**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?**

Our timeline is per the following scope:

* **Phase 1– Establishing the critical foundations.** The functional scope of this phase includes the implementation of Workday ‘s Core HCM, Core Compensation, Onboarding, Recruiting, Absence Management for salaried corporate employees, Cloud Connect Third-Party (Payroll Integration) and Workday Help (up to 5 scenarios). Phase 1 will be implemented over 34 weeks, inclusive of 3 weeks of post-Go-Live support.
* **Phase 2– Continuous evolution.** The second phase will further evolve and enrich the Workday solution and HCM capability by implementing Advanced Compensation, Talent and Performance Management, Learning Management and Workday Help (up to 5 scenarios). Phase 2 will be implemented over 22 weeks, inclusive of 3 weeks of post-Go-Live support.

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

Application Support Service Plans:

* Customer Success Manager Allocation
* On-Demand Allocation
* Quarterly Plan Review
* Request for support via email or Portal
* [Client] Queries
* Incident Management
* Knowledge Management
* Workday Bi-annual Update Assessment
* Workday Bi-annual Update Deployment
* Strategy and Roadmap Planning
* Minor Service Request Management
* Major Service Request Management
* Service Desk Hours
* 24x7 Service Desk
* SLAs
* Third-party Ticket Management
* Monthly Service Reporting
* Monthly Service Meeting
* Minimum Commitment

**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?**

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

We offer the following core competencies as an underlying foundation to support your Steady-State of the Workday solution in line with your overall HR business plan:

* Process and Performance Improvement and Innovation – this core competency reflects our ability to optimise and unify business and individualised processes, information, and technologies into systems that provide improved business and individual performance. This core competency leads to enterprise-wide performance improvement.
* Managing Complexity – this competency reflects our ability to integrate and apply diverse resources in directing disparate projects or relationships of any scale through standard methodologies, shared experiences, and business practices.
* Industry Insight – this competency gives industry specific meaning to our collective core competencies as they create an advantage for our clients in their respective industries. Our collective experiences and insights generate benefits for our Clients.
* Relationship Management – this competency is represented in our people's business philosophies, approaches, skills, professionalism, and character attributes. This skill enables us to form a broad range of relationships on which we continuously create credibility, trust, and respect.

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

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).

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

* The job catalogue is a core requirement for the HCM design as it drives the HR business process and approvals.
* Design the job catalogue before the HCM implementation begins to align with the HR business needs and requirements.
* We will review and challenge the job catalogue to confirm that it will meet the business needs and operating model.
* Data cleansing activities play a significant role in successful data conversion and should be completed as planned. Start the data cleansing process as early as possible, and if possible, in the related source applications to reduce cleansing and manipulation efforts later.
* Include the Data Migration team in design workshops, as decisions made during these sessions will significantly impact data. Implement a repeatable data conversion process: extract, cleanse, and load.
* Data security is critical, and all elements should be considered and adhered to, including requirements for an sFTP server and secure data storage.
* We work with your data conversion team early and often to accelerate data conversion activities. After each prototype, we would conduct a lessons learned session to address issues we have seen, avoid repeating the same issues and improve the process right up to cutover.
* In addition, fact-based reporting on status and issues should avoid surprises, which would allow us to avoid impacting the timeline.
* The project can be staffed with an appropriate number of skilled resources from the consulting partner side. However, some organisations struggle with putting the correct number of suitably qualified and knowledgeable people from both business and technology areas onto the project. Projects that only places internal people on the project on a part-time basis while expecting them to also “do their day jobs” on a full time basis can encounter many difficulties. This risk requires a multi-faceted mitigation approach:
* Strong executive sponsorship that supports high-level participation from all stakeholders, including critical positions being staffed full time.
* We are backfilling critical positions, thereby freeing project team members from their “day jobs”.
* Consistent core team involved in the selection, planning, and implementation phases.
* Frequent and fact-based dialogues of change requests, managed through our change control process, would enable [Client] to understand and evaluate any proposed change before it is made. This focus on managing scope lets the team focus on performing the work needed to achieve the results. We would not let changes to the scope occur without having the proper dialogues of options, priorities, and impacts and bringing those recommendations to the appropriate governing body in managing the scope.
* In our up-front scope assessment, thorough attention to detail by our seasoned solution architects to limit, if not eliminate, the need to re-address scope considerations during the project.
* Provide open and transparent communication to the relevant Governance forums.
* Escalate as required to provide the appropriate information to the Senior Executives to review and reprioritise their Portfolio initiatives to reduce impacts on critical activities if needed.
* Plan the detailed transition activities and make provisions for remediation activities. We would agree up-front on the escalation procedures and milestones that need to be managed during the transition, e.g. Go-Live dates, and commencement of knowledge transfer.
* Escalate issues and risks immediately and take corrective action.
* The Workday Delivery Assurance review checklist should be followed during each phase – design, build and test, to avoid rework later.
* It is essential to make a comprehensive change approach, which goes well beyond communications and engages all impacted stakeholders. Early engagement is key as it allows the early discovery of resistance. This gives the project team more time to address concerns raised and gives the stakeholders more time to go through the ‘change curve’. The level of engagement required to mitigate this risk vary per stakeholder. Still, critical interventions include involving senior stakeholders up-front to help define the case for change, ensuring their point of view is considered, and having those most impacted engaged in the design can often help them feel more accountable and “own” the change.

