**Question: Have transparent pricing and a clear understanding of the total cost of implementation?**

We have proposed an integrated governance model that recognises the essential roles that Workday, KPMG, and [Client] executives have in governing the delivery excellence, engaging in change and user adoption, and anticipating and resolving risks and issues to achieve success for this program. We genuinely believe that working shoulder-to-shoulder as a unified team is the key to success, and our project team structure is reflective of this.

We propose an integrated governance model that has a defined structure for managing, coordinating, and communicating the status and performance of the delivery of the solution with [Client] executives and key stakeholders (including third-party providers) for the program. This model defines the typical integrations for validating and communicating progress, and the escalation hierarchy for program decisions, changes, risks, and issues. We have three levels of relationships involved as part of an overall program:

* Strategic – At an executive management level, we maintain and develop the partnership, resolve significant issues, set direction, and approve strategic changes. The Program Steering Committee is organised at this level.
* Tactical – Through a series of key relationships and regular review meetings, we can confirm that progress is being made according to the overall objectives of the program/project.    
  The program/Project Management is set at this level; and
* Operational – Work day-to-day to deliver against program/project tasks across streams.    
  The stream leads and project coordinator are organised at this level.

The governance model highlights the escalation between the three relationships and is defined as a holistic governance structure for the program/project and Solution Design (Business Design Authority), build, integration (Technical Design Authority) and deployment (OCM Committee).

Strategic – Program Steering Committee

The Program Steering Committee provides business oversight and confirms that the project objectives are achieved, resolves critical issues, and mitigates critical risks. The Steering Committee reviews and approves variation outside the remit of the defined committees.

* [Client]: Chief Financial Officer, Director, HR, Chief Information Officer, Key Senior Executives nominated as change leaders, Program Manager.
* KPMG: Engagement Partner, Engagement Delivery Lead.
* Workday: WD Executive Sponsor.

Frequency: Monthly.

Tactical – Program Management Committee

The Program Management Committee monitors the outcomes of the relevant authorities and committees and status meetings to confirm that progress is according to the project's overall objectives. The committee resolves or escalates to the Steering Committee issues/risks as required.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Data Conversion Lead, Training Lead.

Frequency: Fortnightly.

Tactical – Business Design Authority

The Business Design Authority is empowered to make design decisions and resolve design conflicts within their defined remit to achieve a solution fit for [Client]. It is the responsibility of this authority to advocate for business outcomes in Solution Design. Members of this authority will be critical in ensuring open design decisions are resolved promptly during the design phase, thereby preventing delays to the commencement of the solution build.

* [Client]: HR Solution Lead, System Integration Lead, SMEs (as required).
* KPMG: HCM Functional Lead, Integration Lead.

Frequency: Weekly.

Tactical – Technical Design Authority

The Technical Design Authority manages environments (tenants), technical architecture and security aspects for the project. Members of this authority are critical to managing the upstream and downstream application and integration dependencies with Workday and aligning the required application environments needed to support the end-to-end testing phases of the program.

* [Client]: HR Solution Lead, System Integration Lead.
* KPMG: HCM Functional Lead, Integration Lead, Data Lead.

Frequency: Weekly.

Tactical – Organisation Change Management Committee (Optional depending on KPMG Scope of Work)

The Organisation Change Management Committee manages, approves, and provides a strategic direction for all stakeholders, communication, Change and Training activities. This committee makes sure the solution is fully embedded across [Client]. Members of this authority are influential leaders from [Client] representative of the hospitals and business units material to [Client]. These members advocate and drive the change to be enacted across the sites.

* [Client]: Key Stakeholders, PM Change Management and Training.
* KPMG: Change SME, Change Lead, Training Lead.

Frequency: Fortnightly.

Tactical – Change Control Board

The Change Control Board manages/approves proposed scope changes (including timeline, resources, and budget changes) to the project and confirms that all impacts are understood and measured.

* [Client]: Program Manager, Key Stakeholders.
* KPMG: Engagement Delivery Lead

Frequency: Fortnightly

Operational – Program Status Meetings

The purpose of Project Status Meetings is to review the project's status comprising the progress against the baseline and analyse/resolve/mitigate project issues/risks.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Data Conversion Lead, Change Lead, Training Lead.

Frequency: Weekly.

Operational – Risk/Issues Meetings

The Risk/Issues Meetings involve reviewing key risks and issues and executing the mitigation actions.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Integration Lead, Change Lead, Training Lead.

Frequency: Weekly.

Operational – Plan and Dependency Meetings

The Plan and Dependency meetings involve reviewing the dependencies between the project streams.

