



Australian Government
Digital Transformation Agency



GovERP Reusability

Reuse Assessment Report

Version 1.1

Digital Transformation Agency



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Document Control

Project Details

Project Sponsor	Simon Quarrell	A/g General Manager GovERP Reuse Assessment, DTA
Project Team	Reason Group	Senior Partner
	Reason Group	Partner
	Reason Group	Principal
	Reason Group	Senior Manager
	Reason Group	Senior Manager
	Reason Group	Manager

Approvals

Name	Position	Comments	Date
Simon Quarrell	A/g General Manager GovERP Reuse Assessment, DTA		27/06/2024

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1. Executive Summary

The Digital Transformation Agency (DTA) engaged Reason Group to prepare this report which provides an in-depth technical assessment of the Australian Government's Enterprise Resource Planning (GovERP) technology platform, with a particular focus on its potential for reuse by other government entities. The report is intended to support and inform a Panel of Eminent People appointed by the DTA to evaluate the suitability of GovERP¹ use by Services Australia, and potential reuse by other Commonwealth entities to support their implementation of future cost-effective ERP uplifts.

The assessment considers² various aspects, including the current state of GovERP by value stream, which encompass critical business functions such as Human Resources, Finance, Procurement, and Travel and Expense Management. Its readiness for reuse, identification of reusable components, and considerations for implementation by other entities have been assessed within this report. The assessment highlights the progress made in GovERP's development, comparing the original intended full solution (or capabilities) with what was built by Services Australia³ at the point of the project's pause. Reason Group are also aware of a number of project decisions and change requests, however, this assessment is not litigating these but rather considering the current state for reusability.

The build status for core capabilities as per the intended full solution and Minimum Viable Product (MVP) scope is summarised in the below table. For the Service, Governance and Enabling layers, many capabilities were paused when decisions were made to move away from the original GovERP operating model.

Table 1: Capability build status summary by layer

All capability layers	Full GovERP Solution coverage		MVP1.1 solution coverage	
	Built ⁴	Planned	Built	Planned
Service Layer	3	16	3	16
Functional Layer	19	54	18	39
Governance Layer	0	10	0	10
Enabling Layer	0	38	0	36
Total	21	118	21	101

The table above shows the capability layers, including full GovERP solution coverage, and MVP1.1 solution coverage.

¹ Now known as Services Australia ERP.

² This report excludes assessment of:

- GovERP's original business case validity
- the appropriateness of the agreed scope of the Minimum Viable Product (MVP)
- analysis of factors leading to the GovERP Program's pause in November 2023
- comparisons of process and architecture to any existing Government entities
- detailed costings related to implementation
- future customisation / configuration and data migration requirements due to agency-specific factors.

³ The report refers to Minimum Viable Product 1.1 (MVP1.1) when referring to what Services Australia has built. This includes any capabilities which were expected to be built as part of the initially defined MVP, however, were later deprioritised during delivery of GovERP.

⁴ Built means development has occurred, and functional testing has been conducted. Full system integration testing (SIT) and user acceptance testing (UAT) have not been undertaken.

In respect of the Governance and Enabling layers, these were specific to the Shared Services operating model, so are not considered relevant for reuse. Further, all components of the Services layer were deemed out of scope of this assessment⁵.

A breakdown on the value streams of GovERP is summarised below.

Table 2: Capability build status for value streams

Value stream	Full GovERP Solution coverage		MVP1.1 solution coverage	
	Built	Planned	Built	Planned
Hire to Retire (H2R)	9	22	9	13
Finance, including Revenue to Bank (R2B) and Budget to Report (B2R)	8	15	8	13
Procure-to-pay (P2P)	2	13	1 ⁶	9
Travel and expense management (TEMS)	0	4	0 ⁷	4
Total	19	54	18	39

The table above shows the capability build status by built or planned against value streams for both the full GovERP solution coverage and MVP1.1 solution coverage.

Based on the current build status, environmental considerations around data, integration and hosting, reuse has been conceptualised at three distinct levels:

- **Tier 1:** Use of what is already built by fully adopting all components within a specific product.
- **Tier 2:** Building on something that exists by adapting a copy of the product as an accelerator for individual entities to use.
- **Tier 3:** Repository, such as learnings, business processes.

The table below summarises the core components which are reusable from GovERP.

Table 3: Value stream and/or technology reusability summary

Value stream	Technology	Tier 1	Tier 2	Tier 3
Hire to Retire (H2R)	SAP Success Factors	✗	✓	✓
Finance, including Revenue to Bank (R2B) and Budget to Report (B2R)	SAP S/4HANA	✗	✓	✓
Procure-to-pay (P2P)	SAP S/4HANA	✗	✗	✓
Travel and expense management (TEMS)	Expense8	✓ ⁸	✗	✓

⁵ Refer to section 2.2 for further information on the scope.

⁶ "Supplier Management" was not in scope of MVP1.1. However, Services Australia built and functionally tested this capability.

⁷ The vendor, 8common, advised all build elements were completed and tested, however, these were not integrated by Services Australia as part of the GovERP solution.

⁸ While the development and testing of TEMS is not completed, this relates to the integration of Expense8 to S/4HANA. In isolation, Expense8 is reusable and has been integrated into several other technologies, including SAP ECC6 and TechnologyOne within other entities in the Australian Government.

The table above summarises the core components which are reusable from GovERP. The table has five columns: 'Value stream', 'Technology', 'Tier 1', 'Tier 2', and 'Tier 3'. The rows of the table represent the different value streams and their respective technology, along with their potential for reuse at different tiers.

As part of this assessment, SAP provided advice there is nothing visible in the core solution which limit supportability or reuse, and that the standard code included no changes.⁹

In addition, there are 17 other technology¹⁰ components that are used in the end-to-end GovERP solution, that may provide accelerators for entities who adopt (or adapt) to the above SAP technologies.

While GovERP shows promise as a solution for large entities like Services Australia, with potential benefits for accelerating their ERP journey, it may present capacity and budgetary challenges for smaller entities. Alternative service models or technology solutions should be considered by smaller entities.

Moreover, the completeness of the GovERP build suggests it may not yet be ready for adoption by other entities. Further testing, refinement and completion of missing components are necessary to ensure any component could be suitable for reuse. Services Australia emerges as the logical entity to complete the component build, given the complexity of their ERP requirements, and the current hosting solution for the product, compared to smaller entities in the Commonwealth.

Looking ahead, if the components of GovERP achieve maturity and completeness, it could serve as an effective accelerator pattern for other larger entities seeking to modernise their respective ERP systems. However, careful consideration of agency-specific factors and requirements will be essential to maximise the potential benefits of GovERP's reuse across the government sector.

Reason Group thank the substantial support and willing engagement provided by the DTA, Services Australia, SAP and 8common in the conduct of this work.

⁹ SAP Australia, *Supportability and GovERP reuse for Services Australia*, 11 April 2024.

¹⁰ Further details provided in section 5.7 and Appendix A.

2. Introduction

2.1 Purpose

This Reuse Assessment Review report is an independent assessment of the Australian Government ERP ecosystem, GovERP.

Taking into account what has been built as part of MVP 1.1 in preparing to onboard the Attorney-General's Department (AGD) and the full scope of the ERP requirements of Commonwealth entities (MVP1.0), the assessment provides evidence upon which to assess the reuse potential of the GovERP solution and the ability to implement the Hire to Retire (H2R), Budget to Report (B2R), Revenue to Bank (R2B), Procure-to-Pay (P2P) and Travel and Expense Management (TEMS) value streams.

The report provides:

- an assessment of the completeness and maturity of the GovERP system. Where Services Australia GovERP development is incomplete or ongoing, an assessment of what capabilities are outstanding and the schedule for their delivery.
- consideration of the feasibility of incomplete parts to provide an understanding of how long it would take other Commonwealth entities to use the capability.
- capabilities, functions and/or modules that meet the reuse principles and why.
- capabilities, functions and/or modules that do not meet reuse principles and why.
- expert insights that assist the DTA to provide recommendations to improve the reuse potential of the capabilities, functions and/or modules that do not meet the reuse requirements.

2.2 Scope

2.2.1 In scope

This report includes the following:

- a catalogue of business functions that the GovERP provides, and a mapping of alignment between these capabilities and the underlying and supporting IT infrastructure (software and hardware), including any modules or extensions with GovERP.
- GovERP solution's value streams, Hire to Retire, Revenue to Bank, Budget to Report, Procure to Pay, and Travel and Expense Management.
- functional diagrams, at the application and infrastructure levels, of the GovERP system.
- evaluation of environments, systems, processes, GovERP configuration, design data, and IT architecture artefacts (e.g. business catalogues, interfaces, APIs, and SAP core function customisations).

- all components of the GovERP system, including Application Programming Interfaces (APIs) and other connection points with external systems.
- implementation considerations for other entities when exploring GovERP's potential reuse.
- evaluating the build and implementation status of GovERP, including readiness for reusing existing environments, systems, processes, and data (standards and integration).
- identifying elements of GovERP that could potentially be reused, including any limitations which may be applicable.
- outlining how other Australian Government entities can reuse GovERP for their needs.
- offering insights into GovERP's reuse potential and specific implementation pathways for other Australian Government entities.

2.2.2 Out of scope

This report does not cover:

- assessment of GovERP's scope or the validity of the original business case, or other elements of the GovERP Program beyond the technology focus of this report e.g. appropriateness of the scope of the MVP.
- analysis of the program's performance or factors leading to the GovERP Program's pause.
- the following value streams:
 - Prepare to Adopt (P2A) as this relates only to change management and the implementation of GovERP, and as such no technologies were designed or built which could be considered for reuse.
 - Enquire to Resolve (E2R), as this is focused on IT Service Management, rather than a functional build of the ERP solution.
- comparison of existing entity business processes with those in GovERP.
- mapping of GovERP architecture to existing entity architecture.
- detailed costings related to implementation, as these depend on agency-specific factors (e.g. the approach to be taken, the maturity of the capability and the existing workforce capabilities).
- consideration of any customisation / configuration or data migration requirements.

2.3 Relevant artefacts

The report refers to the following government artefacts:

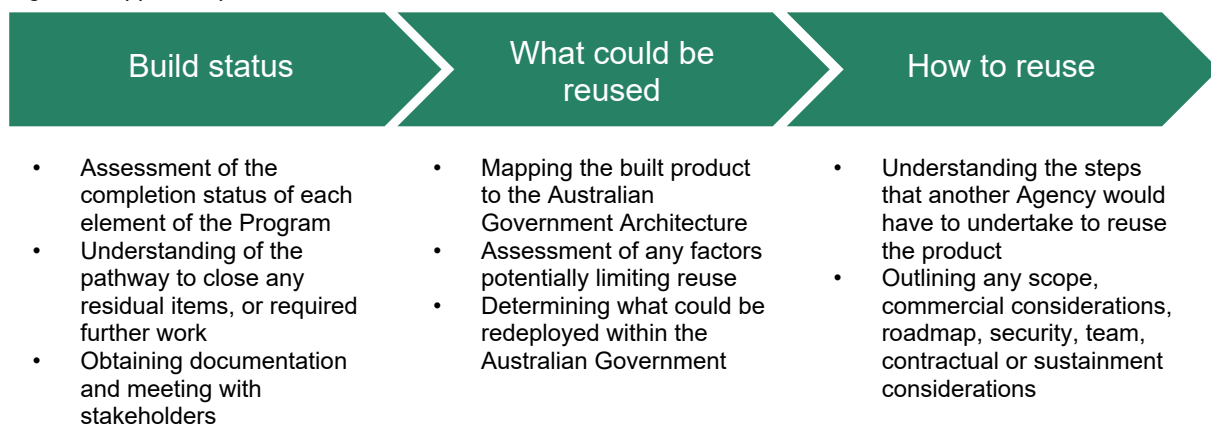
- **Digital and ICT Reuse Policy:**¹¹ Sets out requirements for entities to consider and enable reuse in digital and ICT capabilities.
- **Australian Government Architecture (AGA):**¹² Provides guidance on aligning solutions with government's digital direction.
- **Other frameworks relevant to GovERP's capabilities or products:** Secure Cloud Policy, Hosting Certification Framework, Protective Security Policy Framework, Essential Eight, Digital Service Standard.

2.4 Reuse assessment approach

2.4.1 Approach

The approach developed to undertake the reuse assessment is outlined in the figure below.

Figure 1: Approach phases



The figure above describes the approach phases that the assessment underwent. From assessing the build status, to evaluating what could potentially be reused, to how to implement the artifacts.

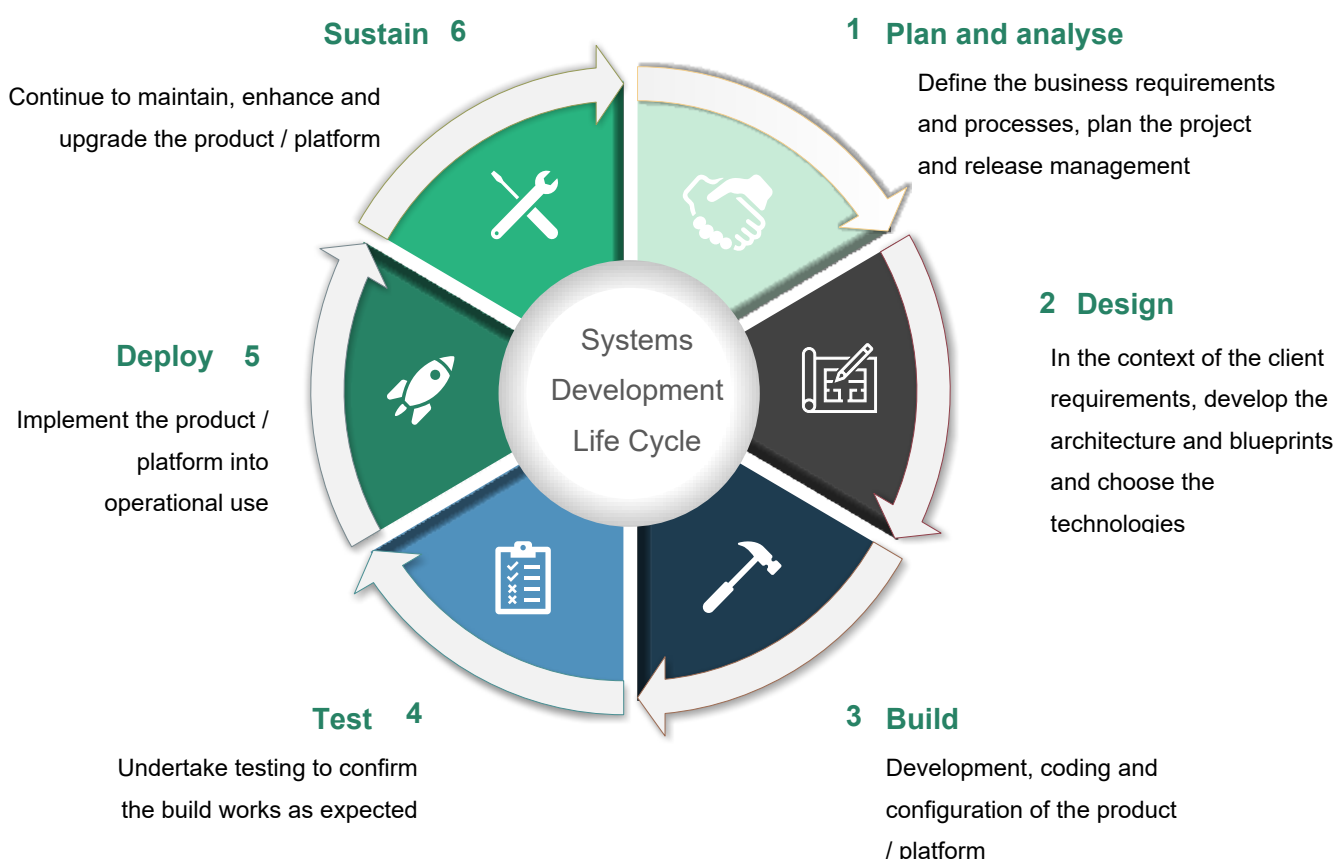
¹¹ www.dta.gov.au/our-projects/digital-and-ict-reuse-policy/purpose-digital-and-ict-reuse-policy

¹² <https://architecture.digital.gov.au/>

2.4.2 Build status

This phase examines the current state of the GovERP system's construction. Technical capabilities are evaluated based on a standard system development lifecycle, with an assessment of each capability's progress.

Figure 2: System development lifecycle



The figure above describes the system development lifecycle from plan and analyse to design to build to test to deploy to sustain.

Within GovERP, three templates exist:

1. **MVP1.0:** The 'full' GovERP solution, and the initial template as per Decision 12,¹³ outlining the MVP, which is assessed within this report.
2. **MVP1.1:** This is the agreed template that was being developed by Services Australia at the time of GovERP pause, which is assessed within this report.¹⁴
3. **MVP1.1 with AGD enhancements:** This was the template, developed for AGD, which incorporates specific requirements identified during implementation discovery.

¹³ Per Decision 12 of the Decision Framework Briefing Outcomes of SSSC [Shared Services Sub-Committee], page 91.

¹⁴ Build and test information reported by Services Australia was based on the MVP1.1 template.

For the purposes of this assessment:

- **MVP build assessment:** The assessment has focused on the build of MVP1.1. The build status against MVP1.1 with AGD enhancement has not been explicitly considered, however, any changes from the base product (i.e. WRICEFs)¹⁵ have been included for visibility.
- **definition of built:** Built means development has occurred, and functional testing has been conducted. As agreed with Services Australia, where functional testing was not completed, the build status has been listed as not built. Note, no system integration testing (SIT) or user acceptance testing (UAT) was conducted as part of GovERP, which are required prior to deployment into a production environment.

Further, assessment against the following dimensions of the build completeness has been conducted:

- **value streams and processes:** Evaluates the business perspective of developed components for potential application in other entities' organisational needs.
- **functional capabilities:** Reviews a technical capability and outlines the architectural development of the product.
- **customisation and configuration:** Analyses specific enhancements made to the base products to understand the deviations from the standard 'out-of-the-box' configuration, known as WRICEFs. In respect of the WRICEFs, each have been assessed on the below scale of effort to maintain:
 - **low** – Configuration changes only.
 - **medium** – Development support required to adjust code (e.g. Business Add-in) and support enhancements.
 - **high** – Full development support required (e.g. solutions implemented via SAP note where code has been written).
- **data and security:** Highlights key security and data storage information essential for understanding GovERP's foundational elements.

