

## Response to question on notice

### Questions on Notice Paper No 8

27 JUNE 2025

### Question No. 504

#### Thomas Emerson MLA: To ask the Minister for Public Service

1. Can the Minister provide a breakdown of headcount changes on the Payroll Capability and Human Resource Management (PC-HRM) program (HRIMS 2.0) since its inception, including the (a) total number of contributors engaged, (b) number and timing of departures and (c) reasons recorded for exit.
2. Can the Minister outline what mechanisms are in place to monitor workforce stability and governance transparency across this program.
3. What accountability measures exist for ACT Government officials overseeing large reform programs when cultural risks are raised by senior program leaders.
4. Has any review been undertaken into allegations of exclusion, role manipulation, or inappropriate leadership conduct on PC-HRM.
5. What are the current delivery milestones for the PC-HRM program, and what visibility does the ACT Government have over delays, slippage, or milestone risks since October 2024.

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

1. Since the inception of the Payroll Capability and Human Resource Management (PC-HRM) Program the following headcount changes have occurred:
  - (a) 186 ACT public servants, labour hire resources and consultants have been engaged in the program, of which 61 were onboarded in 2023-24 and 125 were onboarded in 2024-25.
  - (b) 48 ACT public servants, labour hire resources and consultants have departed from the program as outlined below:

Headcount Offboarded					
Year	Q1	Q2	Q3	Q4	Total
2023-24	0	0	0	2	2
2024-25	5	17	14	10	46

- (c) There are multiple recorded reasons for the departures including:
- i. completion of assigned work - 43.75% of departures;
  - ii. leaving the ACT Government for other opportunities or promotions including in Commonwealth Government or the private sector - 25% of departures;
  - iii. performance or resource leveling to ensure continued alignment with program outcomes - 29.17% of departures; and
  - iv. personal reasons - 2.08% of departures.
2. The program's leadership monitors workforce stability through workforce planning including program and project resource planning. A robust oversight structure exists to monitor governance transparency including Program Board and associated fora, Audit and Risk Committee updates, Independent Assurance Review and Reports, and an independent Program Board member.
3. All ACT Government officials are accountable under the ACTPS Code of Conduct and ACT Government Risk Management Policy 2019. If concerns are raised about behaviour, ACT public servants, or cultural risks, they are addressed under the agreed ACT Government frameworks, including:
- a. ACTPS Code of Conduct
  - b. ACTPS Integrity Framework
  - c. ACT Respect, Equity, Diversity (RED) Framework
  - d. ACTPS Work Health and Safety Wellbeing Policy
  - e. ACTPS Mental Wellbeing Policy
  - f. ACTPS Reporting of WHS Incidents Policy
  - g. People Safety Hazard Management 2: Psychosocial Hazards

Behaviours and conduct within the PC-HRM program are managed in accordance with the above stated ACT Government frameworks.

4. One review was undertaken. No adverse findings were made.
5. The PC-HRM has the following milestones upcoming in the first quarter of 2025-26:
- Finalise transition of users from Kronos Workforce Central time and attendance system (which is reaching end of life in December 2025) to the latest version Kronos UKG Pro.
  - Upgrade of Chris21/HR21, the ACT Government's foundation payroll and HR systems.
  - Procurement decision for a delivery partner for the Whole of Government time and attendance solution.

The PC-HRM Program Board and the Business Outcome Working Committee meet monthly to discuss the Program's status, benefits, process changes, assurance activities, milestones, risks, financial performance and schedule.

**Approved for circulation to the Member and incorporation into Hansard.**



**Rachel Stephen-Smith MLA**  
**Minister for Public Service**

**Date:** 30 / 7 / 25

This response required 335 mins to complete, at an approximate cost of \$717.