* [Client]: Program Manager, HR Solution Lead, System Integration Lead, Data Lead, PM Change Management and Training.
* KPMG: Engagement Delivery Lead, HCM Functional Lead, Data Conversion Lead, Integration Lead, Change Lead, Training Lead.

Frequency: Weekly.

The governance model, operating rhythm, terms of reference and reporting tools will be agreed upon with [Client] before the commencement of the project. For consistent monitoring and control of the project, a standard set of Key Performance Indicators (KPI’s) will be established in line with the overarching governance structure and project dimensions.

**Question: Have a clear implementation partner performance management framework?**

Australian private hospital providers are required to use several information systems to meet their operational requirements. It is common for providers to have separate systems for finance, payroll, HR, rostering, procurement, asset management, home care and residential care. These disparate systems add inefficiencies and expense, as providers can be forced to establish manual processes around data transfer, checking and reporting. We have placed heavy importance on the success of integration delivery in our approach.

**Question: Documentation of system configuration requirements?**

A single point of contact for a customer who is responsible for managing the agreed application Managed Service.

| Bronze Plan | Silver Plan | Gold Plan | Platinum Plan |
| --- | --- | --- | --- |
| 15 hours per month | 22.5 hours per month | 40 hours per month | Custom |

**Question: Document and track which of the required reports and dashboards will be built by the selected implementation partner and which reports or dashboards will be built internally by the university staff?**

We have proposed an integrated governance model that recognises the essential roles that Workday, KPMG, and [Client] executives have in governing the delivery excellence, engaging in change and user adoption, and anticipating and resolving risks and issues to achieve success for this program. We genuinely believe that working shoulder-to-shoulder as a unified team is the key to success, and our project team structure is reflective of this.

We propose an integrated governance model that has a defined structure for managing, coordinating, and communicating the status and performance of the delivery of the solution with [Client] executives and key stakeholders (including third-party providers) for the program. This model defines the typical integrations for validating and communicating progress, and the escalation hierarchy for program decisions, changes, risks, and issues. We have three levels of relationships involved as part of an overall program:

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Frequency: Weekly.

The governance model, operating rhythm, terms of reference and reporting tools will be agreed upon with [Client] before the commencement of the project. For consistent monitoring and control of the project, a standard set of Key Performance Indicators (KPI’s) will be established in line with the overarching governance structure and project dimensions.

**Question: Provide business process documentation that aligns to the designed end to end business processes?**

|  |  |
| --- | --- |
| Services | Description |
| Base Services | The Base Services will be fulfilled by applying the standard processes used within the KPMG Powered Evolution Service Desk. |
|  | Incident Management  The KPMG Service Desk will be the single point of contact to manage Level 3 incidents or defect tickets. |
| Workday Bi-annual Update Assessment - Functional Update Support  Provide [Client] with a report detailing the impact on your environment, opportunities for Workday major release management (Bi-annual updates): |
| Enrichment Services | Enrichment Services allow clients to fulfil a changing demand through service catalogue items or change requests. KPMG is engaged via a Service Request mechanism. |
|  | Enhancements  An enhancement is a requested addition to documented functionality or a request to change the existing functionality of the Workday solution. KPMG will package each change for release, handing it over to the Client for final integration and UAT, and then planning and migration to production. These may include configuration changes, report writing, integration services, data load services, training, documentation etc. |
| Tenant Management  Management of [Client]‘s Workday tenants is done via a service request to support on-going development, configuration changes, minor Workday updates, and regular functional updates. |
| Workday Bi-annual Update Deployment – Test and Deployment  Configure the enhancements and new features within the test and sandbox environments. Test the new functionality against the existing configuration in a sandbox environment. Deploy the new configuration into the production environment. |
| Problem Management  A problem is a recurring incident or request by which resolving a root cause will resolve a new instance of the incident or request.  As Problem investigation can be time-consuming and, in most instances, leads to a request to resolve an underlying issue, we require [Client] approval before engaging in the investigation process. |
| Governance Services | The Governance services oversee the delivery of services that meet the service level appropriate for Client needs and as detailed in the service contract. The effort is reviewed and adjusted every quarter depending on [Client] needs and other services provided. |
|  | Change Management  Management of any changes required to maintain the service alongside release planning, testing, packaging, and scheduling. Provision of input into the Client Change Management process (Client will provide a dedicated development environment for KPMG to provide their services to the Client, any development work will be packaged and handed over to the Client to deploy into production). |
|  | Strategy and Roadmap Planning  Functional update planning services provide a forward-looking plan outlining your roadmap for future adoption and maturity improvement. The plan will be the basis for establishing an updated schedule. |
|  | Reporting  Provide critical oversight and account management to help ensure that the right policies, procedures, and processes are compiled, and accurate financial and management reports are produced. KPMG CSM will conduct a monthly Service Review with the Client. The Service Review reporting pack will cover performance against agreed SLA targets with red-amber-green status and cover significant cases and Service Requests. It will also cover changes that were delivered to the Client for the period and arose from cases, regression testing and Service Requests. |

**Question: Provide documentation required for operational readiness?**

Enrichment Services allow clients to fulfil a changing demand through service catalogue items or change requests. KPMG is engaged via a Service Request mechanism.