The evidence gathered throughout the review can be categorised into three main areas:

- **cite:** The assessment team has observed and validated relevant aspects of the system.
- **documented:** Documentary evidence provided (e.g. test reports, Gateway reports, technical specifications).
- **interviews:** Discussions with, or testimonials from, key stakeholders.

To understand the current state of the GovERP build, extensive research has been conducted, including:

- **document review:** architecture artefacts, build and test reports, technical specifications.
- **interviews:** discussions with technical and business leads from Services Australia.
- **vendor engagement:** interactions with SAP and 8common.
- **external agency engagement:** AGD, Department of Finance and Department of Defence.

¹⁵ Changes made, grouped into Workflows, Report, Interfaces, Conversions, Enhancements, Forms – see Appendix G: Terms and definitions.

2.4.3 Potential for reuse

This phase is concentrated on identifying concrete opportunities for reuse within GovERP. The concept of reuse has been broadly interpreted, encompassing the use of existing technology and leveraging pre-existing processes or patterns. Nonetheless, to reuse something is to make use of it more than once for a different purpose, or for a subsequent time.

The Digital and ICT Reuse Policy outlines three high-level requirements for reuse:

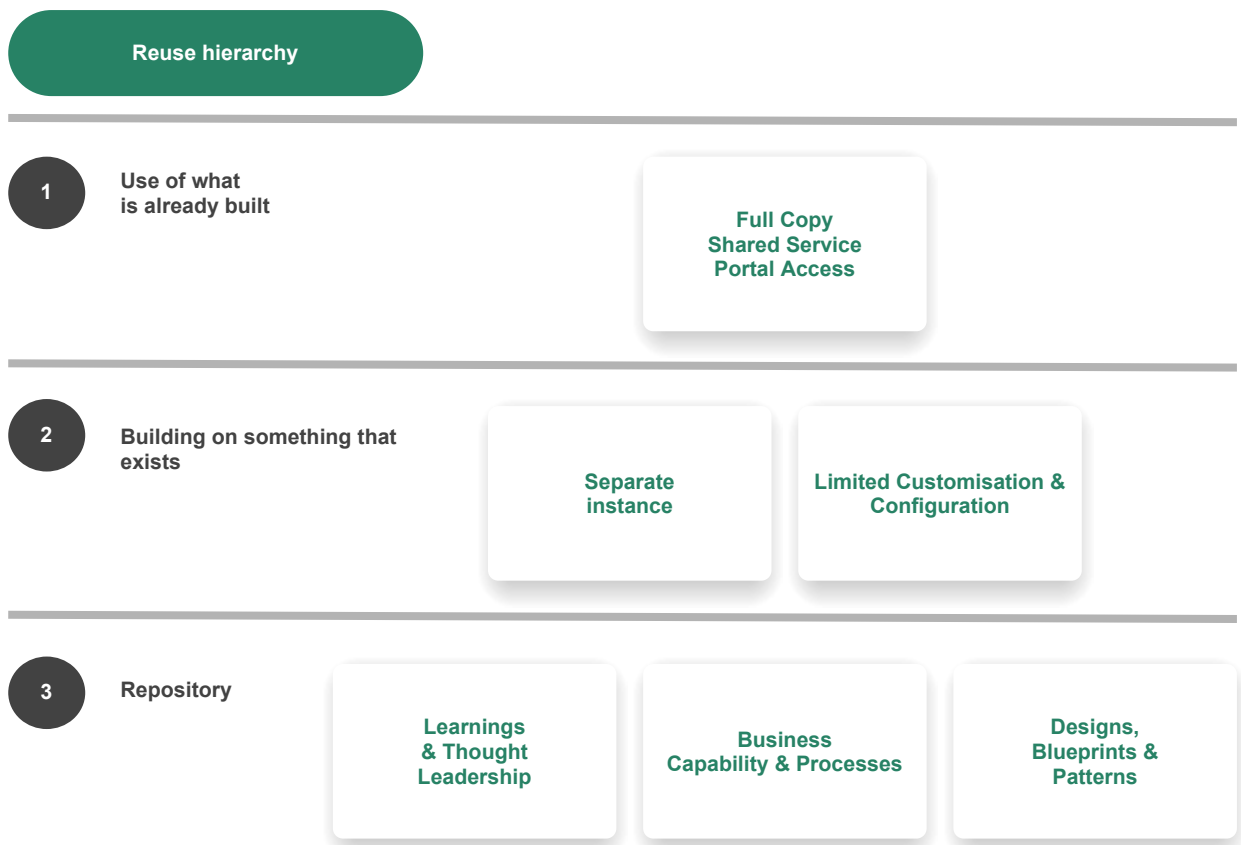
- **reuse whenever possible** – proposed investments must plan for and make use of any opportunities to reuse existing services or tools within your agency and across government.
- **design and build for reuse** – if a proposed investment cannot reuse an existing digital or ICT solution, the proposed investment must ensure that the service built can be reused by other agencies.
- **enable reuse by others** – ensure anything created is shared for others to reuse unless there's a good reason not to.

Based on the policy, the current build status, environmental considerations around data, integration and hosting, reuse has been conceptualised at three distinct levels:

- **Tier 1:** Use of what is already built by fully adopting all components within a specific product.
- **Tier 2:** Building on something that exists by adapting a copy of the product as an accelerator for individual entities use.
- **Tier 3:** Repository, such as learnings, business processes.

These three levels are shown in the figure below.

Figure 3: Reuse hierarchy



The figure above describes the three tiers of reuse. Tier 1 - Use of what has already been built, Tier 2 - building on something that exists and Tier 3 - items for a whole-of-government repository.

When determining potential reuse, factors such as build status, hosting arrangements, processes, configuration, customisation, data, security, and architecture have all been considered.

2.4.4 How to reuse

This phase outlines the pragmatic considerations for reuse, including:

- residual build requirements
- implementation options, timeframes, and potential costs
- commercial considerations
- technical considerations (functionality, compatibility, integration, interoperability, adaptability, scalability, performance, and flexibility)
- security, data, and storage considerations
- governance
- ongoing maintenance and support.

All these factors are collectively assessed to determine the viability of reuse.

3. GovERP Overview

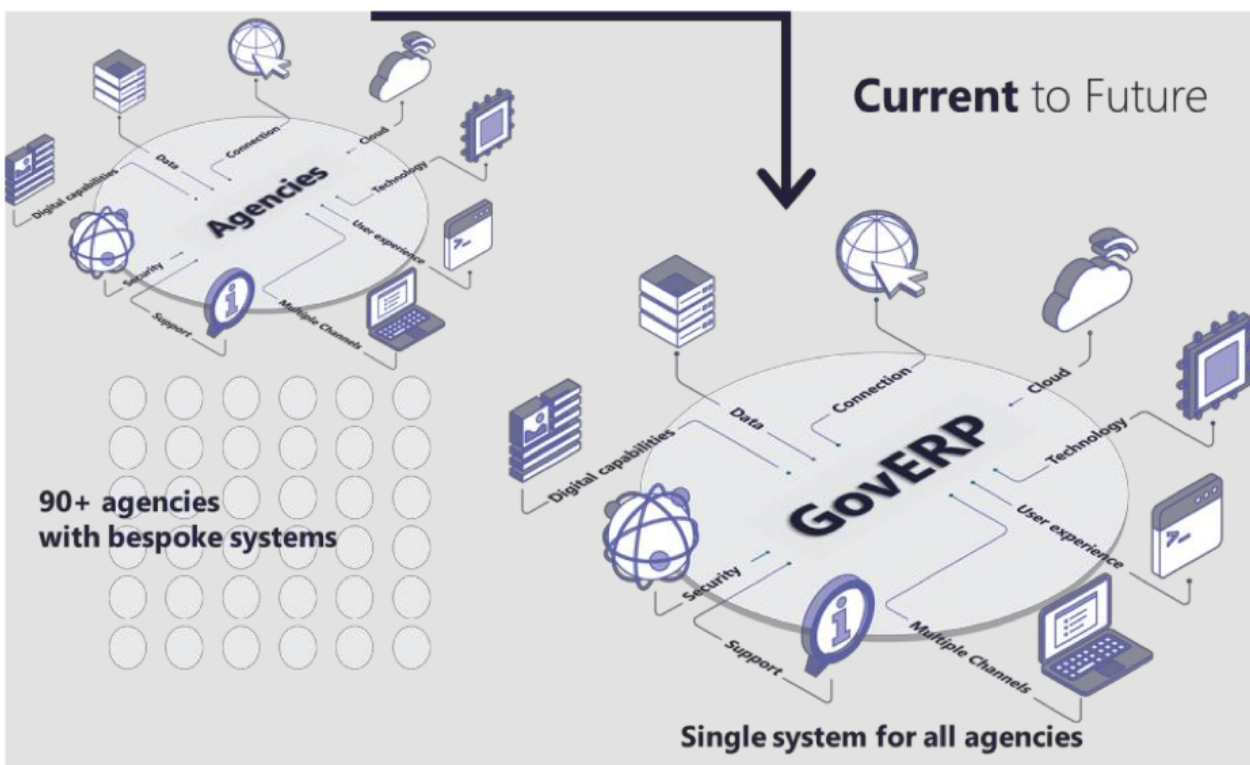
3.1 Initiation and intent

The whole of government Shared Services Program, led by the Department of Finance, commenced in 2014 with approval from the Secretaries Board.

The enabling technology for the Shared Services Program, GovERP, began in 2017 when the Department of Finance undertook a Request for Proposal for a whole of government ERP. The GovERP Program aimed to consolidate and standardise common transactional corporate Australian Public Service (APS) processes and services aiming for cost-effectiveness, scalability, and advancing the one-APS vision while enhancing Australia's digital capability.

In contributing to the government's digital transformation, GovERP was intended to improve day-to-day operations within government departments, facilitating smoother interactions between entities, thus streamlining the access to (and consumption of) corporate services within the APS. This intended future state is illustrated in Figure 4 below.

Figure 4: GovERP current to future state¹⁶



The figure above describes the intended future state of uplifting an agency's enterprise resource planning from their current to future state into GovERP.

¹⁶ GovERP End to End Solution Architecture v2.0

GovERP was overseen by the Shared Services Sub-Committee (SSSC), comprising 13 Government entities.¹⁷ Program delivery was a collaborative effort between the GovERP Program, Provider Hubs, and Client entities across three releases, focusing on staged delivery of an MVP in line with the P2A framework.¹⁸

Smaller entities were envisaged to utilise alternative technology bases such as TechnologyOne / Aurion (overseen by the Department of Industry, Science and Resources) or Oracle, and larger entities were envisaged to utilise an SAP solution overseen by Services Australia.

The Program aimed to serve approximately 90 Commonwealth entities and around 130,000 APS staff, replacing existing ERP systems in use at five shared services hubs¹⁹ within:

- Department of Finance
- Australian Taxation Office
- Department of Foreign Affairs and Trade
- Department of Home Affairs
- Services Australia

The Program's intended operating model was two corporate service 'hubs', specifically:

- **Technology Hub:** The Technology Hub was to provide infrastructure, platforms, environments, and support, and regularly update the code base and master data for use by the Provider Hubs.
- **Provider Hubs:** Multiple service provider hubs which were to operate independently, however, share the common code base and subset of master data, and provide services to entities.

In November 2023, the Minister for the Public Service announced a new APS ERP approach, concurrently repurposing GovERP for use by Services Australia²⁰.

Figure 5 provides a high-level overview of the significant events in the history of GovERP. Further details can be found in Appendix I.

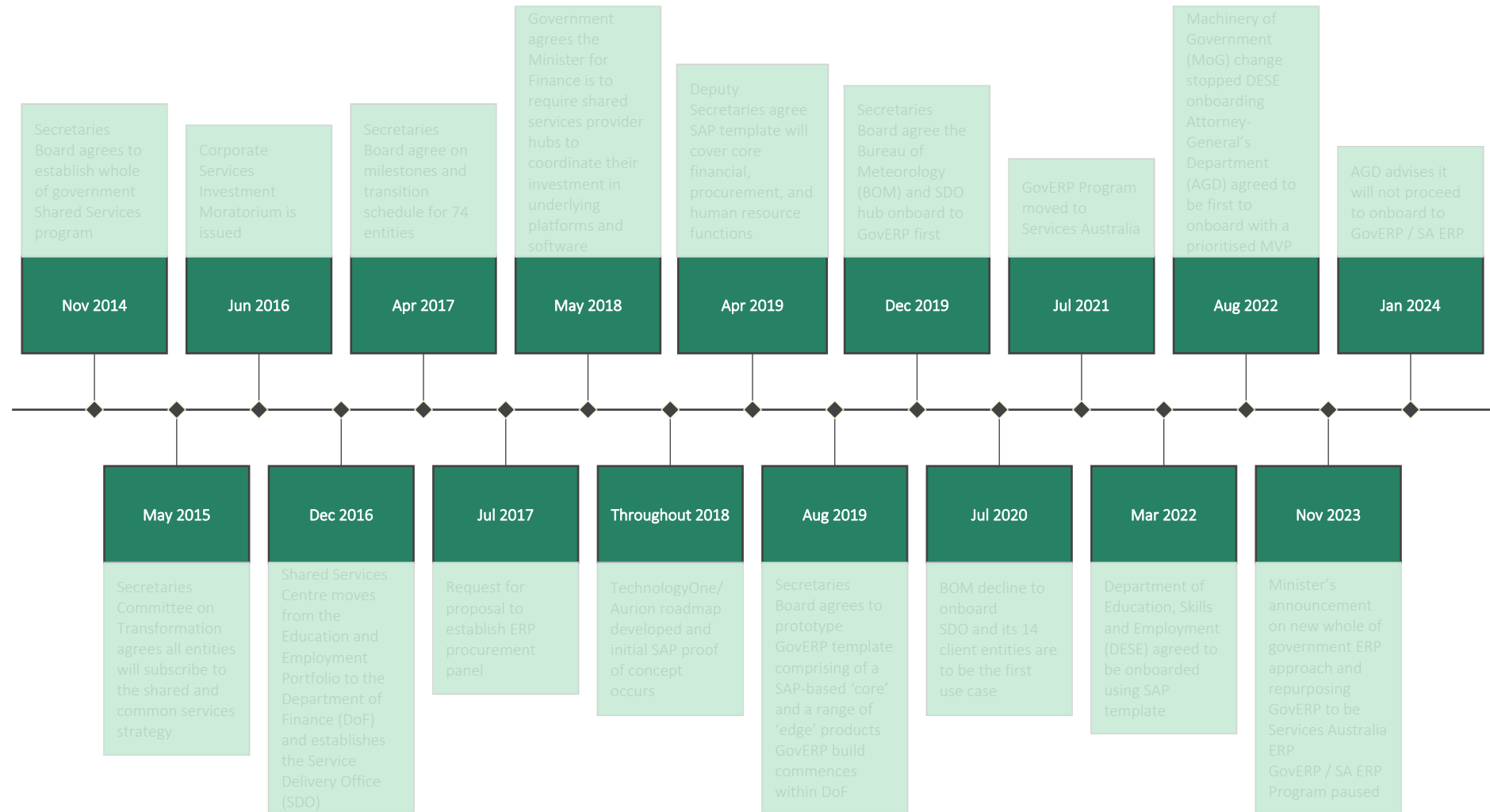
¹⁷ Entities represented on the SSSC included: Department of Finance; Australian Taxation Office; Department of Foreign Affairs and Trade; Digital Transformation Agency; Bureau of Meteorology; Services Australia; Department of Health; Department of Agriculture, Water and the Environment; Department of Education, Skills and Employment; Department of Industry, Science, Energy and Resources; Australian Financial Security Authority; Department of Social Services; and the Department of Home Affairs

¹⁸ Per *Decision 22 of the Decision Framework Briefing Outcomes of SSSC*, page 145

¹⁹ Per *Decision 7 of the Decision Framework Briefing Outcomes of SSSC*, page 47

²⁰ www.katygallagher.com.au/media-centre/media-releases/a-new-approach-for-back-office-functions-in-the-australian-public-service/

Figure 5: High-level GovERP timeline



The above figure describes the timeline of GovERP at a high level from November 2014 to January 2024.

3.2 Solution

3.2.1 Minimum Viable Product (MVP)

The MVP²¹ encompasses the planned capabilities for GovERP, as agreed by the Shared Services Steering Committee as outlined in Figure 6 below.

The MVP was determined based on Steering Committee Strategic Policy Decision 12 (December 2020),²² which specified mandatory and non-mandatory capabilities. These capabilities represented what an agency would mandatorily need to deliver on; that is, the requirements that are mandated through legislation, policy, and enterprise agreements.

The salmon boxes in Figure 6 refer to those Decision 12 MVP components which were deprioritised in response changes identified during delivery of GovERP, and were not built by Services Australia. Therefore, the assessment of what has been built by Services Australia excludes these MVP salmon boxes.

