



Inquiry into annual and financial reports 2024–2025

Answer to question taken on notice

Asked by: Mrs Fiona Carrick MLA

Addressed to: Minister for the Public Service

In relation to: Public Service and Milestones and deliverables for HR system updates

Hearing: 13 November 2025

Uncorrected Proof Transcript Public Accounts_UPT_13Nov25

Transcript provided: 20 November 2025

Answer Due: 27 November 2025

UPT p 5-6

MS CARRICK: I have a supp on this. Given some of the previous IT systems that have been implemented, are you able to provide the committee with the milestones and the deliverables and the invoicing points and the risk register?

Mr Rooney: Yes, it is quite a detailed set of information that we can provide.

Ms Stephen-Smith: Yes, we will take that on notice.

Rachel Stephen-Smith MLA - The answer to the Member's question is as follows:

Attachment A provides a detailed overview of the PC-HRM Program's key milestones and deliverables scheduled to June 2026. This information has been sourced from the Integrated Master Schedule, aligned with the program's strategic objectives and timelines. The schedule is provided to the PC-HRM Program Board monthly to facilitate oversight, monitor performance against planned targets, and confirm that deliverables remain on track to meet program commitments. To date, PC-HRM Program Milestones have been delivered as required within agreed timeframes.

In accordance with the *Government Procurement Act 2001*, the Government publishes relevant information about its notifiable invoices. Attachment B contains a record of all invoices paid under the PC-HRM Program.

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The PC-HRM Program operates in accordance with the CMTEDD Risk Management Framework and the ACT Insurance Authority Risk Matrix, ensuring that all identified risks are managed in line with established guidelines. The program has a continuous risk management approach to anticipate and address risks that could significantly impact the delivery of program and strategic objectives. This approach emphasises early identification and analysis of risks through collaborative engagement across the multi-disciplinary team and the Independent Assurance Partner. Attachment C presents the risks in the PC-HRM Program's risk register in the same format that is used for reporting to the Program Board.

Approved for circulation to the Standing Committee on Public Accounts and Administration

Signature:



Date:

30/11/25

By the Minister for The Public Service, Rachel Stephen-Smith MLA

PC-HRM Deliverables & Milestones

November 2025



Document Overview

This document provides an overview of the deliverables and milestones that the PC-HRM team has been tracking within the program:

- Project 1 - HRMIS Closure (closed)
- Project 2 - Initiate, establish and governance of PC-HRM (closed)
- Project 3 - Chris21 and HR21 Upgrade
- Project 4.1 - Kronos Workforce Central Transition Project (closed)
- Project 4.2 - Design and implementation of WhoG T&A system
- LMS Feasibility Study

The scope of this document covers milestones and deliverables tracked from program inception in July 2023 to June 2026.

Project 1 - HRIMS Closure

23-24 Financial Year

2023						2024					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
										◆ Project 1 - HRIMS Decommissioning Plan ◆ Deed of Termination for Spinifex A new Cloud Support Agreement with SAP to support the Learning Management System ◆	

24-25 Financial Year

2024						2025					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	◆ Consolidated list of SAP Systems and Services		◆ Consolidated list of ACT Government systems and services		◆ Decommissioning of ACT Gov systems and services (includes archiving) ◆ Decommissioning of SAP systems and services (includes deactivation and data purge) ◆ HRIMS Test Summary Report ◆ HRIMS Project (SAP Decommissioning Closure)						
		◆ SAP Contract Amendment to keep T6 (Test Tenant)									

Project 2 - Initiate, establish and governance of PC-HRM

23-24 Financial Year

2023						2024					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
						◆ Commencement of Project 1 – Initiation, Establishment and Governance of PC-HRM Program					
						◆ Onboarding of the Program Director and Program Manager					
							◆ Contract execution with the Legal Partner				
								◆ Establishment of the PC-HRM Program Board			
									◆ Establishment of Business Outcomes Working Committee		

24-25 Financial Year

2024						2025					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		◆ Contract Execution with the Probity Partner						◆ Approval of Project Closure Report			
			◆ Contract Execution with the Business Transformation and Change Partner								
				◆ Contract Execution with the Independent Assurance Partner							
					◆ Contract Execution with the Solution Integration Partner						
					◆ Program Board’s approval of the Benefits Realisation Plan						

Project 3 - Chris21 and HR21 Upgrade

24-25 Financial Year

2024						2025					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Release 1 Engagement of vendors and recruitment of multi-disciplinary team were undertaken as part of Project 2-Initate, establish and governance of PC-HRM						◆ 06/01: Accenture Milestone 1	◆ 10/02: LMS Initial Assessment Complete ◆ 28/02: Accenture Milestone 2		◆ 29/04: Chris21 (v8.34 and HR21 (v5.0) Functional Testing Complete ◆ 29/04: iChris and STP2 functional testing complete ◆ 16/04: Rator Remediation Complete ◆ 14/04: Awareness Comms Published ◆ 08/05: Initial SIT Execution Complete		◆ 13/06: LMS Build Complete ◆ 17/06: Initial PPRT Execution Complete ◆ 27/06: Initial Runbook Approved
Release 2											◆ 27/06: Reporterator (PowerBI) PoC Complete