**Question: Provide status reports in an agreed format and present to project governance bodies as required.?**

* The current HR Service Delivery Model may not facilitate future growth, and [Client] has an opportunity to review and improve the current state

**Question: Provide organisation and insurance details as specified via eProcure Portal?**

A detailed breakdown of key activities of each stage for the transition phase is provided below.

| STAGE 1: PLAN | STAGE 2: EXECUTE | STAGE 3: OPERATE |
| --- | --- | --- |
| On-board support resources, data gathering and establish governance plan | Issue access requests, conduct process and documentation review conduct knowledge transfer, conduct training as necessary and review backlog of enhancements | Go-Live with AMS (support). Business-as-usual support for the new operating environment, including defined operational metrics and reporting |
| Typical duration: 1 week | Typical duration: 6 weeks | Typical duration: 4 weeks |
| KPMG   * Create a Transition plan. * Identify and on-board the team. * Define roles and responsibilities. * Request for most up-to-date implementation artefacts. * Create Governance Plan. * Review Client Change Management Process. * Review Service Management Tool to understand the profile of service. * Create and handover/Readiness Checklist. | KPMG   * Conduct overview of KPMG service management tools. * Validate/Define core ITIL processes and release schedule. * Work with [Client] to configure processes and templates within [Client]’s Service Management tool. * Develop and execute on knowledge acquisition plan. * Participate in [Client]’s triage of defects/change requests. * Finalise and prioritise backlog of enhancements with [Client]. | KPMG   * Obtain Go/No-Go for Steady-State Support. * Develop and provide service performance scorecard. * Maintain and review issues log and risk mitigation. * Review and update release schedule, priorities, and change requests. * Conduct on-going analysis of operations and assess improvement and innovation opportunities as well as lessons learned. |
| [Client]   * Review and provide input into our Transition plan. * Provide access to mobilised KPMG team, including relevant artefact requests. * Work with KPMG to finalise the Governance Plan. * Provide input into KPMGs Steady-State Readiness Checklist. | [Client]   * Attend KPMG service management tools training. * Work with KPMG to improve existing ITIL processes. * Configure [Client]’s Service Management instance as required. * Approve Governance Plan. * Provide knowledge transfer sessions to KPMG resources. | [Client]   * Provide Go/No-Go for Steady-State Support. * Review and update release schedule, priorities, and change requests. * Interact with KPMG as required for incident and enhancement requests. |

**Question: Provide examples where you integrated with a payroll solution and if it was an existing payroll solution in use by your client or a new parallel implementation of that payroll solution. Highlight examples where you integrated with Ascender Pay.?**

KPMG recognises that unexpected events occur over the course of a long-term delivery engagement and maintains a pool of both staff and pre-qualified contingent resources that we have at our disposal. In the event of a planned event (e.g. annual leave), the PM responsible for the successful delivery of the engagement will work with the staff member and their key clients to confirm the work that will need to be completed during that period and ensure that an agreed plan is established for how the individual's leave will be covered. Our collegial culture means that typically what happens is that other team members come together to support the work that needs to be done while the individual is on leave - we believe that such an approach is beneficial as it allows us to cross-pollinate skills between team members, ensuring that for any given activity there is a level of redundancy in our staff profile. If, however, there is a need to manage an extended period of leave, the PM will work with our internal resourcing team to locate an appropriate replacement for the individual that we will also then agree with Healthscope. Any onboarding of this resources will be a KPMG responsibility to ensure that knowledge of the project is provided to this individual to enable them to be a productive team member as they come onboard.  
  
In the event of non-performance, our experience is that this is not usually a sudden realisation but a gradual process that we would work through with Healthscope. In the event that we both agree that the individual is not suitable for their role, then we would once again work with our internal resourcing team to identify alternative candidates and we would then agree a transition plan with Healthscope. Once again, the responsibility for onboarding the replacement would be KPMG's responsibility and we would seek to ensure that knowledge of the project and their role is provided to them prior to the official commencement on the project.