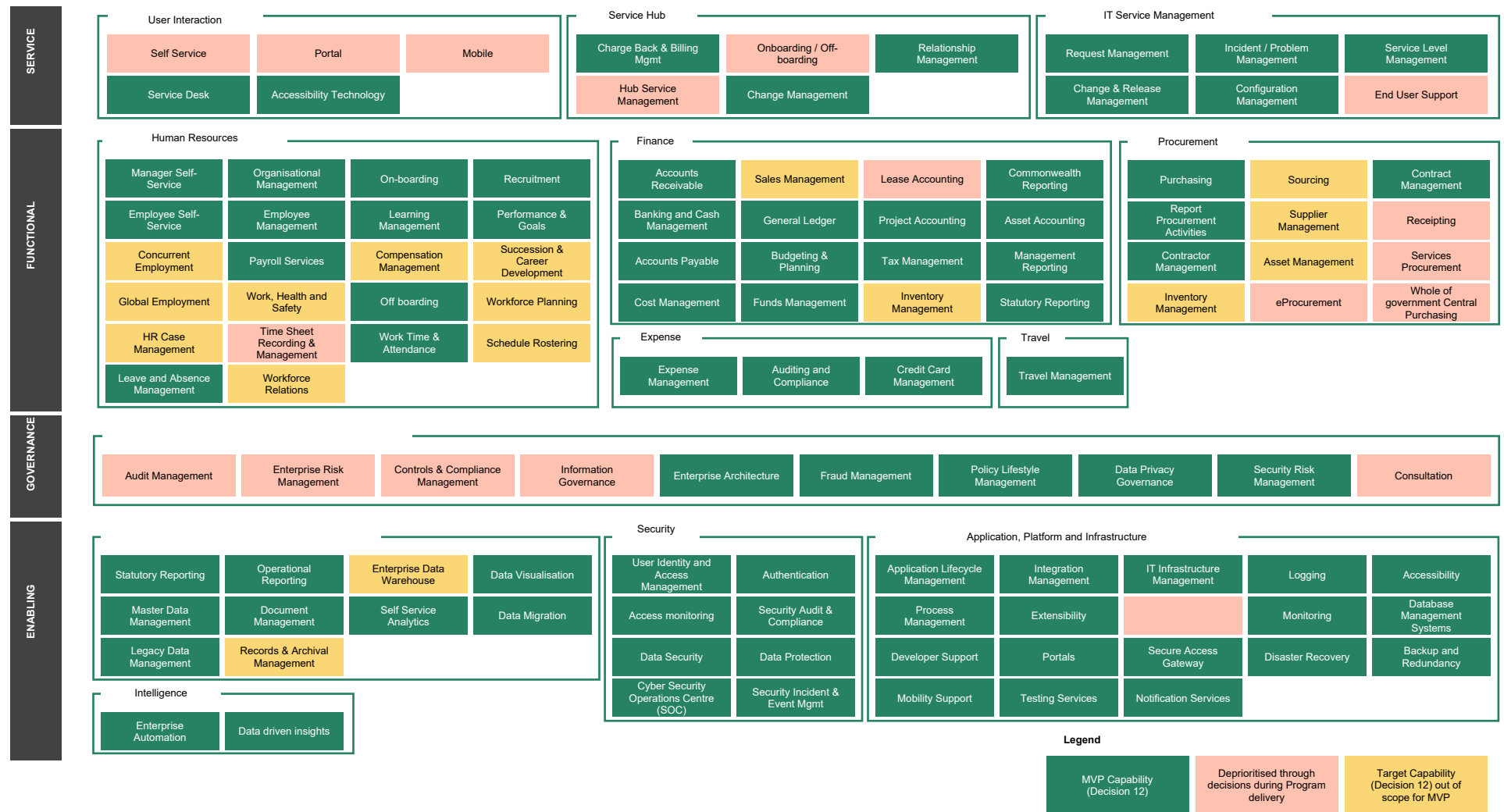
Capabilities beyond the MVP were labelled as 'target' (or 'extended'),²³ and were intended for future phases of the GovERP program.

Entities requiring capabilities beyond the MVP scope were required to facilitate their own integration using standard interfaces of those out-of-scope areas. This applied to both capabilities that are entirely out of scope and capabilities where a consumer chooses to use an alternate solution to that provisioned in the MVP.

²¹ Per *Decision 12 of the Decision Framework Briefing_Outcomes of SSSC*, page 91.

²² Per *Decision 12 of the Decision Framework Briefing_Outcomes of SSSC*, page 91.

²³ Extended capabilities represented functions that are used and required across many entities, but not necessarily all.

Figure 6: Whole of government GovERP capability model²⁴

²⁴ During delivery of GovERP, within the Human Resources business area, “Work Time and Attendance” and “Time Sheet Recording and Management” were combined into a single set of processes within SAP Signavio. From there, a single capability, “Work and Time Attendance” was reported on at a capability level.

3.2.2 Value streams

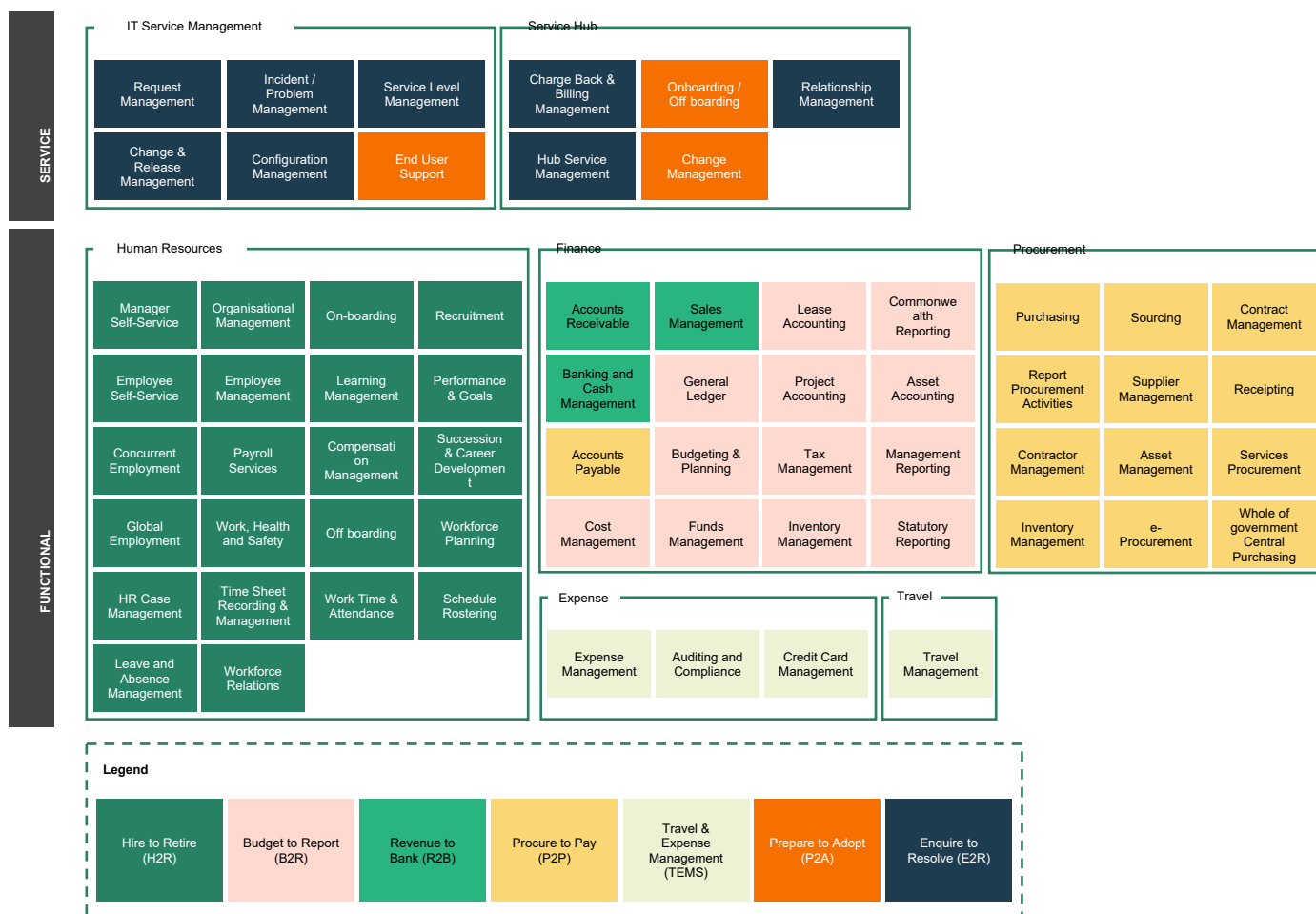
To support the future one-APS vision, it was important to consolidate and standardise disparate corporate processes within the Australian government. The GovERP value streams comprise:

1. **Hire to Retire (H2R):** This value stream manages the entire human resource lifecycle within the APS. It encompasses recruitment, onboarding, mobility, pay, performance management, workforce management, and separations.
2. **Budget to Report (B2R):** This value stream covers the financial management lifecycle of an agency, from external budgeting to the release of financial statements. It includes external budgeting, internal budgeting, sub ledger aggregation, consolidation, adjustment, closure, and reporting.
3. **Revenue to Bank (R2B):** This value stream oversees the revenue lifecycle of an agency, from revenue generation to Banking and Treasury functions. It includes proposing funding and charging arrangements, formalising agreements, delivering services, invoicing, banking, managing outstanding items, and reporting.
4. **Procure to Pay (P2P):** This value stream manages the purchasing and contract lifecycle for acquiring goods and services to support an entity's business. It includes sourcing, requisition, order processing, payments, and reporting.
5. **Travel and Expense (TEMS):** This value stream handles the lifecycle of reporting issues or lodging requests, from triage to resolution or fulfilment. It also includes supporting materials such as knowledge base articles or help cards to assist users in resolving their own issues.
6. **Enquire to Resolve (E2R):** This value stream manages the support lifecycle of reporting issues or lodging requests, from triage to resolution or fulfilment. It's important to note that this value stream falls outside the scope of this report.
7. **Prepare to Adopt (P2A):** This value stream manages the lifecycle of change management that guides individuals, groups, and organisations through transitions. While its primary focus lies in facilitating entities' onboarding into GovERP, it also serves ongoing functions. During onboarding, this value stream supports seven project phases, ensuring readiness to transition, initial engagement and discovery, preparation and planning, design, documentation, building, training, and testing, monitoring and stabilising, and continuous improvement. In its ongoing capacity, P2A aids in assessing planned change, consulting stakeholders, preparing communication/training materials, implementing change, and managing change.²⁵ It's important to note that this value stream falls outside the scope of this report.

Service and functional capabilities within the business capability model have been mapped to value streams in Figure 7 below. These highlighted capabilities represent most of the functionality for each value stream, although not necessarily all capabilities involved.

²⁵ Note, the above does not include vendors or solutions for Secure Internet Gateway or Centralised Identity Provider, as procurement activities were not finalised.

Figure 7: Value stream mapping



The figure above describes the mapping of GovERP by each value stream.

Entities are expected to access services through value streams, which delineate the scope of offerings. While five value streams support functional capabilities, two of them (Prepare to Adopt and Enquire to Resolve)²⁶ are pivotal for the service management and the on-boarding of client entities and Provider hubs.

Value streams transcend capabilities and functions, and entities within shared services, integrating these elements to deliver value to stakeholders.

Rather than representing discrete services, value streams embody overarching lifecycles in which all entities participate to achieve business outcomes.

Each value stream encompasses a series of customer journeys and associated processes.

The MVP was designed as a foundational template encompassing essential solutions necessary for supporting critical government functions. These solutions included robust capabilities in human resources, finance, procurement, and travel and expense management, forming the core framework of the ERP system designed to meet specific APS requirements.

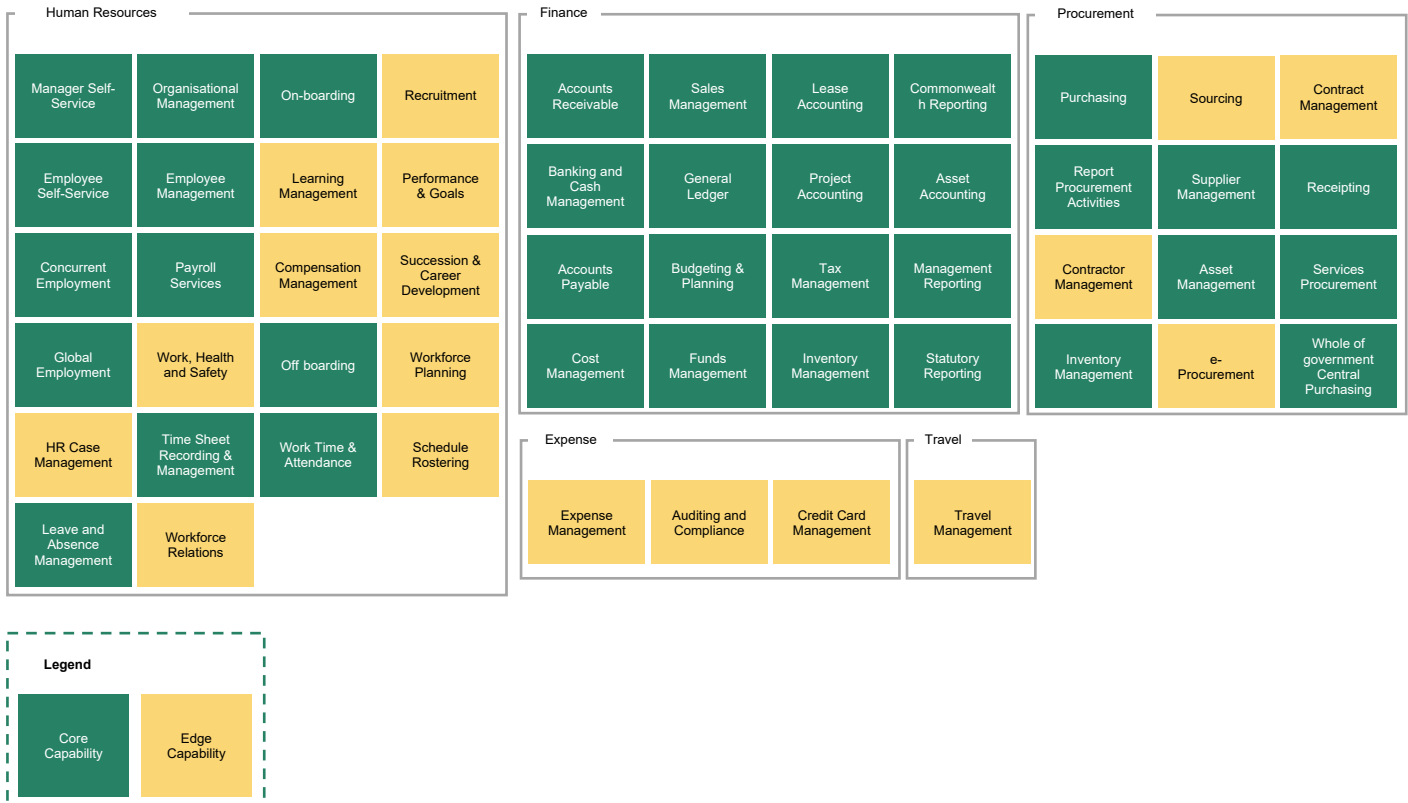
Additionally, it embraced additional edge functionalities like recruitment, onboarding, learning management, success planning, and performance measurement, enhancing the versatility and utility of the ERP solution.

²⁶ These two value streams (Prepare to Adopt and Enquire to Resolve) are out of scope of this assessment.

Core and edge capabilities were categorised as:

- **core capabilities:** These are fundamental building blocks required to deliver a basic ERP solution.
- **edge capabilities:** All other capabilities beyond core functionalities.

Figure 8: Core and edge capabilities



The figure above describes where core or edge products exist within each value stream.

The Core implementation was standardised; however, entities had flexibility to choose Edge products according to their specific needs. A panel of products and partners was established, offering a range of options for Edge products.

GovERP adopted an incremental delivery approach for both core and edge capabilities, aligning with a whole of government solution template.

3.3 Technical architecture

GovERP's core offerings comprised SAP S/4HANA and SAP SuccessFactors, with various other capabilities operating as 'Edge' systems extending the core. Provider Hubs used this template to create an instance of the GovERP system to support their client entities.

External and internal traffic was expected to pass through an outsourced Secure Internet Gateway (SIG), with all GovERP SaaS applications hosted on secure clouds in Australian data centres. Note, a vendor was procured for the SIG, but the contract was not executed given the pause of the GovERP Program.

4. Summary of delivered product

4.1 Overview

The current GovERP solution serves as an initial framework aimed at establishing the groundwork for future enhancements and deployments. The current solution was paused mid-flight in November 2023, and hence a number of capabilities are still under development, and all testing was not completed.

Figure 9 provides an overview of the build completeness of the MVP1.1 build in terms of both value stream and functional capability.

Figure 9: Value stream build completeness

Hire to Retire	Budget to Report	Revenue to Bank	Procure to Pay	Travel & Expense
Learning Management	Asset Accounting	Accounts Receivable	Services Procurement	Expense Management
Leave and Absence Management	Cost Management	Banking and Cash Management	Purchasing	Auditing and Compliance
Organisational Management	Funds Management		Receiving	Credit Card Management
Performance & Goals Management	General Ledger		Contractor Management	Travel Management
Recruitment	Project Accounting		Contract Management	
On-boarding	Tax Management		Accounts Payable	
Off boarding	Statutory Reporting		Report Procurement Activities	
Work Time & Attendance	Management Reporting		e-procurement	
Time Sheet Recording and Management	Budgeting and Planning		Whole of government Central Purchasing	
Manager Self-Service	Commonwealth Reporting		Target capability built in Procure to Pay	
Employee Self-Service	Lease Accounting		Supplier Management	
Payroll Services			Sourcing	
Employee Management				

Legend

- Developed and functionally tested
- Developed, but functional testing not yet passed
- Not developed

The figure above describes the completeness of each capability by value stream.

Note, no System Integration Testing (SIT) or User Acceptance Testing (UAT) occurred as part of GovERP.

The table below summarises the current capability status within the value streams.

Table 4: Current capability status within the functional layer

Value stream	Full GovERP Solution coverage		MVP1.1 solution coverage	
	Built	Planned	Built	Planned
Hire to Retire (H2R)	9	22	9	13
Finance, including Revenue to Bank (R2B) and Budget to Report (B2R)	8	15	8	13
Procure-to-pay (P2P)	2	13	1 ²⁷	9
Travel and expense management (TEMS)	0	4	0 ²⁸	4
Total	19	54	18	39

The table above shows the capability build status by built or planned against value streams for both the full GovERP solution coverage and MVP1.1 solution coverage.

In respect of the above value streams, a total of 167 WRICEFs were identified as part of this assessment, of which 13 relate to AGD.

4.2 Functions and capability

Further to the Value Stream view provided in Section 4.1, below is the current build completeness of each capability within GovERP.

The status provided aligns with the information communicated by Services Australia.²⁹ Appendix C provides details on the intended contents of each component box.