25-26 Financial Year

2025						2026					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Release 1		◆ 23/09: Data Cleansing Complete	◆ 07/11: Pre-Scan Script Build Complete	◆ Program Approval for Go-Live	◆ Hypercare Complete	◆ Accenture Milestone 11	◆				
	◆ 15/08: LMS SIT Complete	◆ 31/10: Pre-Scan Script Build Complete	◆ Comms Finalised	◆ Post Go-Live Comms Distributed							
	◆ 06/08: Privacy Impact Assessment (PIA) Complete	◆ 05/11: Functional Regression Testing Complete	◆ Release 1 Go-Live	◆ Accenture Milestone 8							
	◆ 13/08: PIA Action Plan Complete	◆ 03/10: SIT Completed	◆ 14/11: PPRT & Volume Testing Execution Complete	◆ Accenture Milestone 6	◆ Accenture Milestone 7	◆ Accenture Milestone 9					
	◆ 12/08: Endorsement for Option 3 (Performance)	◆ 24/10: Load, Soak, Stress Test Complete	◆ UAT Execution Complete								
	◆ 25/08: Rator & Integration Assessment Complete										
		◆ 10/10: LMS PPRT Complete	◆ 21/11: LMS QA Complete								
			◆ Runbook Approved					◆ Benefits Tracking Complete			
				◆ Full Dress Rehearsal Complete			◆ Capability Sessions Delivered				
		28/11: Finalise Benefit Profiles	◆	◆ Technical Review & CAB Go-Live Approval							
		28/11: Accenture Milestone 3, 4, 5	◆	◆ Business Outcome Working Committee Go-Live Approval							
				◆ Change Impact Analysis Finalised							
				◆ Change & Engagement Schedule Complete							
				◆ Support Materials Developed							
Release 2						◆ Change Discovery Complete					
	◆ SQL Server Upgrade Complete		◆ Reporterator (PBIRS) PoC Complete			◆ Privacy Impact Assessment Complete		◆ PPRT & NFT Complete	◆ UAT Complete		
	◆ Loaderator PoC Complete	◆ Alerterator build & ST complete	◆ Fragerator Build & ST Complete			◆ Loaderator build & ST Complete			◆ Full dress rehearsal complete		
		◆ Bannerator build & ST complete				◆ Reporterator build & ST complete			◆ Enablement resources finalised		
						◆ Summerator/STP2; Superator and iChris Build & ST complete					
						◆ Finalise Benefits Profiles	◆ SIT Complete				
							◆ Change Management Artefacts Updated post-build				
							◆ Benefits Plan Complete	◆ Enablement Plan			
								◆ Internal Vulnerability Assessment Complete			
								◆ Runbook Complete			
											◆ Capability Sessions complete & Pre-Go-live Comms Distributed
											◆ Post-Go-Live Comms
											◆ Business Outcome Working Committee Go-Live Approval
											◆ Tech review & CAB Go-Live Approval
										Program Go-Live Approval	◆

26-27 Financial Year

[illegible]

Project 4.1 - Kronos Workforce Central Transition Project

24-25 Financial Year

2024						2025					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		◆ 27/09: Contract Execution to deliver the project	◆ 28/10: Project Management Plan Approved	◆ 14/11: Milestone 1: Pre-Project Activities and Workshop Delivery	◆ 10/12: Milestone 2: Design Sign-off		◆ 18/02: Milestone 3: Hand-over Testing ◆ 26/02: Establish UKG Pro Operational Community		◆ 03/04: Release 1 UAT Approval ◆ 08/04: Milestone 4: Successful Go-Live ◆ 09/04: Release 1 Go-Live Approval ◆ 10/04: Release 1 Go-Live	◆ 12/05: Release 2 UAT Approval ◆ 16/05: Release 2 GO-Live Approval ◆ 22/05: Release 2 Go-Live	◆ 03/06: Milestone 5: Deployment 1 Hypercare 24/06: Release 3 & 4 UAT approval ◆

25-26 Financial Year

2025						2026					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
◆ 01/07: Milestone 6: Deployment 2 Hypercare ◆ 02/07: Release 3 Go-Live Approval ◆ 07/07: Release 3 Go-Live	◆ 30/07: Release 3 Hypercare ◆ 08/08: Release 4 Go-Live Approval ◆ 14/08: Release 4 Go-Live	◆ 10/09: Release 4 Hypercare		◆ 13/11: Project Closure							

Project 4.2 - Design and Implementation of WhoG T&A system

25-26 Financial Year

2025						2026					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Approach to market and procurement of WhoG Time and Attendance vendor partner		Project Management Plan Endorsed	Change Management & Benefits Realisation Strategy		◆ D.MB: Mobilisation	◆ D.D5: Design Sign-Off Release 1			◆ D.SGL: Release 1 Go-Live	◆ D.DH: Release 1 Hypercare	◆ D.SGL: Release 2 Go-Live
									◆ D.D5: Design Sign-Off Release 4		
						◆ : D.HT: Hand-over Testing Release 1		◆ D.D5: Design Sign-Off Release 2 and 3			
						Current state and future state business process maps					
						Privacy Impact Assessment					
						Business readiness, operational readiness and technical readiness					

