliti)
	Qualtrics LLC	ID015	December 2021	Experience management cloud services
	SpinifexIT Global Pty Ltd	ID008	December 2021	HRIMS Supplementary Reporting Software Procurement