Engagement with stakeholders identified the need for enhancements to meet the specific requirements of other entities. Anecdotally, this was always expected within the GovERP intended operating model, prior to project's pause. For example, additional changes to MVP1.1 with AGD enhancements were identified to address the needs and scenarios of AGD, particularly in areas such as recruitment, learning management, finance and procurement.

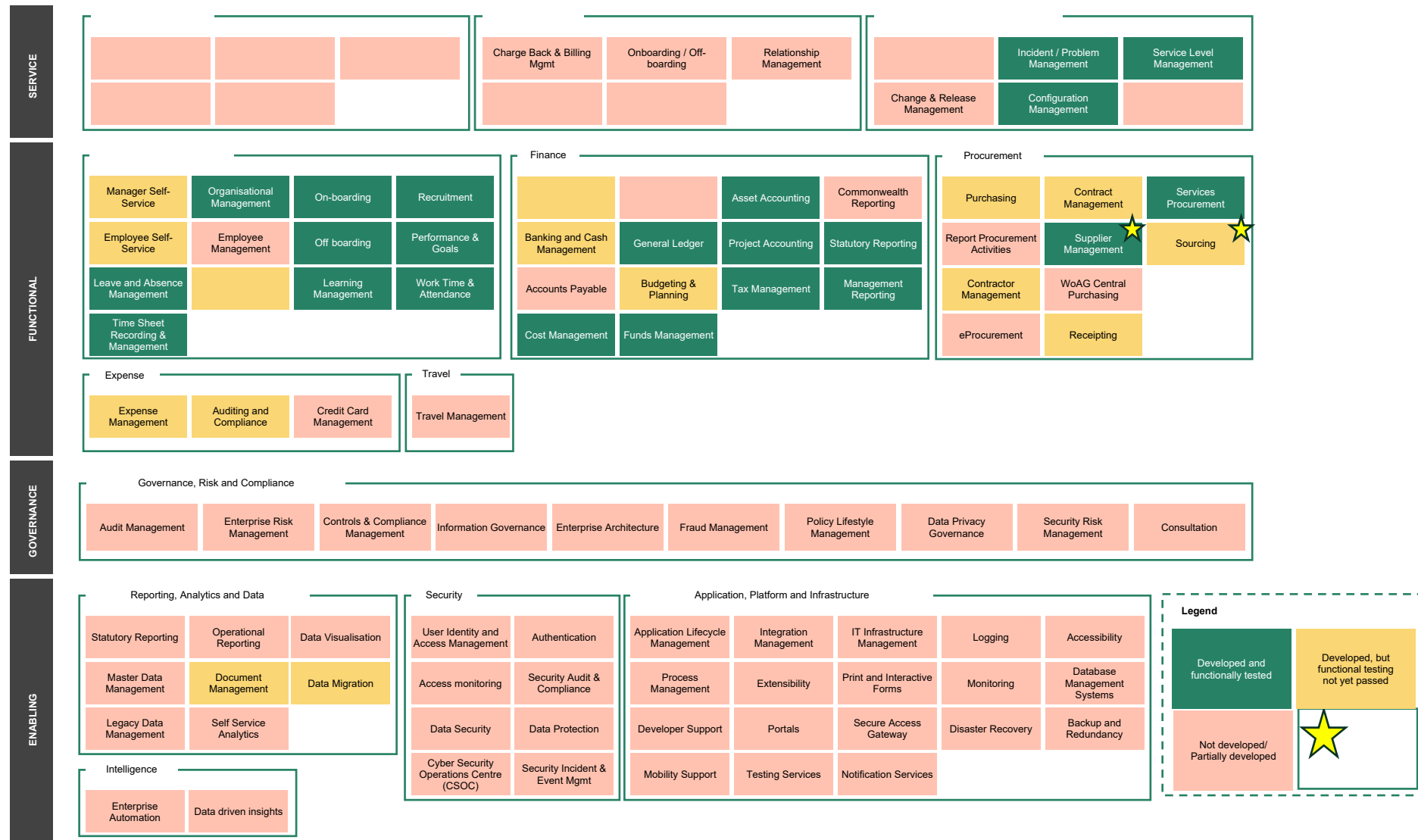
Further insights into the build status of each of the Value Streams is discussed in the subsequent sections.

²⁷ "Supplier Management" was not in scope of MVP1.1. However, Services Australia built and functionally tested this capability.

²⁸ The vendor, 8common, advised all build elements were completed and tested, however, these were not integrated by Services Australia as part of the GovERP solution.

²⁹ Per 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024

Figure 10: Build completeness of GovERP capabilities



The figure above describes the completeness of each capability by service, functionality, governance and enabling service

4.3 Hire to Retire (H2R)

Human Capital Management (HCM) refers to the software and systems designed to manage and optimise the Human Resources (HR) business area of an organisation within the broader framework of an ERP system.

Within GovERP, the HCM functionality is encapsulated within the Hire to Retire (H2R) value stream, implemented through SAP's SuccessFactors technology.

The H2R value stream manages and supports the course of an individual's career within the APS, including recruitment, onboarding, mobility, pay, performance management, development, workforce management, retentions, and separation activities.

The H2R platform, SuccessFactors, is hosted on the SAP Sovereign Cloud as a SaaS.³⁰ The current state solution is available in a development tenant and all template features are enabled.³¹

4.3.1 Build status across value streams, functions, and components

A total of 124 business processes, across 22 capabilities were presented to the Business Process Management Council (BPMC) and subsequently endorsed.³²

Figure 11: H2R capability coverage against Full GovERP

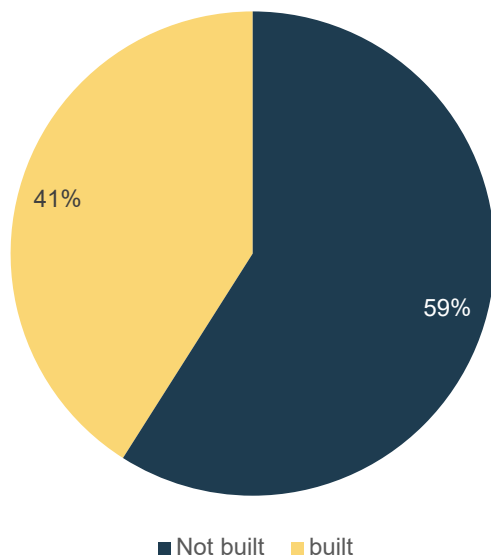
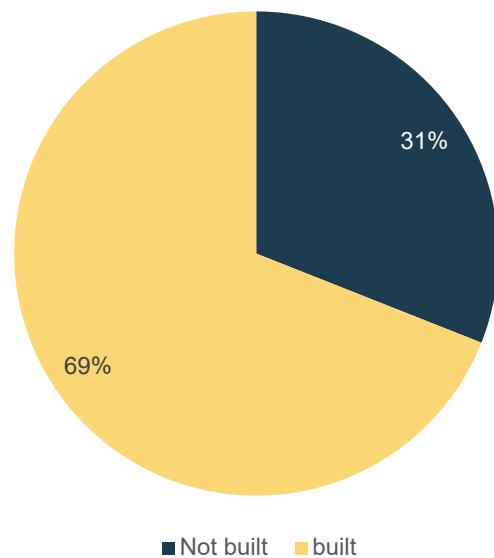


Figure 12: H2R capability coverage against MVP1.1



³⁰ Services Australia, 220707.5.01 AttA GovERP End to End Solution Architecture v2.0, Section 8.1.1. 'Technology Decisions and Architecture Alignment', July 2022

³¹ 1. 220623.5.04 AttA Finance HLA v1.0, page 73

³² There is a known disparity between the number of process maps approved and the number of process maps included in Decision 22 as per the 'Business Process' column within the below build and functional testing status table. The exact reason for this disparity could not be prosecuted as part of this assessment, as the BPMC minutes and meeting content, which included the process maps, was unable to be provisioned by Services Australia in time for this report.

Figure 11 above describes the hire to retire capability-built vs not built from the full scope of GovERP. 59 per cent is not built, 41 per cent is.

Figure 12 above describes the hire to retire capability-built vs not built from the minimum viable product 1.1. 31 per cent is not built, 69 per cent is.

Table 5 outlines the status of H2R capabilities, detailing completion, associated technologies, and any notable exceptions.

Table 5: Build status of H2R capabilities³³

Capabilities	Scope	Build Complete? ³⁴	Business Process	Technology component	Exceptions
Learning Management	MVP1.1	Yes	12	SuccessFactors Learning Management	
Leave And Absence Management	MVP1.1	Yes	5	SuccessFactors Employee Central Time off – Leave management	
Organisational Management	MVP1.1	Yes	5	SuccessFactors Employee Central – Core HR	
Performance and Goals Management	MVP1.1	Yes	4	SuccessFactors Performance and Goals	
Recruitment	MVP1.1	Yes	9	SuccessFactors Recruitment and Onboarding 2.0	
On-boarding	MVP1.1	Yes	7	SuccessFactors Recruitment and Onboarding 2.0	
Off-boarding	MVP1.1	Yes	5	SuccessFactors Recruitment and Onboarding 2.0	
Work Time and Attendance	MVP1.1	Yes	3	SuccessFactors Employee Central – Time Tracking – Time and attendance	
Time Sheet Recording and Management	MVP1.1	Yes	2	SuccessFactors	
Manager Self Service	MVP1.1	No	3	SuccessFactors	Build and functional testing considered incomplete given overall build status of H2R. Note, “Built, but functional testing not yet passed” (i.e. “No” for

³³ As per 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024.

³⁴ Results extracted from 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024.

Capabilities	Scope	Build Complete? ³⁴	Business Process	Technology component	Exceptions
					Completeness result) included as the rating for this capability to reflect the build status of many dependent capabilities.
Employee Self Service	MVP1.1	No	2	SuccessFactors	Build and functional testing considered incomplete given overall build status of H2R. Note, "Built, but functional testing not yet passed" (i.e. "No" for Completeness result) included as the rating for this capability to reflect the build status of many dependent capabilities.
Payroll Services	MVP1.1	No	15	SuccessFactors Employee Central Payroll	Defect in the Manage Salary Recall process, requiring a manual step to recall the bank file. This issue, alongside remaining test scenarios, is affected by open defects from RBA testing.
Employee Management	MVP1.1	No	8	SuccessFactors Employee Central – Core HR SuccessFactors Integration Centre SAP Analytics Cloud with IAS SAP Cloud Platform Integration	Build and functional testing not completed for Manage APSED Report
Compensation Management	Not in MVP1.1 Scope	No	7	SuccessFactors	
Concurrent Employment	Not in MVP1.1 Scope	No	1	SuccessFactors	Services Australia advised this was built, however, could not provide evidence of this functionality
Global Employment	Not in MVP1.1 Scope	No	3	SuccessFactors	
HR Case Management	Not in MVP1.1 Scope	No	2	SuccessFactors	
Schedule Rostering	Not in MVP1.1 Scope	No	2	SuccessFactors	
Succession and Career Development	Not in MVP1.1 Scope	No	5	SuccessFactors	
Work Health and Safety	Not in MVP1.1 Scope	No	11	SuccessFactors	

Capabilities	Scope	Build Complete? ³⁴	Business Process	Technology component	Exceptions
Workforce Relations	Not in MVP1.1 Scope	No	5	SuccessFactors	
Workforce Planning	Not in MVP1.1 Scope	No	7	SuccessFactors	

The table above provides a detailed view of the build and testing status of respective capabilities within the Hire to Retire (H2R) value stream.

4.3.2 H2R WRICEF summary³⁵

Changes from the 'out-of-the-box' product within GovERP services are quantified using WRICEF components (workflows, reports, interfaces, conversions, enhancements, and forms). Table 6 below provides a summary of these WRICEF's in H2R for MVP1.1.

Table 6: H2R WRICEF summary³⁶

Capability	Workflows	Report	Interfaces+ Integration	Conversion	Enhancement	Form	Total
Payroll Services		2	3		4	1	10
Employee Management		1	3				4
Leave Management			1		1		2
Organisational Management			1				1
Time & Attendance			1				1
TOTAL	0	3	9	0	5	1	18

The table above provides a summary of the WRICEF components in the Hire to Retire (H2R) value stream for MVP1.1.

A further three interfaces were planned for MVP1.1 with AGD enhancements (two for Employee Management and one for Organisational Management).

Regarding the build status of the above WRICEF's, all have been built for MVP1.1.³⁷

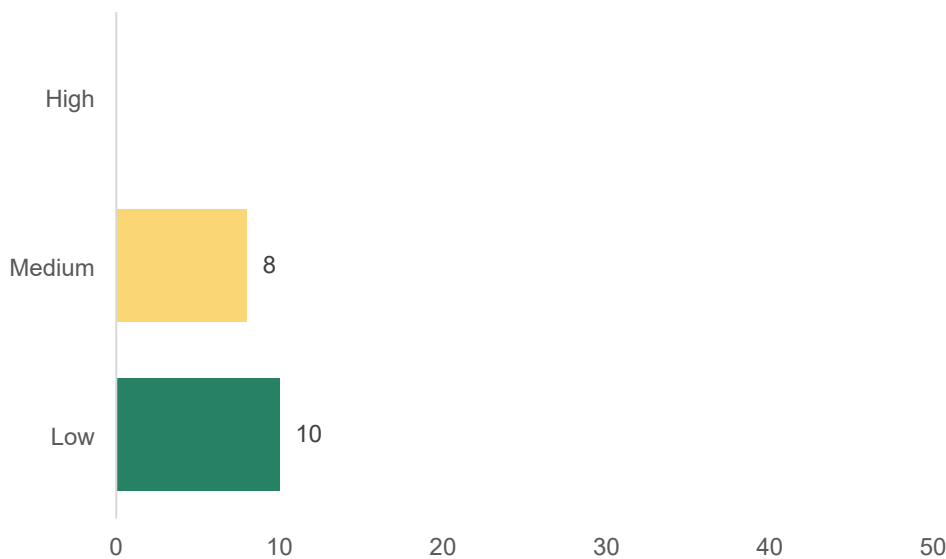
The complexity of managing the MVP1.1 WRICEFs on an ongoing basis is summarised below. Appendix D details a breakdown of each WRICEF and the indicative effort required for maintenance.

³⁵ The presence of these WRICEF components for a capability indicates that custom developments or configurations are in place. WRICEF components and changes to the core via enhancements add consideration to the maintenance overhead associated with these customisations when assessing the reusability of capabilities in GovERP.

³⁶ As per 220707.5.01 AttA GovERP End to End Solution Architecture v2.0, July 2022

³⁷ Completeness refers to the completion of both build and functional testing.

Figure 13 H2R WRICEF maintenance effort estimates



The figure above describes the hire to retire value stream WRICEF maintenance effort level estimates, 8 are medium and 10 are low.

The ongoing impact of maintaining these WRICEF's will depend on the updates and releases by SAP. SuccessFactors follows a semi-annual (6-monthly) release cadence.³⁸

The H2R value stream maintains close integration with SAP S/4HANA Finance for Financial processes and Travel and Expense Management systems for employee expenses. When considering the reuse of H2R capabilities, it is crucial to assess the integration landscape and dependencies between the H2R value stream and these other systems.

Discussions with SAP revealed the existing SAP build is intricately integrated across various products. While this facilitates data flow and operational continuity, it needs close consideration when entities are determining reuse deployment options.

Effort will be necessary to disentangle SAP SuccessFactors and SAP S/4HANA, to enable progressive deployment of the technologies or a different combination of technologies, such as deploying on the SAP Sovereign Cloud.

In addition, nine ServiceNow integrations were established with SuccessFactors.³⁹

1. Business Unit
2. Company
3. Department
4. Division
5. Employee
6. Location
7. Section
8. Team Unit
9. Cost Centre.

³⁸ <https://pages.community.sap.com/topics/successfactors/product-release-road-map>

³⁹ As per Request #6 - Responses to clarification questions 1604 v1.0

These could be repurposed to other IT Service Management tools to enable integration into other entities technology landscapes.

4.3.3 Key H2R insights

The key insights for H2R are summarised in Table 7 below:

Table 7: Key H2R insights

H2R insights
H2R1 For an agency that has a large IT support team, ongoing management and upgrade of this solution would be achievable. For smaller entities, closer consideration would need to be given to maintenance implications
H2R2 The whole of government GovERP template has not been updated for the new whole of government common conditions.
H2R3 A number of the WRCIEF enhancements that were implemented were required to make the system suitable for public sector use
H2R4 While the solution offers comprehensive HR management capabilities, and a lot of reporting capability out-of-the-box, in-depth analytics and reporting is not fully provisioned.
H2R5 To enable shared services, data separation on the same tenant would need to be built and tested
H2R6 For ongoing use, application regression testing, and any resolution of defects, or resolution of custom or enhanced codes, will be the responsibility of the customer to manage, not the vendor. There will be at least two application upgrades a year.
H2R7 There are 18 H2R WRICEF's, most of which will require effort to maintain.
H2R8 Advice has been provided from Services Australia, that 'Manage APSED Report' is the only sub-component within Employee Management outstanding in the build. Similarly, within Payroll Services, only 'Manage Salary Recall' has not passed functional testing.
H2R9 The existence of WRICEF components highlights the importance of considering the maintenance overhead associated with these customisations when assessing the reusability of H2R capabilities in GovERP.
H2R10 If entities only want to use specific capabilities, or any part of the solution stack, then an appropriate commercial construct would likely be required at a whole of government level.
H2R11 MVP1.1 with AGD enhancements already sits on top of MVP1.1. The solution is now ageing. Further delays of how to use this platform will put the re-use agenda further out of reach for ERP.
H2R12 A whole of government standard could be set on how vendors need to operate with the APS in order to deliver on ERP services. This would greatly increase the chance of interoperability and re-use in the eco-system.

The table above provides a summary of the key insights for the Hire to Retire (H2R) value stream.

4.3.4 Re-use considerations for H2R

In accordance with the re-use hierarchy,⁴⁰ each capability within H2R has been assessed for its potential for re-use. Below is a summary of this assessment.

⁴⁰ Refer to Section 2.4.3 Potential for reuse

From a Tier 3 intellectual property re-use perspective, almost all information could be considered by another agency.

