

Rachel Stephen-Smith MLA

Minister for Health

Minister for Mental Health

Minister for Finance

Minister for the Public Service

Member for Kurrajong

RESPONSE TO QUESTION ON NOTICE**Questions on Notice Paper No 7****13 MAY 2025****Question No. 434****PETER CAIN MLA:** To ask the Minister for the Public Service

What are the current delivery milestones for the Payroll Capability and Human Resource Management 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. The Payroll Capability and Human Resource Management Program has the following scheduled milestones for completion in the first quarter of 2025-26:
 - a. Upgrade of the Chris21/HR21 the ACT Government's foundational payroll and HR systems.
 - b. Procurement of a delivery partner for the Whole of Government Time and Attendance Solution.
 - c. Continued transition of users from the Kronos Workforce Central time and attendance system (which is reaching end of life in December 2025) to the latest version Kronos UKG Pro.

The PC-HRM Program has established governance and administrative arrangements to provide visibility to Senior Executive on the delivery of the Program, including milestones, risks and the program schedule. Key roles have been established for the program and include:

- Business Outcome Owner – responsible for decisions on design or delivery issues that relate to policy interpretation or business practice.
- Chief Digital Officer – Responsible for technology decisions and for ensuring Program outcomes are delivered in alignment with industry best practice and whole of government digital strategies, including the efficient and effective use of technology resources.



- Senior Responsible Owner – The senior official accountable for the Program delivering the stated outcomes. The Senior Responsible Owner reports directly to the Under Treasurer, Business Outcome Owner and Chief Digital Officer.
- The Program Director – Responsible for the Program outcomes reporting to the Senior Responsible Owner, and daily management of the Program throughout its lifecycle. The Program Director is responsible for defining the Program’s operational governance arrangements, ensuring an appropriate Program framework is in place and incorporating appropriate assurance processes.

The key roles are supported by a Program Board and a Business Outcome Working Committee. The PC-HRM Program Board’s role is to drive the Program forward and deliver the outcomes and benefits. The PC-HRM Program Board has representation for across Government, including Canberra Health Services, Chief Minister, Treasury and Economic Development Directorate, Education, Justice and Community Safety Directorate and Transport Canberra and City Services. The Program Board is responsible for:

- Providing overall strategic direction for the Program.
- Establishing an environment best suited to achieving the Program objectives, which includes:
 - contributing resources to the multi-disciplinary team as appropriate;
 - endorsing the Program plan;
 - reviewing and baselining the Program schedule and milestone stage gates;
 - setting and demonstrating the behaviours necessary to support the Program outcomes;
 - providing top-level commitment necessary to implement the Program;
 - oversight of the Program to ensure its stated outcomes are achieved;
 - oversight of the design and delivery of each project stream, including approving delivery of Program milestones and stage gates;
 - providing considered advice and input for material decisions that are escalated to the Program Board for consideration, focused on achieving the Program outcomes;
 - providing considered advice and input for decisions that require trade-off between time, cost and quality elements of the Program;
 - agreeing, monitoring and supporting the realisation of benefits for each project stream, including delivery of expected efficiencies;
 - communicating and championing information about the Program or projects to organisations and stakeholder groups;
 - identifying and treating Program-wide risks and issues;
 - actively resolving any barriers to delivering the Program’s outcomes; and
 - ensuring the required resources are made available in accordance with the agreed schedule.

The PC-HRM Business Outcome Working Committee has been established to cohesively consider individual directorate requirements in the design of business processes and outcomes required to be delivered by the Program. The Business Outcome Working Committee is a sub-committee of the Program Board and has representation from each directorates human resource management stakeholder. This committee enables communication and consultation with all directorates about the PC-HRM Program to ensure awareness and readiness of all directorates for Program implementation. It also enables advice and guidance from directorates to inform Program decision making by the Business Outcome Owner.

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 status and schedule.

The PC-HRM Program provides the Minister for Public Service a monthly status report (including any assurance reports that have been completed in the period). The Minister, the Senior Responsible Owner, Chief Digital Officer, Business Outcome Owner and Program Director meet every two months for a briefing on the status of the Program.

Approved for circulation to the Member and incorporation into Hansard.



Rachel Stephen-Smith MLA
Minister for the Public Service

Date: ...24/6/25...

This response required 175 minutes to complete, at an approximate cost of \$436.