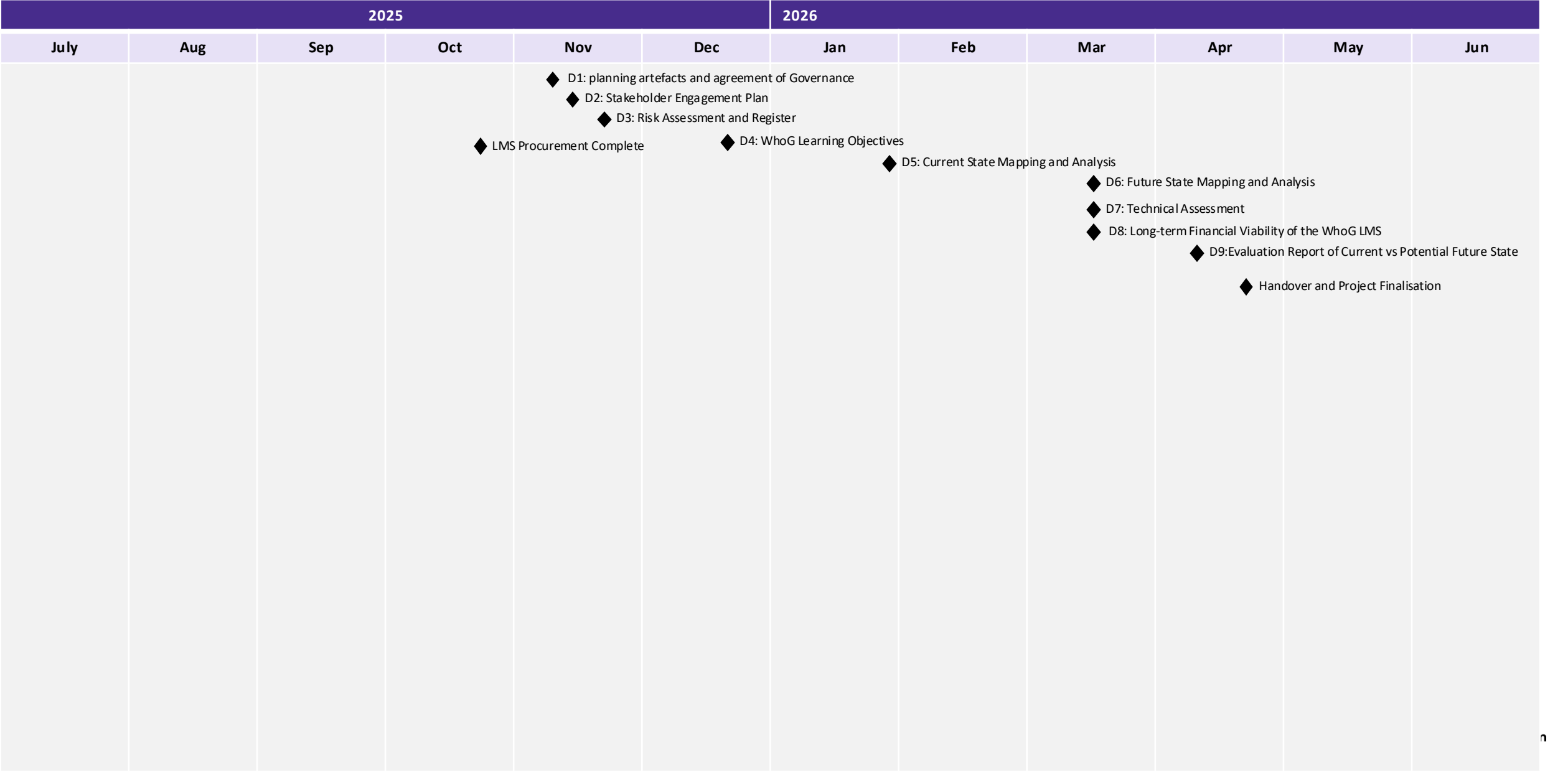
26-27 Financial Year

2026						2027					
July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
◆ D.DH: Release 2 Hypercare			◆ D.SGL: Release 3 Go-Live	◆ D.DH: Release 3 Hypercare					◆ D.SGL: Release 4 Go-Live	◆ D.DH: Release 4 Hypercare	
Current state and future state business process maps											
Business readiness, operational readiness and technical readiness											
									◆		◆

*Additional milestones and deliverables to be added when WhoG T&A vendor commences December 2025