Figure 14: H2R re-useability – Full GovERP

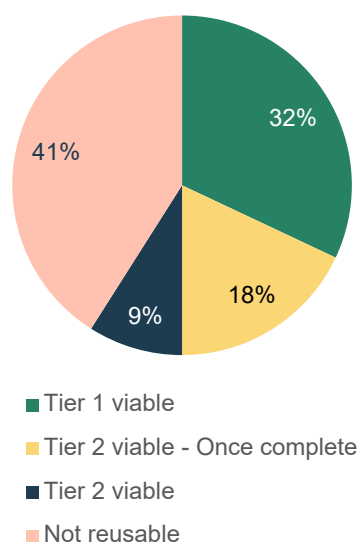


Figure 15: H2R re-useability – MVP1.1

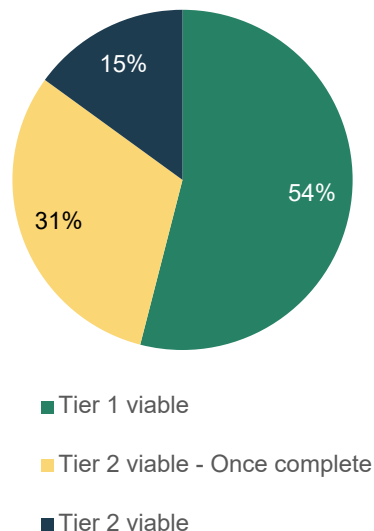


Figure 14 above describes the hire to retire value stream's reusability from the full scope of GovERP. Tier 1 viable is 32 per cent. Tier 2 (once completed) viable is 18 per cent. Tier 2 viable is 9 per cent. Not reusable is 41 per cent

Figure 15 above describes the hire to retire value stream reusability from the minimum viable product 1.1. Tier 1 viable is 54 per cent. Tier 2 (once completed) viable is 31 per cent. Tier 2 viable is 15 per cent.

Table 8 details each capability, and the potential for re-use, along with the implications of doing so. Refer to section 5.2 for the adoption considerations for any other agency, which outlines the effort and other considerations involved.

Table 8: H2R re-useability

Capabilities	Technology	Re-Use Potential	Implications
Learning Management	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Offboarding	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Performance And Goals Management	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Recruitment	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Onboarding	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Work And Time Attendance	SuccessFactors	Viable – Tier 1	Commercial implications / changes required
Time Sheet Recording and Management	SuccessFactors	Viable – Tier 1	Commercial implications / changes required

Capabilities	Technology	Re-Use Potential	Implications
Leave And Absence Management	SuccessFactors	Viable – Tier 2	Maintenance Implications
Organisational Management	SuccessFactors	Viable – Tier 2	Maintenance Implications
Employee Management	SuccessFactors	Viable – Tier 2 – If completed	Maintenance Implications
Payroll Services	SuccessFactors	Viable – Tier 2 – If completed	Maintenance Implications
Employee Self Service	SuccessFactors	Viable – Tier 2 – If completed	Maintenance Implications
Manager Self Service	SuccessFactors	Viable – Tier 2 – If completed	Maintenance Implications
Compensation Management	TBD – Not progressed	Not Viable	Not Built
Concurrent Employment	TBD – Not progressed	Not Viable	Not Built
Global Employment	TBD – Not progressed	Not Viable	Not Built
HR Case Management	TBD – Not progressed	Not Viable	Not Built
Schedule Rostering	TBD – Not progressed	Not Viable	Not Built
Succession and Career Development	TBD – Not progressed	Not Viable	Not Built
Work Health and Safety	TBD – Not progressed	Not Viable	Not Built
Workforce Planning	TBD – Not progressed	Not Viable	Not Built
Workforce Relations	TBD – Not progressed	Not Viable	Not Built

The table above details the reusability of H2R capabilities, their technology components, and the implications of reusing them.

Whilst the table above indicates differing levels of capability reuse potential, note that Section 5 considers the pragmatic means through which an entity could consider deploying these capabilities.

4.4 Finance – Budget to Report (B2R) and Revenue to Bank (R2B)

Finance includes two value streams which are:

- **Budget to Report (B2R):** Includes the activities undertaken to planning and budgeting, cost and funds management, asset management and organisational activity reporting.
- **Revenue to Bank (R2B):** Includes the activities undertaken to receipt and bank cash, including accounts receivable, banking and cash management.

These value streams are enabled through the Financial Management Information System (FMIS). The FMIS encompasses the software and systems aimed at managing and optimising the Finance business area within an organisations ERP framework. In GovERP, the FMIS functionality is implemented through the on-prem version of SAP's S/4HANA technology, hosted on Services Australia's private Microsoft Azure cloud tenancy.⁴¹

4.4.1 Build status across value streams, functions, and components

A total of 166⁴² Finance business processes across 16 capabilities were presented to the BPMC, and 103 were endorsed⁴³. The remaining 63 not endorsed processes cover accounts payable, reporting, budgeting and planning, and lease accounting. To continue to progress the build of GovERP, Services Australia commenced the build of all Finance processes, including those not yet endorsed.

The build completion across Finance for MVP1.1 is depicted in the figure below.

⁴¹ Per 220609.5.01 AttA GovERP Application Landscape Strategy V2.0.pdf, June 2022

⁴² There is a known disparity between the number of process maps approved and the number of process maps included in Decision 22 as per the 'Business Process' column within the below build and functional testing status table. The exact reason for this disparity could not be prosecuted as part of this assessment, as the BPMC minutes and meeting content, which included the process maps, was unable to be provisioned by Services Australia in time for this report.

⁴³ Per presentation DTA Reuse Meeting 3 April 2024 redacted, April 2024

Figure 16: Finance completion – Full GovERP

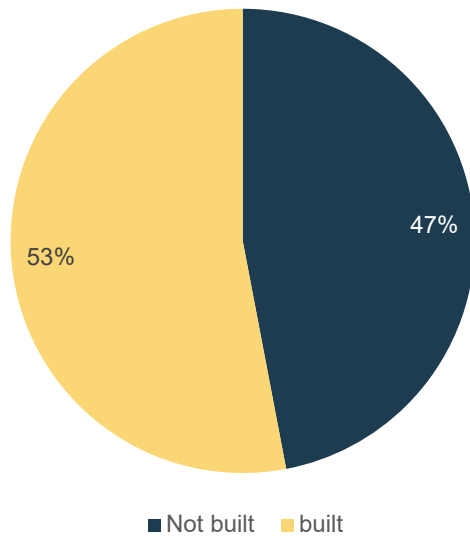


Figure 17: Finance completion – MVP1.1.

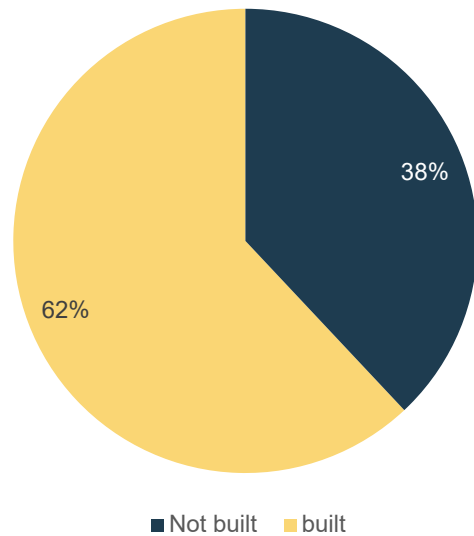


Figure 16 above describes the finance to retire value stream-built vs not built from the full scope of GovERP. 47 per cent is not built, 53 per cent is built.

Figure 17 above describes the hire to retire value stream-built vs not built from the minimum viable product 1.1. 38 per cent is not built, 62 per cent is built.

Further granularity is provided below for the respective value streams within Finance.

4.4.2 Budget to Report (B2R)

The build completion for the B2R value stream across the GovERP MVP and the full GovERP is depicted in the figures below.

Figure 18: B2R completion –Full GovERP

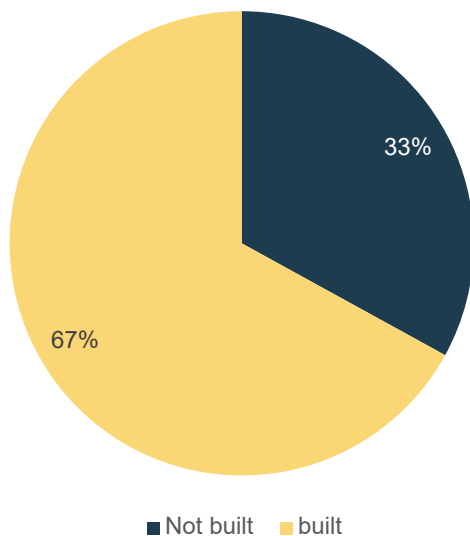


Figure 19: B2R completion – MVP1.1

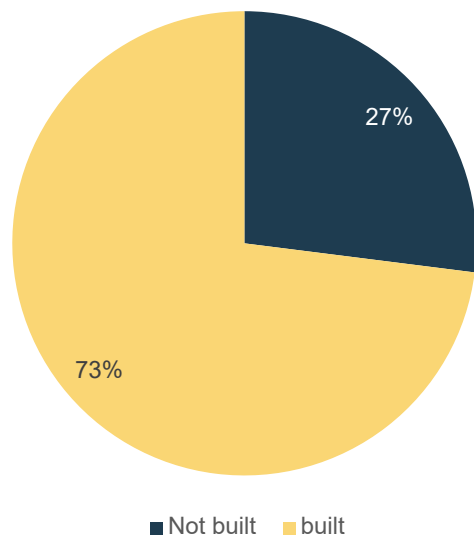


Figure 18 above describes the budget to report value stream built vs not built from the full scope of GovERP. 33 per cent is not built, 67 per cent is built.

Figure 19 above describes the budget to report value stream built vs not built from the minimum viable product. 27 per cent is not built 73 per cent is built.

The table below provides a detailed view of the build and testing status of respective capabilities.

Table 9: Build status of B2R capabilities⁴⁴

Capabilities	Scope	Build Complete? ⁴⁵	Business processes	Technology component	Exceptions
Asset Accounting	MVP1.1	Yes	6	SAP S/4HANA Asset Accounting RE-FX-LA CLM (Contract and Lease Management)	
Cost Management	MVP1.1	Yes	6	SAP S/4HANA Cost Management (Overhead Accounting) SAP S/4HANA Master Data Governance Central SAP S/4HANA Master Data Governance Embedded SAP Cloud Platform Integration	
Funds Management	MVP1.1	Yes	3	SAP S/4HANA Funds Management SAP Public Sector Management PSM_FM_CI_4 - PSM, Funds Management 4 PSM_MM_MAA - PSM, MAA Final Acct Assignment RE_FM_EARMARKED_FUND - RE/FM Earmarked Funds	
General Ledger	MVP1.1	Yes	7	SAP S/4HANA General Ledger SAP S/4HANA Financial Closing Cockpit SAP S/4HANA Master Data Governance Central SAP Cloud Platform Integration	
Project Accounting	MVP1.1	Yes	6	SAP S/4HANA Project Accounting SAP Analytics Cloud Planning SAP Cloud Platform Integration	
Tax Management	MVP1.1	Yes	2	SAP S/4HANA Tax Management – Advanced Compliance Reporting (Basic Version)	
Statutory Reporting⁴⁶	MVP1.1	Yes	1	SAP Analytics Cloud Analytics	
Management Reporting⁴⁷	MVP1.1	Yes	1	SAP Analytics Cloud Analytics	

⁴⁴ As per 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024.

⁴⁵ Results extracted from 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024.

⁴⁶ As per Request #6b - Updated 1804 - final responses to clarification questions 1604 v1.1

⁴⁷ As per Request #6b - Updated 1804 - final responses to clarification questions 1604 v1.1

Capabilities	Scope	Build Complete? ⁴⁵	Business processes	Technology component	Exceptions
Budgeting and Planning	MVP1.1	No	6	SAP Analytics Cloud Planning – Budgeting and Planning SAP Analytics Cloud Analytics	Manage external budget, as testing for integration with the Commonwealth Budget Management System (CBMS) could not be undertaken
Commonwealth reporting	MVP1.1	No	1	SAP Analytics Cloud Analytics	Build not complete
Lease Accounting	MVP1.1	No	6	SAP S/4HANA	No build information provided
Inventory Accounting	Not in MVP1.1 Scope	No	3	SAP S/4HANA	

The table above provides the build status of B2R capabilities. The capabilities, their scope, build completion status, number of business processes, technology component, and provide the list of any exceptions.

4.4.3 B2R WRICEF summary

Changes from the ‘out-of-the-box’ product within GovERP services are quantified using WRICEF components. The table below provides a summary of these WRICEF’s in B2R for MVP1.1.

Table 10: B2R WRICEF summary⁴⁸

Capability	Workflows	Report	Interfaces+ Integration	Conversion	Enhancement	Form	Total
Accounts Payable					2		2
Asset Accounting	1	1			2		4
Budget & Planning			1				1
Cost Management			4		2		6
Funds Management	3				5		8
General Ledger		1	5		4		10
Project Accounting			1		2		3
Statutory Reporting		29					29
Total	4	31	11	0	17	0	63

⁴⁸ The presence of these WRICEF components for a capability indicates that custom developments or configurations are in place. WRICEF components and changes to the core via enhancements add consideration to the maintenance overhead associated with these customisations when assessing the reusability of capabilities in GovERP.

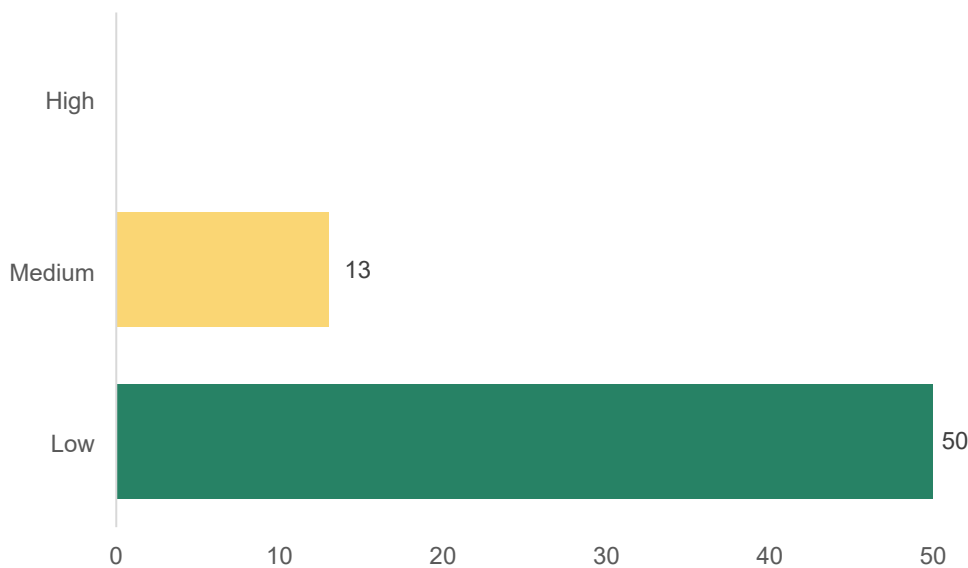
The table above provides a summary of the WRICEF components (Workflows, Reports, Interfaces, Conversions, Enhancements, and Forms) in B2R for MVP1.1. The table shows that there are 4 Workflows, 31 Reports, 11 Interfaces+ Integration, 0 Conversions, 17 Enhancements, and 0 Forms, for a total of 63 WRICEF components in B2R for MVP1.1.

A further two enhancements were planned for MVP1.1 with AGD enhancements (one for Accounts Payable and one for Cost Management).

Regarding the build status of the above WRICEF's, all have been built for MVP1.1.

The complexity of managing the MVP1.1 WRICEFs on an ongoing basis are summarised below. Appendix D details a breakdown of each WRICEF and the indicative effort required for maintenance.

Figure 20: B2R WRICEF maintenance effort estimates



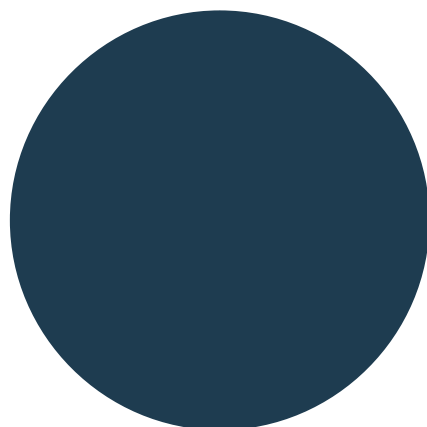
The figure above describes the budget to report value stream WRICEF maintenance effort level estimates 13 are medium and 50 are low.

Engagement with both Services Australia and the Attorney-General Department highlighted the budgeting module was built using a top-down approach. This introduced complexities and constraints, particularly in its compatibility with the AGD established approach to budgeting. Additionally, a further 18 requirements were requested by AGD in the R2B template.

4.4.4 Revenue to Bank (R2B)

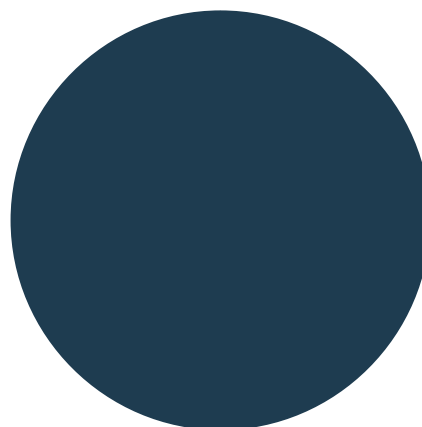
The build completion for R2B across MVP1.1 is depicted in the figure below.

Figure 21: R2B completion – MVP1.1



■ Not built ■ built

Figure 22: R2B completion – full GovERP



■ Not built ■ built

Figure 21 above describes the revenue to bank value stream completion from minimum viable product 1.1. 100 per cent not built.

Figure 22 above describes the revenue to bank value stream completion from the full scope of GovERP. 100 per cent not built.

The table below provides a detailed view of the build and testing status of respective capabilities.