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

There are two performance categories that SLAs are separated into:

* Case Response Time
* Case Update Time

There are 4 severity statuses:

1. Urgent
   * Critical business functionality is non-operational and/or multiple user groups not able to perform tasks with no accepted or readily available workaround
     + Complete loss of service or
     + Application is not available/un-workable for more than 25% of users
2. Important
   * Business applications affected and/or multiple users not able to perform tasks or can function with a known/acceptable workaround
     + System response is extremely slow for a specific functional area/team
     + Group of users cannot login
     + Failure in functionality
3. Medium
   * Minor loss of service or Request for advice to resolve difficulty in using
     + Individual suer experience non-critical issue with functionality
     + The impact is an inconvenience for which a work around exists
4. Low
   * Request for information, enhancement, documentation clarification or issues not impacting performance or operability
     + Individual user has issue that can be tolerated in short term
     + Update or clarification of KPMG provided documentation
     + Review of standard functionality

**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.
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**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 job catalogue is a core requirement for the HCM design as it drives the HR business process and approvals.
* Design the job catalogue before the HCM implementation begins to align with the HR business needs and requirements.
* We will review and challenge the job catalogue to confirm that it will meet the business needs and operating model.
* Data cleansing activities play a significant role in successful data conversion and should be completed as planned. Start the data cleansing process as early as possible, and if possible, in the related source applications to reduce cleansing and manipulation efforts later.
* Include the Data Migration team in design workshops, as decisions made during these sessions will significantly impact data. Implement a repeatable data conversion process: extract, cleanse, and load.
* Data security is critical, and all elements should be considered and adhered to, including requirements for an sFTP server and secure data storage.
* We work with your data conversion team early and often to accelerate data conversion activities. After each prototype, we would conduct a lessons learned session to address issues we have seen, avoid repeating the same issues and improve the process right up to cutover.
* In addition, fact-based reporting on status and issues should avoid surprises, which would allow us to avoid impacting the timeline.
* The project can be staffed with an appropriate number of skilled resources from the consulting partner side. However, some organisations struggle with putting the correct number of suitably qualified and knowledgeable people from both business and technology areas onto the project. Projects that only places internal people on the project on a part-time basis while expecting them to also “do their day jobs” on a full time basis can encounter many difficulties. This risk requires a multi-faceted mitigation approach:
* Strong executive sponsorship that supports high-level participation from all stakeholders, including critical positions being staffed full time.
* We are backfilling critical positions, thereby freeing project team members from their “day jobs”.
* Consistent core team involved in the selection, planning, and implementation phases.
* Frequent and fact-based dialogues of change requests, managed through our change control process, would enable [Client] to understand and evaluate any proposed change before it is made. This focus on managing scope lets the team focus on performing the work needed to achieve the results. We would not let changes to the scope occur without having the proper dialogues of options, priorities, and impacts and bringing those recommendations to the appropriate governing body in managing the scope.
* In our up-front scope assessment, thorough attention to detail by our seasoned solution architects to limit, if not eliminate, the need to re-address scope considerations during the project.
* Provide open and transparent communication to the relevant Governance forums.
* Escalate as required to provide the appropriate information to the Senior Executives to review and reprioritise their Portfolio initiatives to reduce impacts on critical activities if needed.
* Plan the detailed transition activities and make provisions for remediation activities. We would agree up-front on the escalation procedures and milestones that need to be managed during the transition, e.g. Go-Live dates, and commencement of knowledge transfer.
* Escalate issues and risks immediately and take corrective action.
* The Workday Delivery Assurance review checklist should be followed during each phase – design, build and test, to avoid rework later.
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**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?**

KPMG's Connected Design method ensures outputs of the experience design process are integrated with other parts of your HR Transformation delivery. We use an ‘outside-in’ design approach beginning with understanding the needs and motivations of your people, how they interact with customers and partners to design bespoke EX journeys that are then used as the basis for an engaging technology-enabled experience.

KPMG has a robust methodology to map customer and employee journeys ensuring that the services provided to the patients are supported by the right employee actions and behaviours.

Our Human Centred Design approach puts your people at the heart of the process and Solution Design, and we’ve found that over the long-term a model that is designed around people is far more likely to succeed.