LMS Feasibility Study

25-26 Financial Year



NOTIFIABLE INVOICES REGISTER

As at end of October-2025

Supplier Name	Supplier ABN	Reporting Entity	Publish Description	Date Invoice Received	Payment Date	ex GST	inc GST	Contract Number	Comments
						Payment Amount	Payment Amount		
Nous Group Pty Ltd	66086210344	CMTEDD	Discovery and Design Services	??	7/05/2024	\$96,200.00	\$105,820.00	DM-19875-NOU	
Nous Group Pty Ltd	66086210344	CMTEDD	Discovery and Design Services	20/06/2024	8/08/2024	\$96,200.00	\$105,820.00	DM-19875-NOU	
Nous Group Pty Ltd	66086210344	CMTEDD	Discovery and Design Services	29/07/2024	13/08/2024	\$72,150.00	\$79,365.00	DM-19875-NOU	
Nous Group Pty Ltd	66086210344	CMTEDD	Discovery and Design Services	16/09/2024	28/11/2024	\$216,450.00	\$238,095.00	DM-19875-NOU	
Nous Group Pty Ltd	66086210344	CMTEDD	Discovery and Design Services	4/03/2025	15/05/2025	\$30,244.00	\$33,268.40	DM-19875-NOU	
Frontier Software Pty Ltd	57005751879	CMTEDD	Licenses	13/06/2024	8/08/2024	\$1,527,454.26	\$1,680,199.69		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	31/08/2024	8/11/2024	\$26,600.00	\$29,260.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	12/09/2024	8/11/2024	\$22,730.00	\$25,003.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	30/09/2024	18/11/2024	\$47,425.00	\$52,167.50		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	12/09/2024	25/11/2024	\$44,187.50	\$48,606.25		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	31/10/2024	2/12/2024	\$21,630.00	\$23,793.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Licenses	9/12/2024	20/12/2024	\$128,761.00	\$141,637.10		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	29/01/2025	26/03/2025	\$13,300.00	\$14,630.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	7/03/2025	1/04/2025	\$10,550.00	\$11,605.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	14/01/2025	9/04/2025	\$7,788.00	\$8,566.80		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	31/01/2025	9/04/2025	\$4,850.00	\$5,335.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	26/03/2025	9/04/2025	\$450.00	\$495.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	31/03/2025	15/04/2025	\$12,205.00	\$13,425.50		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	27/03/2025	2/05/2025	-\$4,850.00	-\$5,335.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	27/03/2025	13/05/2025	\$4,850.00	\$5,335.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	30/04/2025	21/05/2025	\$21,070.00	\$23,177.00		
Frontier Software Pty Ltd	57005751879	CMTEDD	Licenses	26/05/2025	13/06/2025	\$840,008.00	\$924,008.80		
Frontier Software Pty Ltd	57005751879	CMTEDD	Implementation Services	31/05/2025	19/06/2025	\$34,995.00	\$38,494.50		
Frontier Software Pty Ltd	57005751879	CMTEDD	Training	10/07/2025	18/08/2025	\$34,995.00	\$38,494.50		
Frontier Software Pty Ltd	57005751879	CMTEDD	Training	31/07/2025	2/09/2025	\$34,995.00	\$38,494.50		
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	15/11/2024	25/11/2024	\$100,606.00	\$110,666.60	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	13/12/2024	23/01/2025	\$201,212.00	\$221,333.20	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	26/02/2025	14/03/2025	\$251,515.00	\$276,666.50	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	17/04/2025	6/05/2025	\$201,212.00	\$221,333.20	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Licenses	29/04/2025	28/05/2025	\$644,864.40	\$709,350.84	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	30/05/2025	12/06/2025	\$100,606.00	\$110,666.60	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	4/07/2025	14/07/2025	\$150,909.00	\$165,999.90	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Equipment license fees	28/08/2025	11/09/2025	\$63,125.08	\$69,437.59	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	5/09/2025	16/09/2025	-\$74,256.00	-\$81,681.60	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	14/08/2025	16/09/2025	\$74,256.00	\$81,681.60	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	4/09/2025	16/09/2025	\$41,003.24	\$45,103.56	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	4/09/2025	16/09/2025	\$74,256.00	\$81,681.60	CM2024/30246	
Gulanga Group Pty Ltd	59606954992	CMTEDD	Implementation Services	3/10/2025	8/10/2025	\$46,410.00	\$51,051.00	CM2024/30246	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	17/01/2025	24/01/2025	\$244,300.00	\$268,730.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	14/04/2025	29/04/2025	\$977,200.00	\$1,074,920.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	23/04/2025	6/05/2025	\$257,427.27	\$283,170.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	15/05/2025	27/05/2025	\$40,170.00	\$44,187.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	15/05/2025	5/06/2025	\$3,900.00	\$4,290.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	17/06/2025	8/08/2025	\$107,785.00	\$118,563.50	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	1/07/2025	8/08/2025	\$104,260.00	\$114,686.00	CM2024/38337	

Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	15/08/2025	25/09/2025	\$104,560.00	\$115,016.00	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	22/08/2025	17/10/2025	\$127,638.00	\$140,401.80	CM2024/38337	
Accenture Australia Pty Ltd	49096776895	CMTEDD	Services	11/09/2025	30/10/2025	\$95,215.00	\$104,736.50	CM2024/38337	
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	N/A	28/02/2024	\$2,698.90	\$2,968.79		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	29/05/2024	8/11/2024	\$43,976.00	\$48,373.60		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	25/06/2024	8/11/2024	\$12,808.10	\$14,088.91		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	31/08/2024	8/11/2024	\$49,932.00	\$54,925.20		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	31/10/2024	21/11/2024	\$5,342.00	\$5,876.20		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/11/2024	9/12/2024	\$14,404.00	\$15,844.40		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	31/05/2024	6/01/2025	\$2,302.50	\$2,532.75		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	19/12/2024	6/01/2025	\$26,657.00	\$29,322.70		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/09/2024	11/03/2025	\$86,671.00	\$95,338.10		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	26/02/2025	26/03/2025	\$24,328.00	\$26,760.80		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	31/01/2025	10/04/2025	\$5,018.00	\$5,519.80		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	31/03/2025	10/04/2025	\$11,911.00	\$13,102.10		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/06/2025	7/07/2025	\$159.00	\$174.90		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/05/2025	18/07/2025	\$2,582.00	\$2,840.20		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/05/2025	19/08/2025	\$396.00	\$435.60		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	29/08/2025	15/09/2025	\$8,620.90	\$9,482.99		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	29/08/2025	16/09/2025	\$2,856.00	\$3,141.60		
Maddocks Lawyers	6347895133	CMTEDD	Legal Services	30/09/2025	14/10/2025	\$8,971.94	\$9,869.13		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	26/09/2024	20/12/2024	\$6,950.70	\$7,645.77		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	18/12/2024	6/01/2025	\$1,369.50	\$1,506.45		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	30/10/2024	23/01/2025	\$8,966.40	\$9,863.04		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	28/11/2024	23/01/2025	\$3,797.80	\$4,177.58		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	30/01/2025	14/02/2025	\$2,713.00	\$2,984.30		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	28/02/2025	1/04/2025	\$5,929.30	\$6,522.23		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	31/03/2025	15/04/2025	\$2,020.30	\$2,222.33		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	29/05/2025	13/06/2025	\$6,648.12	\$7,312.93		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	30/06/2025	14/07/2025	\$5,698.16	\$6,267.98		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	31/07/2025	8/08/2025	\$4,132.50	\$4,545.75		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	29/08/2025	16/09/2025	\$5,804.00	\$6,384.40		
Sparke Helmore Lawyers	78848387938	CMTEDD	Probity Services	29/09/2025	15/10/2025	\$15,893.00	\$17,482.30		
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	23/12/2024	11/03/2025	\$20,953.13	\$23,048.44	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	3/12/2024	18/03/2025	\$29,531.25	\$32,484.38	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	4/02/2025	19/03/2025	\$10,265.63	\$11,292.19	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	17/03/2025	2/04/2025	\$26,015.63	\$28,617.19	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	2/04/2025	6/05/2025	\$46,546.88	\$51,201.57	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	2/05/2025	26/05/2025	\$23,484.38	\$25,832.82	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	11/06/2025	26/06/2025	\$24,187.50	\$26,606.25	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	2/07/2025	31/07/2025	\$25,734.38	\$28,307.82	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	4/08/2025	28/08/2025	\$10,406.25	\$11,446.88	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	2/09/2025	8/10/2025	\$29,601.68	\$32,561.85	CM2024/22894	
Information Professionals Holdings Pty Ltd	98164080200	CMTEDD	Independent Assurance Services	2/10/2025	15/10/2025	\$21,023.55	\$23,125.91	CM2024/22894	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	22/05/2024	16/08/2024	\$1,410,621.91	\$1,551,684.10	3061087121	Attributed to HRIMS
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	22/05/2024	16/08/2024	\$232,855.50	\$256,141.05	3061087121	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	22/05/2024	16/08/2024	\$2,051.90	\$2,257.09	3061087121	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	30/06/2024	26/09/2024	\$814,384.09	\$895,822.50	3062736637	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	20/06/2024	28/10/2024	\$31,136.00	\$34,249.60	3061087121	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	30/06/2024	8/11/2024	\$31,136.00	\$34,249.60	3061087121	
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	12/09/2024	8/11/2024	\$18,028.80	\$19,831.68	3062855306	

SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	30/06/2024	10/12/2024	\$1,410,621.89	\$1,551,684.08	3061087121	Attributed to HRIMS
SAP Australia Pty Ltd	26003682504	CMTEDD	Licenses	29/06/2025	14/07/2025	\$859,882.53	\$945,870.78	3062736637	
Spinifex IT Global Pty Ltd	17147898217	CMTEDD	Licenses	20/06/2024	13/08/2024	\$664,178.57	\$730,596.43	12178	Attributed to HRIMS
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	11/11/2024	28/11/2024	\$16,073.13	\$17,680.44	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	11/11/2024	28/11/2024	\$32,141.25	\$35,355.38	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	4/12/2024	9/12/2024	\$32,141.25	\$35,355.38	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	9/12/2024	17/12/2024	\$16,073.13	\$17,680.44	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	9/12/2024	17/12/2024	\$32,141.25	\$35,355.38	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	6/01/2025	9/01/2025	\$43,982.50	\$48,380.75	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	11/02/2025	20/02/2025	\$4,006.25	\$4,406.88	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	18/02/2025	4/03/2025	\$15,345.62	\$16,880.18	CM2024/22895	
Yellow Hat Consulting Pty Ltd	26648611401	CMTEDD	Business Transformation and Change Servic	30/01/2025	26/03/2025	\$50,640.56	\$55,704.62	CM2024/22895	
Tanner James Management Consultants	91063977284	CMTEDD	Management consulting services	27/06/2024	9/08/2024	\$21,036.36	\$23,140.00	PO0004998	
Tanner James Management Consultants	91063977284	CMTEDD	Management consulting services	27/06/2024	9/08/2024	-\$21,036.36	-\$23,140.00	PO0004998	
Tanner James Management Consultants	91063977284	CMTEDD	Management consulting services	27/06/2024	12/08/2024	\$21,036.36	\$23,140.00	PO0004998	
Interaction Consulting Group Pty Ltd	82064623543	CMTEDD	Management consulting services	17/10/2025	24/10/2025	\$5,200.00	\$5,720.00	PIDC0010414-1	
Interaction Consulting Group Pty Ltd	82064623543	CMTEDD	Management consulting services	22/10/2025	27/10/2025	\$5,200.00	\$5,720.00	PIDC0010414-1	

Active PC-HRM Program Risks – November 2025

CMTEDD Risk Assessment Matrix (including Likelihood Descriptors)

Consequence **					
Category of Risk	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	1% of Project / Entity Budget or <\$5K	2.5% of Project / Entity Budget or <\$50K	> 5% of Project / Entity Budget or <\$500K	> 10% of Project / Entity Budget or <\$5M	>25% of Project / Entity Budget or >\$5M
Business Operations	Minor errors in systems or processes requiring corrective action and/or minor delay without impact on overall schedule and/or insignificant impact on business outcomes and strategic objectives.	Services (including those of providers) do not fully meet needs and/or minor impact on business outcomes and strategic objectives and/or subsidiary services experience minor disruptions.	One or more key accountability requirements not met and/or inconvenient but not client welfare threatening and/or moderate impact on business outcomes and strategic objectives and/or a number of objectives not met, minor or subsidiary services	Significant impact on business and/or strategic objectives and/or strategies not consistent with Government's agenda and/or trends show service is degraded and/or key service delivery impaired.	Strategic business outcomes/ processes fail, control infrastructure failure, critical business objectives not met.
Compliance/ Regulation	Non-compliance with policies, procedures & guidelines and standard operating procedures which are not legislated or regulated.	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated.	Non-compliance with work policy and standard operating procedures which are regulated or legislated.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and/or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines / legislation and/or significant non-compliance with internal procedures which could result in failure to provide business outcomes and service delivery.
Service Delivery	No loss of an essential/critical service and/or loss of, or interruption to, non critical/non-core services up to 3 days.	Loss of an essential/critical service for less than 4 hours and/or loss of, or interruption to, non critical/non-core services for 3 - 5 days.	Loss of one or more essential/critical services for more than 4 hours and up to 3 days, and/or loss of, or disruption to, non critical/non-core services for up to 10 days.	Loss of one or more essential/critical services for more than 3 days and up to 4 or more weeks, and/or loss of part of an essential service that is high risk (life based) and/or disruption to non-critical services over subsequent weeks.	Loss of one or more essential/critical services for more than 4 weeks that continues for months and/or loss of an essential service that is high risk (life based) and/or disruption to non-critical services over subsequent months.
Reputation & Image	Internal review and/or minor dissatisfaction across a small number of demographic groups or stakeholders.	Scrutiny required by internal committees or internal audit to prevent escalation and/or moderate dissatisfaction across a small number demographic groups or several stakeholders.	Local media scrutiny (1 week) and/or scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc and/or dissatisfaction across a few demographic groups or multiple stakeholders.	Intense public, political and national media scrutiny (1 week) and/or Minister / Chief Minister involvement and/or dissatisfaction across a large range of demographic groups and stakeholders.	Adverse finding from Assembly inquiry or Commission of inquiry or sustained adverse international media and/or loss of public confidence in Government or Public Service forcing changes to the machinery of Government.