Table 11: Build status of R2B capabilities⁴⁹

Capabilities	Scope	Build Complete? ⁵⁰	Business processes	Technology component	Exceptions
Accounts Receivable	MVP1.1	No	9	<ul style="list-style-type: none"> SAP S/4HANA Accounts Receivable SAP S/4HANA Accounts Receivable – FSCM Collections and Disputes SAP S/4HANA Business Partner SAP S/4HANA Banking and Cash Management SAP Master Data Governance SAP S/4HANA Embedded Master Data Governance 	Functional testing not completed for: <ul style="list-style-type: none"> Manage AR Invoices Manage Receipts Manage Credit Notes, Chargebacks and Refunds
Banking and Cash Management	MVP1.1	No	6	<ul style="list-style-type: none"> SAP S/4HANA Banking and Cash Management including Bank Communication Manager SAP S/4HANA Funds Management 	Functional testing not completed for Reconcile Bank Accounts

⁴⁹ As per '17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial'.

⁵⁰ Results extracted from 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial.

Capabilities	Scope	Build Complete? ⁵⁰	Business processes	Technology component	Exceptions
				<ul style="list-style-type: none"> SAP S/4HANA Accounts Payable SAP S/4HANA Accounts Receivable FIN_FSCM_CLM SAP S/4HANA Finance for Cash Management is required to be activated. 	
Sales Management	Not in MVP1.1 Scope	No	5	SAP S/4HANA	

The table above provides the build status of Revenue to Bank (R2B) capabilities. The capabilities, their scope, build completion status, number of business processes, technology component, and provide the list of any exceptions.

4.4.5 R2B WRICEF summary

Customisations within GovERP's R2B services are quantified using WRICEF components are summarised in the table below for R2B.

Table 12: R2B WRICEF summary⁵¹

Capability	Workflows	Report	Interfaces+ Integration	Conversion	Enhancement	Form	Total
Accounts Receivable	1		2		10		13
Banking & Cash Management		1	7		5		13
Total	1	1	9	0	15	0	26

The table above provides the build status of Revenue to Bank (R2B) capabilities. The capabilities, their scope, build completion status, number of business processes, technology component, and provide the list of any exceptions.

No further WRICEF's were planned for MVP1.1. with AGD enhancements.

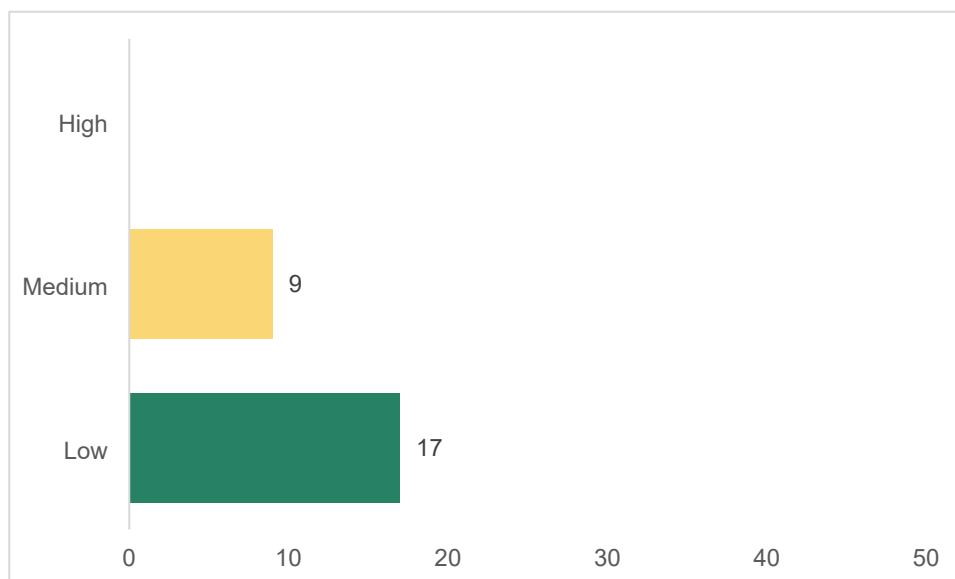
Regarding the build status of the above WRICEF's, all have been built for MVP1.1.⁵²

The complexity of managing the MVP1.1 WRICEF's on an ongoing basis are summarised below figure. Appendix D details a breakdown of each WRICEF and the indicative effort required for maintenance.

⁵¹ The presence of these WRICEF components for a capability indicates that custom developments or configurations are in place. WRICEF components and changes to the core via enhancements add consideration to the maintenance overhead associated with these customisations when assessing the reusability of capabilities in GovERP.

⁵² Completeness refers to the completion of both build and functional testing.

Figure 23: R2B WRICEF maintenance effort estimates



The figure above describes the revenue to bank value stream WRICEF maintenance effort level estimates 9 are medium and 17 are low

The exact and ongoing impact of maintaining these WRICEF's will depend on the updates and releases by SAP. The release cadence for SAP S/4HANA is every 12 months.

4.4.6 Key finance insights

The key insights for Finance are summarised below:

Table 13: Key Finance insights

Finance insights
FIN1 S/4HANA will need to be upgraded from FPS01 (2021) to at least the October 2023 build to reduce ongoing out year maintenance, and to remain on the upgrade path, noting that the underlying technical stack (ABAP ⁵³) has had a version change between 2021 and 2023.
FIN2 38% of the processes within Finance were not agreed to by the BPMC and have not been ratified.
FIN3 IRAP ⁵⁴ assessment of the FMIS relied heavily on security settings in Microsoft Azure.
FIN4 There are 89 Finance WRICEF's (63 in B2R and 26 in R2B), most of which will require effort to maintain.
FIN5 S/4HANA is the on-prem version, tenanted on the Service Australia private Microsoft Azure cloud. This version could be installed locally by another agency.
FIN6 Note the number of customisations and enhancements in the solution, it is likely that unless an entity has a large existing SAP workforce, that ongoing maintenance and upgrade of the solution will be difficult. Equally, for a large agency with complex ERP needs, the solution could be used as an accelerator.
FIN7 Consideration should be given to the integration layer that has been built during the project, it is likely the ability to integrate and pass data between other core systems and GovERP exists, and could be considered for initial data standards / integration standards.

⁵³ Advanced Business Application Programming

⁵⁴ Infosec Registered Assessors Programme

The table above provides a summary of the key insights for Finance. The table lists the insights as FIN1 to FIN7.

4.4.7 Re-use considerations for Finance

In accordance with the re-use hierarchy, each capability within Finance has been assessed for its potential for re-use. Below is a summary of all the capabilities. Note, the re-useability of Finance (i.e. B2R and R2B) has been considered holistically, given the existence of a common core platform, S/4HANA. A level of work will be required even for those listed as re-usable.

From a Tier 3, intellectual property re-use perspective, almost all information could be considered by a potential agency.

Services Australia has advised the MVP1.1 with AGD enhancements also includes enhancements that could be utilised by a whole of government instance going forward. To revert the AGD specifications but retain the remainder of the MVP1.1 template, Services Australia has estimated 60 Full Time Equivalent (FTE) days. This would result in the MVP1.1 being uplifted with enhancements that came to light during the AGD build, without the AGD specific requirements.

Figure 24: Finance re-useability – Full GovERP

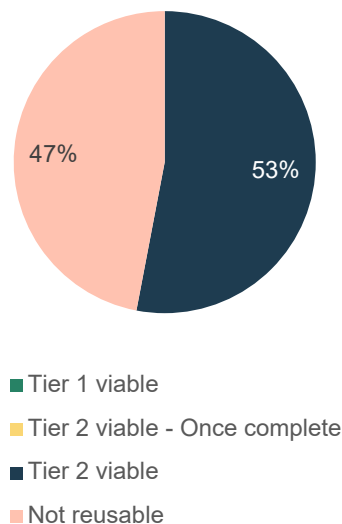


Figure 25: Finance re-useability – MVP1.1.

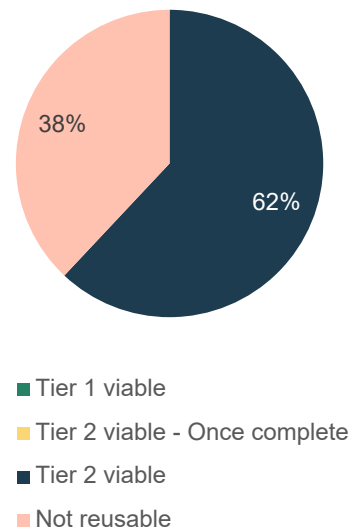


Figure 24 describes the revenue to bank value stream reusability from the full scope of GovERP. Tier 2 viable is 53 per cent. Not reusable is 47 per cent.

Figure 25 describes the revenue to bank value stream reusability from the minimum viable product 1.1. Tier 2 viable is 62 per cent. Not reusable is 38 per cent.

The table below details each capability and the potential for re-use, along with the high-level implications of doing so. Refer to section 5.2 for the adoption considerations for any agency, to assist in understanding the effort or impact involved.

Table 14: Finance re-useability

Capabilities	Technology component	Re-Use Potential	Implications
Asset Accounting	S/4HANA	Tier 2	Maintenance Implications
Budget and Planning	S/4HANA	Not reusable	

Capabilities	Technology component	Re-Use Potential	Implications
Commonwealth reporting	S/4HANA	Not reuseable	
Cost Management	S/4HANA	Tier 2	Maintenance Implications
Funds Management	S/4HANA	Tier 2	Maintenance Implications
General Ledger	S/4HANA	Tier 2	Maintenance Implications
Management Reporting	S/4HANA	Tier 2	Maintenance Implications
Project Accounting	S/4HANA	Tier 2	Maintenance Implications
Statutory Reporting	S/4HANA	Tier 2	Maintenance Implications
Tax Management	S/4HANA	Tier 2	Maintenance Implications
Inventory Accounting	S/4HANA	Not reuseable	
Lease Accounting	S/4HANA	Not reuseable	
Accounts Receivable	S/4HANA	Not reuseable	
Banking and Cash Management	S/4HANA	Not reuseable	
Sales Management	S/4HANA	Not reuseable	

The table above provides a summary of the potential for re-use of Finance capabilities, along with the high-level implications of doing so. The capabilities, their technology component, re-use potential, and implications.

Whilst the table above indicates differing levels of capability reuse potential, note that Section 5 considers the pragmatic means through which an entity could consider deploying these capabilities.

4.5 Procure-to-Pay (P2P)

Procure to Pay (P2P) refers to the software and systems designed to manage and optimise the procurement and vendor management functions of an organisation within the broader framework of an ERP system.

The P2P value stream manages and supports the sourcing and purchasing of goods and services, ongoing management of the vendors and inventory, and reporting against the activities.

The FMIS S/4HANA platform is the on-prem version of the solution that delivers the P2P value stream hosted on the Microsoft Azure cloud.

4.5.1 Build status across value streams, functions, and components

The build completion for P2P for MVP1.1 is depicted in the figure below.

There were a total of 36⁵⁵ business processes and sub-processes which were presented to the BPMC, and all were endorsed.

Figure 26: P2P completion – Full GovERP

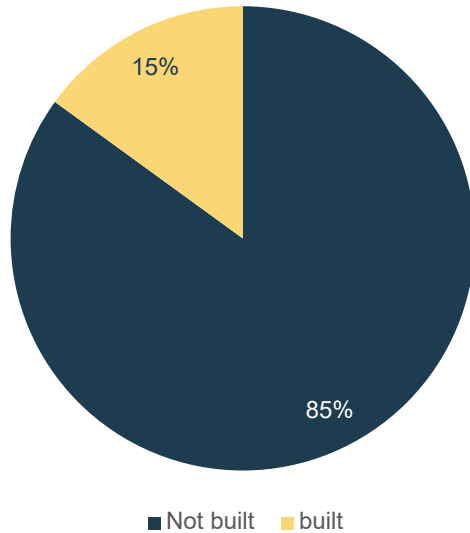


Figure 27: P2P completion – MVP1.1

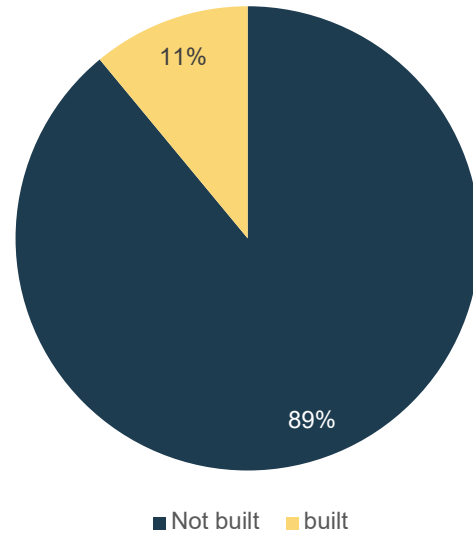


Figure 26 describes the procure to pay value stream built vs not built from the full scope of GovERP. 85 per cent is not built 15 per cent is built.

Figure 27 describes the procure to pay value stream built vs not built from the minimum viable product. 89 per cent is not built 11 per cent is built.

The table below provides a detailed view of the build and testing status of respective capabilities. Specifically, “Supplier Management” was a capability which was not in scope of MVP1.1, however, Services Australia built and tested this capability. Therefore, the MVP1.1 appears as 100 per cent incomplete, however, the Full GovERP has 8 per cent complete.

Table 15: Build status of P2P capabilities⁵⁶

Capabilities	Scope	Build Complete? ⁵⁷	Business processes	Technology component	Exceptions
Services Procurement	MVP1.1	Yes	0 ⁵⁸	SAP S/4HANA	Part of “Supplier Management” capability, so status reflects the same
Purchasing	MVP1.1	No	1	SAP S/4HANA Sourcing & Procurement SAP SuccessFactors	Functional testing was not completed.

⁵⁵ There is a known disparity between the number of process maps approved and the number of process maps included in Decision 22 as per the ‘Business Process’ column within the below build and functional testing status table. The exact reason for this disparity could not be prosecuted as part of this assessment, as the BPMC minutes and meeting content, which included the process maps, was unable to be provisioned by Services Australia in time for this report.

⁵⁶ As per 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial.

⁵⁷ Results extracted from 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial.

⁵⁸ Processes for this capability were rolled into ‘Supplier Management’ per Decision 22 found in ‘Decision Framework Briefing_Outcome of SSSC,’ page 145.

Capabilities	Scope	Build Complete? ⁵⁷	Business processes	Technology component	Exceptions
Receipting	MVP1.1	No	0 ⁵⁹	SAP S/4HANA Sourcing & Procurement	Part of "Purchasing" capability, so status reflect the same
Contractor Management	MVP1.1	No	4	SAP Success Factors SAP S/4HANA Sourcing & Procurement	Functional testing was not completed.
Contract Management	MVP1.1	No	4	SAP S/4HANA Sourcing & Procurement	Functional testing was not completed.
Accounts Payable	MVP1.1	No	4	SAP S/4HANA – Accounts Payable Payment Run and Approval	Below processes not built: <ul style="list-style-type: none"> Manage Credit Memos (via VIM) Functional testing was not completed. <i>Note, this capability is part of the Finance business area, However, is included in the P2P value stream.</i>
Report Procurement Activities	MVP1.1	No	4	SAP Analytics Cloud (SAC) for statutory reports AusTender Reporting Tool for AusTender reporting	Below processes not built: <ul style="list-style-type: none"> Manage Reporting Procurement to AusTender (Gazettal) Functional testing was not completed.
e-procurement	MVP1.1	No	3	SAP S/4HANA Sourcing & Procurement OpenText Vendor Invoice Management for SAP solutions OpenText Intelligent Capture for SAP	No build information provided
Whole of government Central Purchasing	MVP1.1	No	3	SAP S/4HANA	No build information provided
Supplier Management	Not in MVP1.1 Scope	Yes (built irrespective of MVP scope)	3	SAP Master Data Governance	Although not in scope, the following process was built: <ul style="list-style-type: none"> Manage Supplier Master Data Functional testing did not occur.
Sourcing	Not in MVP1.1 Scope	No (partially built irrespective)	5	SAP S/4HANA Sourcing & Procurement	Although not in scope, the following processes were built:

⁵⁹ Processes for this capability were rolled into "Purchasing" per Decision 22 found in *Decision Framework Briefing_Outcomes of SSSC*, page 145.

Capabilities	Scope	Build Complete? ⁵⁷	Business processes	Technology component	Exceptions
		of MVP scope)		SAP Analytics Cloud (Reporting) SAP Master Data Governance AusTender Reporting Tool	<ul style="list-style-type: none"> • Mange sourcing panel • Manage Sourcing Agency Master Agreement • Source Goods and/or Services via Indigenous Supplier • Manage Sourcing Open Approach to Market • Manage Purchase Goods and/or Services Low Value <p>Functional testing did not occur.</p>
Asset Management	Not in MVP1.1 Scope	No	5	SAP S/4HANA	
Inventory Management	Not in MVP1.1 Scope	No	3	SAP S/4HANA	

The table above shows all the P2P capabilities and their build status against MVP 1.1 including their technology component and exceptions.

4.5.2 P2P WRICEF summary

The table below provides a summary of these elements, detailing their presence across various P2P capabilities.

Table 16: P2P WRICEF summary⁶⁰

Capability	Workflows	Report	Interfaces+ Integration	Conversion	Enhancement	Form	Total
Accounts Payable					12		12
Contract Management	2				4		6
Contractor Management	1				6		7
Purchasing	1				5	4	10
Sourcing					2		2
Total	4	0	0	0	29	4	37

⁶⁰ The presence of these WRICEF components for a capability indicates that custom developments or configurations are in place. WRICEF components and changes to the core via enhancements add consideration to the maintenance overhead associated with these customisations when assessing the reusability of capabilities in GovERP.

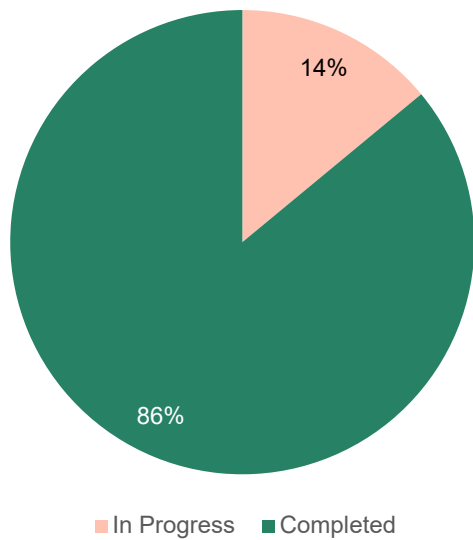
The table above shows a summary of all WRICEF customisations made for procure to pay.