**Question: Provide detail of Workday certified resources directly employed by your organisation highlighting their certifications and location (for e.g. Melbourne, Sydney, overseas).?**

All our resources have two primary mechanisms that are used to incentivise/reward them for performance across a given year. These include:

1. Annual Performance Goals/Bonus: As part of our ongoing professional development process, KPMG undergoes an annual performance goal setting and review cycle. This involves the establishment of annual performance goals that will then guide the nature of development opportunities and work that the staff member will perform or have responsibility for delivering. Progress against these goals is then tracked on a quarterly basis. At the conclusion of a financial year, this performance is then assessed and informs the annual remuneration review cycle as well as the provision of staff performance bonuses. The successful delivery of specific engagements are often included as part of setting goals in order to focus the efforts of specific staff members.
2. Discretionary Rewards/Bonuses: In addition to these structured reward structures, we typically also reserve a pool of funds every year for the provision of discretionary rewards and bonuses for staff who perform exceptional work with customers. These rewards are typically awarded based upon customer feedback and are a recognition of exceptional client delivery for staff members at all levels of our organisation.

**Question: Provide detail of Workday certified resources not directly employed by your organisation but that are available to your organisation through a related entity (such as any resources employed by any of your offshore entities), including their location and highlighting the projects where they have worked for your organisation for one or more of your clients.?**

All our resources have two primary mechanisms that are used to incentivise/reward them for performance across a given year. These include:

1. Annual Performance Goals/Bonus: As part of our ongoing professional development process, KPMG undergoes an annual performance goal setting and review cycle. This involves the establishment of annual performance goals that will then guide the nature of development opportunities and work that the staff member will perform or have responsibility for delivering. Progress against these goals is then tracked on a quarterly basis. At the conclusion of a financial year, this performance is then assessed and informs the annual remuneration review cycle as well as the provision of staff performance bonuses. The successful delivery of specific engagements are often included as part of setting goals in order to focus the efforts of specific staff members.
2. Discretionary Rewards/Bonuses: In addition to these structured reward structures, we typically also reserve a pool of funds every year for the provision of discretionary rewards and bonuses for staff who perform exceptional work with customers. These rewards are typically awarded based upon customer feedback and are a recognition of exceptional client delivery for staff members at all levels of our organisation.

**Question: Detail your overall implementation approach and methodology you propose to ensure a successful implementation of the scope specified in this document and its attachments. Detail the following items in your response:?**

* The current HR Service Delivery Model may not facilitate future growth, and [Client] has an opportunity to review and improve the current state

**Question: Outline the implementation approach optimised to the University’s requirements and objectives?**

The functional implementation team is responsible for validating business requirements, design, configuration, testing, deploying, and supporting the Workday solution.

|  |  |
| --- | --- |
| Role | Main Responsibilities |
| Solution Lead ([Client]) | * Responsible for project managing the business and solution activities related to the project. * Work closely with KPMG’s leads, and liaise with the respective stakeholders and SMEs to meet the project objectives. * Identify and induct project delivery team members and SMEs to the project. * Coordinate process re-engineering meetings, workshops and participate in process analysis workshops and activities to help lead and drive the achievement of process transformation objectives in line with [Client] Design Principles. * Lead identification of business impacts that are to be addressed/resolved. * Confirm that the overall business processes and solution designs are aligned with [Client]’s process model, future processes, and strategic direction. * Confirm that risks and issues are raised through project governance as appropriate. |
| Solution Architect (KPMG) | * Gather inputs and requirements from SMEs. * Review existing business processes and lead the process redesign. * Work with the HCM Functional Consultants to design business processes. * Lead the application configuration for all Workday HCM functionality in scope. |
| HCM Consultants (KPMG) | * Review the business processes with the SME. * Refine future state business processes considering the feasibility of system implementation in Workday. * Gather reporting requirements by closely working with SMEs of different business process functions. * Assess current state structure, including processes, to achieve [Client]’s reporting requirements and design a multi-dimensional data structure in Workday. |
| Business SMEs ([Client]) | * Provide significant inputs on the respective business process function. * Provide inputs to the analysis and redesign of business processes and undertake the business process documentation. * Seek various inputs and provide the required information to the respective HCM Consultants as needed. * Provide significant inputs to identify the system requirements to support the implementation. * Play a critical role in communication and Change Management initiatives for the respective portfolio or function. |
| Project Testers/Business Testers ([Client]) | * Assist with the preparation and load of data for System Test, SIT, Parallel Test and UAT test tenant. * Chair daily defect calls/triage meetings with development, test, and operational teams and provide clear actions and minutes. * To track that all defects are documented correctly and controlled/managed effectively. |

**Question: Can the vendor fulfill the university goals and realise expected business benefits while working within known constraints?**

Employee experience design principles specify strategic requirements that the TOM must support and informs key decisions throughout the transformation.

Employee experience design principles also pinpoint aspects of the current organisation that could hinder the future strategy and therefore must change, as well as organisational strengths that should be preserved.