Likelihood of Consequence	Description	Historical Frequency	Expectation	Matrix	1	2	3	4	5
	Almost Certain	Occurs on most occurrences of the activity	Expected to happen this time	5	Medium	High	High	Extreme	Extreme
	Likely	Occurs on some occurrences of the activity	Expected to occur on one of the next few occasions	4	Medium	Medium	High	High	Extreme
	Possible	Infrequently occurs here	Could occur at some time in the future. Would not be surprised if occurred	3	Low	Medium	Medium	High	Extreme
	Unlikely	Has never occurred here	Might occur but unlikely. Would be surprised if it occurred	2	Low	Medium	Medium	High	High *
	Rare	Has never occurred here, but may have / has occurred somewhere	Might occur, but only in exceptional circumstances. Would be very surprised if occurred	1	Low	Low	Medium	Medium	High *

Risk Control Effectiveness Guide

<u>Risk Control Effectiveness</u>	
Control Effectiveness	Guide
Adequate	Controls are well designed and operating effectively in treating the root cause of the risk. Additional controls exist to appropriately manage consequence. Controls are largely preventative and management believes that they are effective and reliable at all times. Nothing further to be done except review and monitor the existing controls.
Room for Improvement	Some deficiencies in controls have been identified however most controls are designed and implemented effectively in treating some root causes of the risk. While some preventative controls exist, controls are largely reactive. There are opportunities to improve the design/implementation of some controls to improve operational effectiveness.
Inadequate	Significant control deficiencies identified. Either controls do not treat root cause or they do not operate effectively. Controls, if they exist are just reactive. Management has little confidence on the effectiveness of the controls due to poor control design and/or very limited operational effectiveness.

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R001	Lack of defined program benefits profiles may result in the program not achieving its outcomes or realising the expected benefits.	High	Adequate	- The program has developed a Benefits Realisation Plan that has been approved by the Program Board. Benefits have been mapped to each project. Benefits monitoring and reporting has commenced against the approved benefits profiles. - An independent assurance partner has been engaged and is working to an agreed assurance plan. - The program is being managed by application of Managing Successful Programmes (MSP). - The program is executing against an agreed stakeholder communications and engagement plan.	Medium
R004	The upgrade to Chris21/HR21 software may negatively disrupt payroll processing, requiring hotfixes and manual interventions that could potentially impact business payroll continuity.	High	Room for Improvement	- The program is working to an approved Program Test Strategy. Each project has its own test plans that have been approved prior to the commencement of testing. - Subject Matter Experts (SMEs) have been engaged across directorates to assist with system testing. The availability of SMEs is a deciding factor when scheduling system testing and go-live timings. - Extensive testing is completed in the lower environments including multiple rounds of testing to ensure no impact on payroll or leave. The testing includes functional testing, regression testing, system integration testing (multiple cycles), parallel pay run testing (multiple cycles), and performance testing. - Software releases are only moved to production once approval is provided through the program governance structure.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
				It is standard practice in the program to include post go live hyper care in contracts with vendors to ensure appropriate support is provided to the Territory.	

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R005	Unavailable Directorate resources (End users, HR staff, SMEs) from the Directorates due to competing BAU commitments may cause delays in the program delivery.	High	Adequate	- Under the governance structure of the program a Business Outcome Working Committee (BOWC) and Directorate Engagement Forum have been established. These forums allow for continuous engagement with directorates, including establishing SME availability and peak periods in business-as-usual activity to assist in effective scheduling. - Each project develops its own stakeholder engagement and communications plans and engages with the Forum and their constituents to develop change management plans based on change impact assessments. - Directorates are reimbursed for their staff's time. This enables them to backfill the positions if they are able.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R009	Inadequate change management and stakeholder engagement may result in the program not being able to gain and sustain stakeholder buy-in and engagement.	High	Room for Improvement	- The Program is executing against an agreed stakeholder communications and engagement plan to ensure strategic and targeted communication is consistently applied across all of government. - The Program is working to a Program Board approved Change Management Strategy, and each project has developed and are executing against their own Change Management plans. - The program has established a Directorate Engagement Forum (the Forum) to allow for continuous engagement with directorates, and to fulfill the role of change champions, ensuring effective communication and support during the implementation phase of projects. - Directorate Subject Matter Experts (SMEs) have been engaged by project teams to serve as advocates for their respective Directorates and to fulfill the role of Change Champions, ensuring effective communication and support during the implementation phases of each project - Each project develops its own stakeholder engagement and communications plans and engages with the Forum and their constituents to develop change management plans based on change impact assessments. - The Business Outcome Working Committee and the Forum provide executives with an opportunity to directly impact the change management within their directorates by providing continuous engagement with the Program and its projects on requirements and expectations.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R021	Chris21/HR21 upgrade activities are condensed to resolve a high volume of defects from testing and may result in inadequate test coverage. Lack of Business-as-Usual (BAU) resources availability to support testing activities will cause delays in the completion of testing tasks. This may lead to slippage in overall project release timelines leading to an increase in the project's risk rating	High	Adequate	- The program is working to an approved Program Test Strategy. The Test Strategy encompasses multiple levels of testing and includes provisions for additional testers to address any constraints in the validation schedule, thereby ensuring comprehensive testing coverage. - The project has its own detailed test plans (Functional, User Acceptance, System Integration, Parallel Pay Run) that have been approved prior to the commencement of testing. - Extensive testing has been completed in the lower environments including multiple rounds of testing to ensure no impact on payroll or leave. The testing includes functional testing, regression testing, system integration testing (multiple cycles), parallel pay run testing (multiple cycles), and performance testing. - Subject Matter Experts (SMEs) have been engaged across directorates to assist with system testing. The availability of SMEs is a deciding factor when scheduling system testing and go-live timings.	Low