A further eight WRICEF's were planned for MVP1.1 with AGD enhancements which were:

- Four reports (all for Contract Management)
- Four enhancements (two for Contract Management, one for Contractor Management and one for Purchasing).

The completeness⁶¹ status of the WRICEFs is summarised below:

Figure 28: P2P WRICEF completeness (up to functional testing)

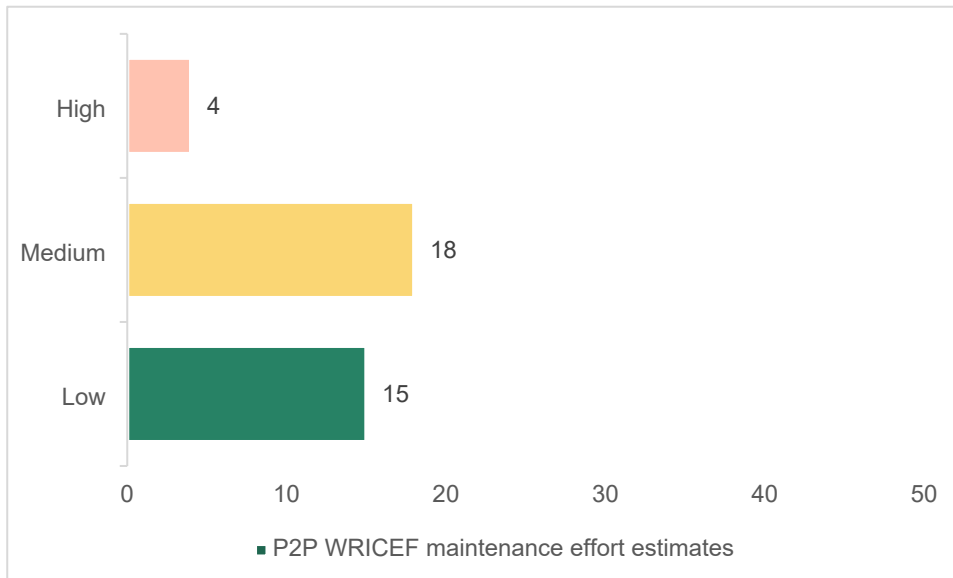


The figure above describes the procure to pay value stream WRICEF completeness. 14 per cent were in progress 86 per cent are complete.

If all WRICEF's are built, the complexity of managing the MVP1.1 WRICEFs on an ongoing basis is summarised below. Appendix D details a breakdown of each WRICEF and the indicative effort required for maintenance.

⁶¹ Completeness refers to the completion of both build and functional testing.

Figure 29 P2P WRICEF maintenance effort estimates



The figure above describes the procure to pay value stream WRICEF maintenance effort level estimates 4 are high, 18 are medium and 15 are low.

The ongoing impact of maintaining these WRICEF's will depend on the updates and releases by SAP. The release cadence for S/4HANA is every 12 months.

Furthermore, GovERP has not integrated with either of the below whole of government solutions which are already built and operational across a range of entities:

- ARC, which is the whole of government AusTender publishing integration tool.
- Peppol, which is the whole of government e-invoicing solution.

Since comprehensive testing of procurement functionalities has not been conducted, potential vulnerabilities and defects may yet be undetected.

AGD also highlighted that it became evident the capability to be deployed was a significant step backward from their existing capability, and in some instances did not reflect the nature of procurement within the public service.

4.5.3 Key P2P insights

The key insights for P2P are summarised below:

Table 17: Key P2P insights

P2P insights
P2P1 There are 37 P2P WRICEF's, most of which will require effort to maintain.

The table above describes the procure to pay insights in relations to WRICEF customisations made. P2P1 There are 37 P2P WRICEF's, most of which will require effort to maintain.

4.5.4 Re-use considerations for P2P

Based on the information provided by Services Australia regarding the build status of GovERP, it is not possible to assess the re-usability of the intended MVP1.1 build.

From a Tier 3 re-use perspective on intellectual property, almost all information could be considered by a potential agency.

4.6 Travel and Expense Management (TEMS)

Travel and Expense Management (TEMS) refers to the software and systems designed to manage and optimise the travel management and expense management functions of an organisation within the broader framework of an ERP system.

The Expense8 and GovComply products are used to deliver the TEMS value stream and are hosted on Amazon Web Services (AWS). The tools are hosted onshore in either a protected⁶² or non-protected⁶³ environment. Build status across value streams, functions, and components.

4.6.1 Build status across value streams, functions, and components

The build completion for TEMS across the GovERP MVP and the full GovERP is depicted in the figure below.

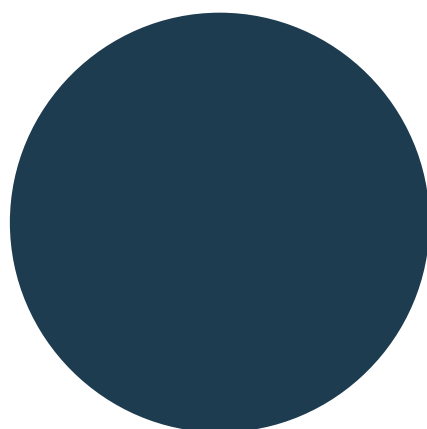
There were a total of 27 business processes and sub-processes across four capabilities which were presented to the BPMC, and all were endorsed.⁶⁴

⁶² Only accessible onshore with relevant security clearances.

⁶³ Overseas support can be provided on the non-protected environment.

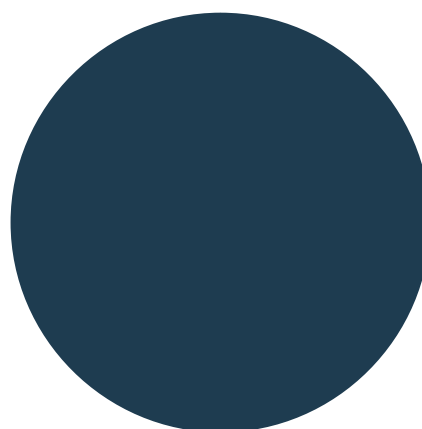
⁶⁴ There is a known disparity between the number of process maps approved and the number of process maps included in Decision 22 as per the 'Business Process' column within the below build and functional testing status table. The exact reason for this disparity could not be prosecuted as part of this assessment, as the BPMC minutes and meeting content, which included the process maps, was unable to be provisioned by Services Australia in time for this report.

Figure 30: TEMS completion – Full GovERP



■ Not built ■ built

Figure 31: TEMS completion – MVP1.1



■ Not built ■ built

Figure 30 above describes the Travel and expense management value stream completion from the full scope of GovERP. 100 per cent not built.

Figure 31 above describes the Travel and expense management value stream completion from minimum viable product 1.1. 100 per cent not built.

The table below provides a detailed view of the build and testing status of respective capabilities.

Table 18: Build status of TEMS capabilities⁶⁵

Capabilities	Scope	Build Complete? ⁶⁶	Business processes	Technology component	Exceptions
Expense Management	MVP1.1	No	3	Expense8	Functional testing not completed
Auditing and Compliance Management	MVP1.1	No	4	GovComply	Functional testing not completed
Credit Card Management	MVP1.1	No	6	Expense8	Integrations for the below processes are not built: <ul style="list-style-type: none"> Manage credit card transactions⁶⁷ Functional testing not completed
Travel Management	MVP1.1	No	8	Expense8	Integrations to SAP for the below processes are not built: <ul style="list-style-type: none"> Maintain traveller profile Calculate and pay travel allowances Functional testing not completed

⁶⁵ As per 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial, April 2024.

⁶⁶ Results extracted from 17. 20240410 GovERP MVP WoAG Template status v1.2 Baseline + Updated with comments for Partial.

⁶⁷ 8common advised verbally that this integration occurred after the pause of GovERP, however, this was not validated in the information provided by Services Australia.

The table above describes provides the build status of Travel and Expense Management (TEMS) capabilities. The capabilities, their scope, build completion status, number of business processes, technology component, and provide the list of any exceptions.

Although TEMS is considered not complete as advised by Services Australia, due to integrations with S/4HANA yet to occur, Reason Group have been advised by both the Department of Finance and 8common that the Expense8 product has been built and deployed within other Government Departments. Further, Expense8 has been integrated with a range of other technologies (e.g. TechnologyOne, SAP ECC6). For this reason, section 5 of this report addresses how the Expense8 product could be reused.

The GovERP template has been built into the SaaS product and is currently used by over 20 APS entities, including the Service Delivery Office in the Department of Finance and the Department of Veterans Affairs.

Key functionality requested by GovERP prior to the handover to Services Australia, and which has been incorporated into the configurable SaaS product, includes:

- 'GovComply' which incorporated functionality capable of continuously monitoring and auditing credit card and employee reimbursements transactions. GovComply runs a series of policy tests across all transactional data on a nightly basis, creating workflow exceptions to an agency's audit team for investigation and remediation.
- Catering for behavioural differences between official and relocation trips. Expense8 had incorporated differences in approval workflows, travel allowance calculations/rules, and available trip cost types, including 'removalist' and 'pet transportation/boarding' costs for relocation trips. Additionally, Expense8 features a configurable 'other cost' type that can be tailored to meet each agency's individual needs.
- Rebuild of the Credit Card Application Module, which now incorporates automatically inferring card limits upon application, automatically create and transmit to Diners⁶⁸ when a new employee is added, automated deactivation of a credit card following an employee leaving, updated delegations based on APS level, and capability for an executive assistant to start a card application on behalf of their assigned executive.
- Integrated to the travel booking portal Cytric provided by Corporate Travel Management (CTM) under the whole of government travel arrangements.

⁶⁸ Whole of government Credit Card provider

4.6.2 TEMS WRICEF summary

The table below provides a summary of these elements, detailing their presence across various TEMS capabilities.

Table 19: TEMS WRICEF summary⁶⁹

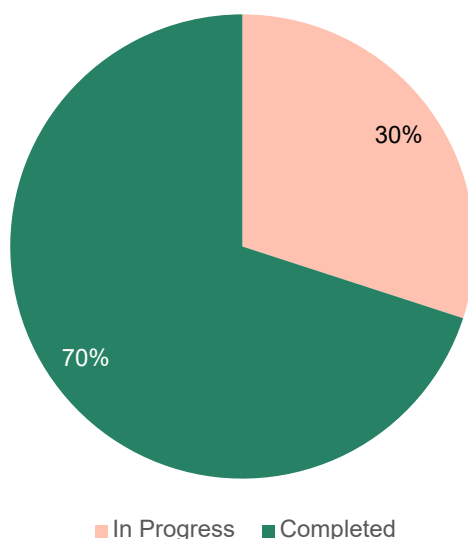
Capability	Workflows	Report	Interfaces+ Integration	Conversion	Enhancement	Form	Total
Auditing and Compliance Management							
Expense Management			10				10
Manage Travel							
Managing Credit Cards							
Total	0	0	10	0	0	0	10

The table above shows procure to pay (P2P) and the total number of customisations made via WRICEFs.

No further changes were planned for MVP1.1 with AGD enhancements.

The completeness⁷⁰ status of the WRICEFs is summarised below.

Figure 32: TEMS WRICEF completeness (up to functional testing)



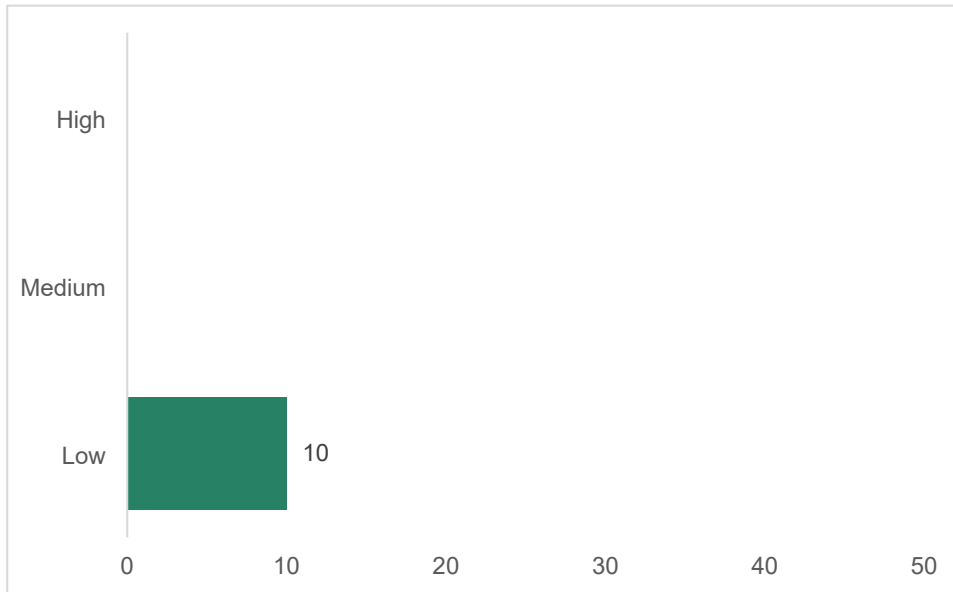
The figure above describes the WRICEF completeness against the Travel and Expense Management (TEMS) value stream. 30 per cent are in progress and 70 per cent are complete.

⁶⁹ The presence of these WRICEF components for a capability indicates that custom developments or configurations are in place. WRICEF components and changes to the core via enhancements add consideration to the maintenance overhead associated with these customisations when assessing the reusability of capabilities in GovERP.

⁷⁰ Completeness refers to the completion of both build and functional testing.

Indicatively, if all WRICEF's are built, the complexity of managing the MVP1.1 WRICEFs on an ongoing basis is summarised below. Appendix D details a breakdown of each WRICEF and the indicative effort required for maintenance.

Figure 33: TEMS WRICEF maintenance effort estimates



The figure above describes the Travel and Expense Management (TEMS) value stream WRICEF maintenance effort level estimates. 10 are low.

4.6.3 Key TEMS insights

The key insights for TEMS are summarised below.

Table 20: Key TEMS insights

TEMS insights
TEMS1 Expense8 has had several functionality uplifts prior to the handover of GovERP to Services Australia, and as a configurable SaaS product, is able to be immediately reused by other entities.
TEMS2 None of the WRICEFs built into the TEMS solution (Expense8 and GovComply) are anticipated to have a high complexity of ongoing maintenance. As a SaaS solution, the vendor will be responsible for the ongoing management of these WRICEFs.
TEMS3 There are 10 TEMS WRICEFs, all of which will require a low effort to maintain.
TEMS4 Despite the build status of the GovERP template for TEMS, Expense8 can be operated independently of GovERP as a standalone product, which can be integrated into another entity's environment.

The figure above shows a description of four key TEMS insights.

4.6.4 Re-use considerations for TEMS

Based on the information provided by Services Australia regarding the build status of GovERP, it is not possible to assess the re-usability of the intended MVP1.1 build. The MVP test report classifies

this value stream and its capabilities as either “not built” or “N/A”⁷¹, as they were implemented by the vendor, 8common⁷².

Note, however, the vendor, 8common, has indicated that the GovERP template is being utilised by over 40 entities including the Service Delivery Office in the Department of Finance and the Department of Veterans Affairs. The vendor has stated this template version is readily reusable as a configurable, integrable product.

The Shared Services Division of the Department of Finance has also confirmed this information.

4.7 Data

H2R provides pre-defined employee data models supporting both master data and transactional data requirements. Moreover, it offers predefined APIs for seamless interoperability and well-defined data standards.

Similarly, SAP S/4HANA Finance and Procurement solutions (B2R, R2B, P2P) presented a comprehensive set of Commercial Off-The-Shelf (COTS) data models catering to both master and transactional data. These models were complemented by integration modules within the SAP Business Technology Platform (BTP) Integration Suites, exposing standardised data formats.

Customisation was introduced to align with the specific needs of the Australian Government, such as compliance with the Central Budget Management System (CBMS) and other statutory requirements.

The overarching approach to data standards embraced a blend of COTS solutions with tailored modifications to meet the requirements of the Australian government's MVP initiatives. This approach enabled alignment with the evolving landscape of governmental data exchange requirements.

During the engagement, data dictionaries were provided, explaining the structure of the data in GovERP core systems. To re-use these solutions, onboarding entities would need to adopt the data standards (and/or transform and integrate to them).

No production or personally identifiable data was loaded into GovERP, all data used in unit testing was obfuscated data.⁷³

4.8 Security

4.8.1 GovERP Technology Platform

The GovERP system runs on virtual computers and storage provided by Microsoft's Azure cloud platform, managed by Service Australia.⁷⁴ This setup allows GovERP to use the processing power and resources of Azure Virtual Desktops (AVD) to run the GovERP system. This approach additionally allowed GovERP to leverage security settings established by and previously assessed

⁷¹ Meaning not applicable

⁷² As per 26. *GovERP Template Test Execution Summary Report*, page 2

⁷³ As per advice received from Services Australia. Note, Reason Group did not cite the data included within GovERP.

⁷⁴ As per *GovERP Technology Platform (GTP) IRAP Assessment v1.3 2023*

for Services Australia in Azure, rather than creating a security governance model from the ground up.

All security settings were represented in the Technology Hub, which allowed administrators to manage the GovERP system and infrastructure.

Patch management via Azure Update is in place but there is no standard operating procedure. Patches for virtual machines and Microsoft applications are automatically applied via Microsoft and cannot be deferred, however timeframes were undocumented.

Backups of virtual machines and logs are configured in Azure and managed through Azure Backup. Configuration is stored as infrastructure-as-code and in Intune, both of which are backed up in Azure Backup. However, there are no formal backup procedures or processes documented for backups in GovERP.

Microsoft Sentinel was chosen as the security information event management (SIEM) solution within the Azure GTP Environment; a scalable, cloud-native, and security orchestration automated response (SOAR) solution.