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R030	Lessons learned from all previous relevant reviews/audits not adequately considered and adhered to for the PC-HRM Program (including HRIMS audit and the MyWay+ Report).	Medium	Room for Improvement	- The Program team tracks the recommendations and lessons learned from multiple reviews including the HRIMS Audit Report and MyWay+ - Ongoing application of the recommendations and lessons learned from the HRIMS Program are included in the scope of review for the Independent Assurance Partner (IAP) and are reported to the Program Board monthly. - The Independent Assurance Partner review progress on recommendations and lessons learnt monthly. - The Program staff induction includes a back brief on the HRIMS Audit Report findings, and the Lessons Learned.	Low
R040	Inadequate security controls for sensitive Payroll and Time & Attendance data poses a risk for data breaches.	High	Room for Improvement	- Projects are implementing System Security Plans (SSP) based on Security Risk Assessments. SSPs are reviewed by the ACT Government Chief Information Security Officer. - Projects are conducting Privacy Impact Assessments for each system. - Standard system architecture documents are developed for each system, including Conceptual Solution Designs and Detailed Design. - The Program has implemented a Technical Working Group that includes Digital Canberra key stakeholders to review technical documents and ensure alignment with existing technology patterns and cyber security requirements.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R041	Inadequate controls and separation between test and production environments poses a risk of information leakage, resulting in unintended messages being transmitted to end-users through the production environment. This could potentially lead to customer confusion, compromised data integrity, and reputational damage to the organisation.	Medium	Adequate	• Technical controls have been implemented to prevent information leakage, including disabling email during testing and the implementation of a data masking process. • Test plans and checklists have been developed and implemented. • Multiple cyber security review/assessment are undertaken to evaluate cyber security risks, including an independent vulnerability assessment, penetration testing and a full review of cyber security system controls. • A release form is completed and approved by the Program Executive and Data Custodian prior to moving data between environments (production, test etc)	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R052	Discovery of inconsistent application of EA entitlements during standardisation of processes and administration of entitlements related to Rostering, Time and Attendance may lead to delays in delivery or industrial relations concerns.	High	Adequate	- Manual interpretation of timesheets and Enterprise Agreements will be reduced through the rollout of the Whole of Government, Rostering Time and Attendance system. - The Project has regular engagement with the Payroll shared services team to validate payroll rules as required and projects undertake parallel pay run testing as standard practice. - Robust governance has been established by the Program to ensure quick resolution of issues that arise where agreement is required on configuration. - Engagement with unions is ongoing.	Medium
R053	Delay in the development and approval of interim and target state operating model may result in slippage or misalignment of the identification and development of new or revised business processes, adoption of capability, readiness of organisation sustainment across the	High	Room for Improvement	- Stakeholders have been engaged from across the Territory to establish 'as is' and 'to be' processes aligned with the Target Operating Model (TOM). - Where necessary, detailed elements of the TOM requiring executive decisions are consulted and presented to the Program Board for direction	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
	Directorates within the payroll and HR ecosystem.				

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R061	Chris21/HR21 - Technology software elements within the solution i.e. Windows OS 2016 and SQL Server 2012 are expected to reach end of life support leading to unsupported and unsecure technology usage. For e.g. SQL2012 in July 2025, Windows2016 OS in January 2027	High	Adequate	- The program has identified the need to upgrade SQL Servers as they have reached end of life and represent a security risk. The servers have been isolated to reduce the possibility of exploitation. - New servers have been designed and are in the process of being built for the next release of the Chris21/HR21 upgrade project.	Low

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R074	The program currently has a higher proportion of contractors relative to ACTPS employees which poses a significant risk due to the notice periods required for replacement. This can constrain the program's ability to swiftly identify and onboard suitable replacements without affecting project timelines. Due to the specific skill set required by some roles in the program, it also introduces challenges related to continuity and knowledge retention within the team.	Medium	Adequate	- The program has implemented cross training among existing ACTPS staff and contractors to ensure knowledge is transferred and to reduce single points of failure - Overtime the program has onboarded additional ACTPS staff with the ratio of labour hire and ACTPS currently being 60/40 minimising this risk. - The Program Manager and Program Director review the resource requirements, capability and capacity with the Senior Responsible Owner on a quarterly basis.	Low
R075	Lack of Detail around current state business processes and future state detailed design may lead to lack of understanding of the change impacts resulting in change resistance. This will result in delays in schedule, delays in go live and increased cost.	High	Adequate	- Projects will continue to develop “as-is” process documentation with each business area to inform change impact assessments. - Change management has been put at the centre of project delivery to ensure it receives the appropriate focus during project implementation. This includes the development of Guiding Coalitions with all in-scope business areas to ensure close collaboration. - Projects will continue iterative assessment of change impacts to ensure alignment with system configuration timelines.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R076	There is a possibility that full adoption of the Whole of Government Time and Attendance (WhoG T&A) system may not occur within the program lifecycle, which could impact the timely delivery of planned capability and limit the realisation of anticipated benefits.	High	Room for Improvement	- The onboarding of users has been scheduled to occur within the time frame of the Whole of Government Time and Attendance project. - Adoption of the Whole of Government Time and Attendance system is being tracked as part of status reporting to the PC-HRM Program Board. - The project is developing a standard and repeatable approach for design and deployment to enable the rollout of the capability for each release. - The project has commenced work with release 1 pilot groups to develop “as is” and “to be” business processes, change management assets and requirements validation in preparation for vendor onboarding	Medium
R077	Resource contention due to BAU priorities in parallel with delivery of projects and program outputs may result in variable levels of commitment/ability to provide business specialist BAU resources leading to compromised engagement outcomes	High	Room for Improvement	- The HR Systems team has been embedded into the same branch as the PC-HRM program. With both the systems team and program working closely together to balance BAU priorities with project delivery. - The Program communicates where possible the time impost on business areas during the early stages of engagement for preplanning and future situational awareness. - The Program Executive continue to engage weekly with Payroll and HR systems teams and the Business Outcome Owner to manage resource contention. - BAU teams will provide 2026 activity calendars to assist in planning.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R083	There is a strong possibility that the payroll team will be tasked with implementing recently voted changes to the Medical Practitioners Enterprise Agreement. This will involve processing back pay salary increases, which could be both a one-time task and an ongoing requirement, without a clear timeline for implementation.	Medium	Room for Improvement	The program assessed the impact to the project timeline of the implementation of the Medical Practitioners Enterprise Agreement. The Enterprise Agreement implementation will not impact the current approved Chris21 go-live date.	Low
R085	Chris21/HR21 Upgrade Project: There is a risk that commencing a promotional campaign whilst undergoing testing may negatively impact the project/program should issues (bugs) be found. 2. Communications campaign needs to commence approximately 6 weeks prior to release go-live.	Medium	Room for Improvement	- The Program makes use of existing communication channels to promote changes such as Home Screen advertising. - The Program and Projects maintain all Change and Communications Documentation. - The Forum is used to inform extended stakeholders of go live dates that are endorsed by the Program Board.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R086	Whole of Government Time and Attendance project: Teams will have exposure to and adopt the new system at different times, leading to challenges with timely stakeholder engagement, and potentially leading to inconsistent processes, confusion, and misalignment across directorates and branches.	High	Adequate	- The Project has established clear communication protocols within the project's communication plan, which will be applied to each release group. - The Project will develop, agree and share, consistent and clear messaging across all stakeholder groups to enable continued alignment with the project's outcomes.	Medium
R087	ACTPS staff accustomed to manual timesheet processes may resist the new system due to unfamiliarity, perceived loss of control, or fear of increased oversight.	High	Room for Improvement	- The Project has begun engagement with stakeholders and end users and will provide hands-on training, and highlight the benefits (e.g. reduced administrative burden, fewer errors) to build trust and buy-in - The project is developing individual change management plans for each business area transitioning to the new system and a union engagement plan.	High
R088	Different ways of working and different roles and responsibilities, learning needs, literacy levels in the current state mean that training design will need to be customised to ensure it meets the needs of end users.	Medium	Adequate	The Project is working with each business area transitioning to the new system to understand their current state including existing roles and responsibilities which will be considered in the design of learning packages.	Low

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
				The project is conducting learning needs analysis as part of the change management for each individual business unit to ensure learning needs of specific groups are considered.	
R089	Whole of Government Time and Attendance Project: Data errors could disrupt payroll accuracy or employee scheduling, especially during the transition period.	Medium	Inadequate	- The Whole of Government Time and Attendance Project is developing a test master plan (Functional, User Acceptance, System Integration, Parallel Pay Run) that will be approved prior to the commencement of testing. - The project will ensure that there are buffer periods between rollouts. - The project will ensure adequate SME and ICT support is available during go live window, and hyper care has been included in the vendor contract. - The project will assist in the establishment of end user support local to each business area by providing additional training and support to SMEs.	Low
R092	There is a risk that not having a payslip solution will prevent the decommissioning of sliperator and other dependent rators (e.g. Bankarator, superator etc..), which may lead to a reduction of Program benefits.	High	Needs Improvement	The Program Board will decide on the replacement of the Payslip (sliperator) once all options have been thoroughly explored and presented to the board with a recommended solution.	Medium

REF	RISK DESCRIPTION	Inherent Rating	Control Effectiveness	TREATMENT	RESIDUAL RATING
R094	Chris 21/HR21 upgrade project: There is a risk that delays in completing Pre-Go Live testing activities (such as UAT and FDR) and in resolving identified defects may impact the ability to achieve the planned Release 1 go-live date.	High	Adequate	- The Project is giving immediate attention to any defect that is raised during User Acceptance Testing. - Business SMEs are fully engaged to support the on-going testing and resolution activities. The process of pre-UAT testing is likely to support UAT execution as it is expected to iron-out any minor discrepancies. - Defects requiring Frontier SME support are escalated as required	Medium