The IRAP assessment for GTP included an assessment of the Essential Eight *Strategies to Mitigate Cyber Security Incidents*.⁷⁵ The IRAP assessment of GovERP Technology Platform (GTP) relied heavily on security settings in Microsoft Azure. Multifactor Authentication (MFA) was determined to be fully met (Maturity Level 2) during the assessment; however, no other Essential Eight maturity areas were met (Level 0).

The first of several planned IRAP assessments was conducted on the GovERP stack in September 2023. This assessment relied heavily on security controls available in the PROTECTED Azure cloud, per the 2021 Azure IRAP assessment. Thus, any areas such as physical data centre, physical networking, physical hosts, virtualisation or platform management were explicitly excluded from detailed security planning as they would be inherited from Microsoft.

Identities in GovERP were to consist of unprivileged users (who use and administer the applications hosted on Azure) and privileged users who administer the underlying technology stack in Azure.

All privileged user identities were to be created in Azure Active Directory (AAD), and hence AAD was to be the GovERP platform source of truth.

AAD provided authentication and authorisation of user credentials to the hosts (Azure Virtual Desktops). Single-sign-on (SSO) to AAD resources was provided natively by Azure, however users would still be prompted for MFA or have restricted access via applications based on conditional access policies configured in the platform security design.

4.8.2 Expense8

Expense8 has had an IRAP assessment completed recently (2023), providing reasonable assurance that its security processes and maturity are suitable for government use. This assessment can be leveraged by any agency using its services.

⁷⁵ www.cyber.gov.au/resources-business-and-government/essential-cyber-security/essential-eight/essential-eight-maturity-model

4.8.3 SAP S/4HANA

SAP S/4HANA is a central part of the current GovERP product, integrated to other SAP components via SAP BTP. At present, S/4HANA is deployed in Services Australia private Azure tenancy.

S/4HANA has an independent security certification (IRAP/Cloud Security Assessment⁷⁶) which can be leveraged by other entities outside of the Services Australia tenancy. Note that the IRAP assessment focuses on the private cloud edition of SAP ERP, which may not be useful for alternative reuse strategies.

Given S/4HANA is implemented on Services Australia's infrastructure, it will be the responsibility of Service Australia to maintain patching, upgrades, and maintenance requirements.

4.8.4 SAP SuccessFactors

SAP SuccessFactors does not assert any formal Australian government security certifications. Entities should pursue their own security certifications if using the product.

4.8.5 SAP Signavio

SAP Signavio is dedicated to modelling business processes, aiming to identify divergent processes, siloed information, and communication gaps to eliminate inefficiencies. The use of Signavio within GovERP was limited to cataloguing approved process maps, as the GovERP platform did not reach sufficient maturity to benefit from process improvement.

SAP Signavio has been IRAP-assessed (Cloud Security Assessment - March 2023⁷⁷) for Australian Government use, and any subsequent reuse of Signavio can leverage this assessment.

⁷⁶ www.sap.com/australia/about/trust-center/certification-compliance/sap-s4hana-pce-csa-pack.html

⁷⁷ www.sap.com/australia/about/trust-center/certification-compliance/sap-signavio-csa-pack.html

5. What can be reused and how?

5.1 Overview

The current state of GovERP diverges significantly from the original program design and original operating model. The project has also seen an abrupt pause partway through development. While certain aspects of GovERP hold potential as accelerators for entities, it's important to recognise that entities will likely need to complete and potentially further customise the templates while adhering to existing data standards; AGD's experience necessitated similar considerations for use of GovERP.

To leverage GovERP components as accelerators, additional considerations and negotiations regarding whole of government licensing implications will be necessary. For large entities grappling with complex ERP requirements and substantial IT workforces, particularly those reliant on SAP, GovERP could serve as a potent accelerator, potentially featuring numerous enhancements tailored to government needs.

The foundational premise of GovERP and its proposed operating model was intended to create a reusable platform across the government landscape. However, with the project's scope now reduced minimum viable product and shared services suspended, coupled with a departure from the initial operating model and the componentisation of GovERP, achieving the desired level of reusability presents a challenge.

In alignment with the Reuse Hierarchy, the following components have been identified as capable of reuse.

Table 21: Value stream and/or technology reusability summary

Value stream	Technology	Tier 1	Tier 2	Tier 3
Hire to Retire (H2R)	SAP Success Factors	✖	✓	✓
Finance, including Revenue to Bank (R2B) and Budget to Report (B2R)	SAP S/4HANA	✖	✓	✓
Procure-to-pay (P2P)	SAP S/4HANA	✖	✖	✓
Travel and expense management (TEMS)	Expense8	✓	✖	✓

The table above contains value stream and tier of reuse. Describing what value stream is reuseable at which tier.

Whilst the above focuses on specific technologies which can be reused, blueprints and patterns for the other technologies identified in section 5.7 could be reused by other entities as well (outright or as accelerators).

The conditions and considerations pertinent to the reuse of these components are discussed in the subsequent sections.

5.2 Practical re-use considerations

When considering the reuse of a substantial ERP technology solution, it is essential to assess not only what could be reused, but also whether it should be reused. While some entities may be closer to adoption than others, consistency doesn't always translate to simpler or more cost-effective implementation. Therefore, practical considerations for reusing components should be thoroughly evaluated in every scenario.

5.2.1 Componentisation

While the GovERP solution was not originally conceived with componentisation in mind, there was consideration given to implementing an iterative go-live approach, indicating that some level of modularisation may be feasible.

However, it is important to acknowledge that achieving true modularisation presents substantial challenges without established commercial agreements, hosting solutions, complete components, and adherence to data standards.

Given the current hosting arrangements, an iterative go-live strategy and the potential for reuse seem most appropriate for Services Australia's implementation of the solution.

5.2.2 Operating Model

The original GovERP operating model included the concept of a Technology Hub, which would encompass all core products and enhancements and manage maintenance and upgrades. This hub was intended to be 'linked' to a variable number of Provider Hubs, allowing entities to benefit from the core system while making bespoke changes as needed in their own versions.

In this model, the Technology Hub would be hosted and managed by an entity with the requisite SAP skills and workforce to properly oversee the core GovERP product and government enhancements. Entities would be responsible for managing any customisations they made for themselves, while core maintenance and enhancement uplifts would be managed by the Technology Hub provider.

For the current ERP product, two different operating models could support reuse:

1. **Lift and shift:** Services Australia could assist entities in packaging (and supporting) a copy of the GovERP codebase (in whole or in part) for deployment into their own landscape, thus expediting their ERP implementations.

This would likely require significant effort from Services Australia, and lead to several other implications, such as commercial considerations, data management, and process alignment, which would need to be considered.

2. **Vendor SaaS:** Subject to commercial considerations, the product (and associated components) could be stabilised and offered by vendors as one or multiple SaaS products to other entities.

This would likely require substantial effort from Services Australia, and lead to various other implications, including commercial factors, data, management, and process alignment, which will need to be addressed accordingly.

5.2.3 Commercial

There will be commercial implications to any reuse, including the finalisation of the existing build, potential software end-of-life costs, and upgrade implications. These considerations are likely to require advocacy from the DTA as whole of government considerations for some or all the GovERP components, including:

- a) **reuse of the end-to-end GovERP product:** Once (if) it is finalised.
- b) **component reuse:** Can entities take some or all the code as the current package, but only pay for the specific services that they use?
- c) **SaaS vendor solutions:** If some of the solution accelerators are packaged up, and vendors sell them to other government entities, is there a whole of government discount licence as a part of this?
- d) **lift and shift:** If this option is chosen, there will likely be one-off costs incurred on the Services Australia side to package the solution up, in addition to licensing implications and adoption costs from entities wanting to utilise what has been built.

5.2.4 Data

For any re-use of the current solution, whether in its entirety or component-based, onboarding or reusing entities would need to adopt the data standards currently built into the GovERP solution. Further, if entities are using part of or integrating back to their processing platforms, these data standards will need to be adhered to both for migration to go-live and transactionally for ongoing use. Work will be required to define the data standards in a way that entities can consume and understand the effort.

5.2.5 Maintenance

Balancing standardisation with customisation is crucial to meet specific government needs effectively. Standardising processes where possible reduces complexity, improves maintainability, and facilitates interoperability among government entities.

Therefore, any agency intending to implement GovERP will require a dedicated team to maintain and operate the platform. Properly sizing and monitoring the resource consumption of the WRICEF components will be vital to ensuring GovERP continues to meet business requirements over time.

The current GovERP asset may be able to assist large entities with complex ERP needs, particularly those with substantial IT workforces and/or using SAP, as it can serve as an accelerator, given the availability of support teams for maintenance requirements.

Despite the build status, SAP have advised⁷⁸:

- "There is nothing visible in the core solutions that would limit supportability in the future using GovERP template for Services Australia ERP".
- "There is nothing visible that would limit its reuse nor deem it not supportable".
- "No changes to standard / core code, as well as all WRICEFs [having been] reviewed by the SAP Premium Engagement team".

5.2.6 Integration

For any reuse of the current solution, whether in its entirety or based on components, onboarding or reusing entities would have to adhere to the integration standards already established in the GovERP solution.

Effort will be needed to define these integration standards in a way that entities can easily understand and adopt.

Adopting consistent integration standards, even if not all components of GovERP are used as accelerators or reused, would still reduce lower implementation costs and minimise impact across government entities by aligning data standards more closely across the whole of government.

5.2.7 Business process alignment

Entities should recognise that to effectively utilise any aspect of the GovERP solution (i.e. for it to be cost-effective and reusable), they must adopt the envisioned business processes outlined in the template.

Any deviation from this will likely necessitate additional enhancements, data modifications, and integration considerations.

Further, entities will need to conduct a fit-gap analysis to determine any specific business process requirements that extend beyond the template.

5.2.8 Solution Gaps

At this point, any entity intending to reuse (or use as accelerators) any aspect of the GovERP product must assess the effort required to develop capabilities that are currently absent or require enhancement based on the current build and test status.

⁷⁸ Per *Supportability and GovERP reuse for Services Australia ERP*, as provided by SAP Australia on 11 April 2024.

5.3 H2R | SAP SuccessFactors

5.3.1 Residual build requirements

SuccessFactors serves as a comprehensive HR management platform, encompassing core HR and payroll, talent management, sales performance management, people analytics, and workforce planning.

Configurable learning modules within SuccessFactors allow for agency-specific training to be incorporated into localised versions. While version MVP 1.1 with AGD enhancements demonstrated capability in these areas, the full functionality build remains incomplete, representing a partial build for the common template.

5.3.2 Implementation options, timeframes, and potential costs

Substantial effort would be required to map existing process, align data and integration standards, and potentially decouple the existing SuccessFactors solution from the GovERP landscape, to use as an accelerator. Entities will also need to consider the implications of using this within the SAP Sovereign Cloud.

SuccessFactors blueprints/patterns can be reused in their current state once requirements and implementation planning has been undertaken by interested entities.

SAP has advised the logical module groupings, which could be deployed in a phased approach, are:

- EC (core), ECP & Time Tracking
- Recruitment and Onboarding
- Performance & Goals and Learning
- Succession & Development

By componentising these modules and implementing them in phases, SAP suggests the development burden is potentially reduced, although this has not been quantified. The suitability of these groupings will need to be assessed based on agency requirements at the time of product consideration.

5.3.3 Procurement and Commercial

The whole of government agreement for licencing and implementing the SAP SuccessFactors platform is currently under negotiation. The existing panel (SON3464296) expires June 2024. Professional Services cost estimations will be explored further post-completion of the whole of government SAP negotiation. Other commercial implications exist as per section 5.2 of this document.

5.3.4 Technology and architecture

MVP1.1 includes 5 WRICEF enhancements to the Leave and Absence Management, and Payroll Services modules within SuccessFactors. An additional 12 WRICEF interface designs under the Employee Management, Payroll Services, and Leave and Absence modules are built, supporting reusable capabilities upon completion of build and test activities.

5.3.5 Security, data, and storage

SAP SuccessFactors does not possess formal Australian Government security certifications. Entities intending to use the product suite should pursue their own security certifications. Given SuccessFactors' storage on the SAP Sovereign cloud, integration with SAP Sovereign Cloud is necessary if using the GovERP version.

5.3.6 Governance

Without formal ownership of governance documents and a dedicated uplift and maintenance strategy, the current state common template and GovERP blueprints and patterns risk becoming archival records. Ongoing management of the SuccessFactors MVP templates is crucial.

5.3.7 Ongoing maintenance and support

SuccessFactors follows a 6-monthly release cycle, whereas ECC6 previously followed a 12-month release cycle. For each release, the client agency will need to undertake testing of the proposed upgrade and any support and remediation activities associated with it.

5.4 R2B + B2R + P2P | S/4HANA

SAP S/4HANA serves as the primary Finance and Procurement solution within GovERP, covering the value streams of Budget to Report (B2R), Revenue to Bank (R2B), and Procure to Pay (P2P).

5.4.1 Residual build requirements

Any remaining build requirements for the MVP must be finalised and tested, including systems integration testing and user acceptance testing. Given the ongoing development and testing needed for B2R, R2B and P2P, a detailed cost estimate from Services Australia is necessary to address any gaps.

Furthermore, it is expected that additional configuration will be necessary to align with the requirements of individual entities. Therefore, each agency will need to conduct a gap fit analysis

as part of their implementation process, including configurations and conducting associated testing.

5.4.2 Implementation options, timeframes, and potential costs

Based on the available data and SAP's advice, two pathways are apparent for the S/4HANA components associated with GovERP.

1. Utilise a copy of the Services Australia version as an accelerator in an agency's own Azure instance.
2. Upgrade the version of S/4HANA to the latest release and migrate to the SAP Sovereign Cloud.

It is essential to acknowledge the implications outlined in this document, including commercial considerations, ongoing maintenance, versioning, and end-of-life considerations, before proceeding with either option.

5.4.3 Procurement and Commercial

The current licensing agreement for S/4HANA was issued under GovERP. Services Australia and the DTA have indicated that confirmation is necessary before another agency can use it. Therefore, each agency may need to negotiate new licensing arrangements in line with their implementation option.

Negotiations for the licensing and implementation of the SAP S/4HANA platform under the whole of government agreement are currently underway. The existing panel (SON3464296) is set to expire in June 2024.

Further investigations into the estimated Professional Services costs to complete this will be required once the whole of government SAP negotiation is finalised in June 2024.

5.4.4 Technology and architecture

SAP S/4HANA serves as the core FMIS, currently hosted on a private instance in Azure. It is supported until 2040 under existing commercial arrangements.

The current version of S/4HANA being used is already two releases behind the current version. To make it cloud ready, an upgrade would be necessary at some point in the future to maintain integration with SAP SuccessFactors in the SAP Sovereign Cloud (SSC).

Within the S/4HANA landscape, there are also systems like SAP Master Data Governance, Open Text Vendor Invoice Management (VIM), MS Sentinel, and MS Active Directory, all of which need to be packaged to ensure future reusability.

While progress has been made, further work is needed on the S/4HANA product to fully realise the envisioned core financial management capabilities outlined in this document.

MVP1.1 incorporates 61 WRICEF enhancements tailored to the whole of government template for the standard SAP S/4HANA product, serving as reusable accelerators.

As advised by SAP, the current FPS01 (2021) instance of S/4HANA needs upgrading and reconfiguration to at least the October 2023 (FPS00 2023) release to ensure long-term connectivity to any SAP Sovereign Cloud solution as a viable reuse option.

5.4.5 Security, data, and storage

Security, data, and storage considerations are crucial for SAP S/4HANA, a central component of the current GovERP product, integrated with other SAP components via SAP BTP. Currently, S/4HANA is deployed within Services Australia's private Azure tenancy.

S/4HANA has an independent security certification (IRAP/Cloud Security Assessment), which can be leveraged by other entities outside of Services Australia's tenancy. However, it's important to note the IRAP assessment focuses on the private cloud edition of SAP ERP, which may not align with alternative reuse strategies.

Given the S/4HANA is implemented on Services Australia's infrastructure, the responsibility for maintaining patching, upgrades and maintenance requirements falls on Services Australia.

5.4.6 Governance

Without formal ownership of governance documents and a dedicated uplift and maintenance strategy, the current state common template and GovERP blueprints and patterns risk becoming archival records of the program's status as of 2023. It is crucial to note that ongoing management of the S/4HANA MVP templates will be necessary.

5.4.7 Ongoing maintenance and support

As noted previously the existing GovERP asset could potentially serve large entities with complex ERP requirements, especially those with substantial IT teams, particularly in SAP expertise, to expedite implementation. However, it's crucial to note that ongoing maintenance and support of the S/4HANA solution will be necessary on the client side.

5.5 TEMS | Expense8

Expense8 is a Software-as-a-Service (SaaS), cloud-based travel and expense management solution provided by 8common. It has been operational in the Australian Government since 2011.

5.5.1 Residual build requirements

As a Software-as-a-Service (SaaS) product, Expense8 is developed and maintained by the vendor. It's advised that the current whole of government template, employed by over 40 entities, necessitates straightforward configurations rather than intricate setups before deployment.

While the product is ready for use, integrations with S/4HANA have not been established (e.g., APIs) and may be necessary for adoption by another agency by using this technology state.

However, the vendor has indicated integrations with various other technologies (such as TechnologyOne, SAP ECC6, Sage, Dynamics) are already in place.

Furthermore, the vendor has indicated any additional GovERP template builds will be integrated back into the configurable SaaS product. This will allow entities to toggle the features and functions as needed.

5.5.2 Implementation options, timeframes, and potential costs

Expense8, being a cloud-based Software-as-a-Service (SaaS) product, offers two deployment options:

- either as a standalone solution, or
- integrated into existing or legacy tools.

Implementation of Expense8 typically spans 3-6 months with a team of approximately 2-5 FTE.

Factors influencing the timeline include scope definition, resource availability, existing technology stack and infrastructure, customisation and configuration requirements, data migration and cleansing, user training and change management, regulatory compliance, security, testing, quality assurance, and external dependencies. Ongoing costs are subscription-based.

A typical rollout as provided by the vendor, involves several stages:

- understanding agency readiness, including change management and communications
- discovery using the GovERP template as an initial baseline and the Expense8 'Early Adoption' program
- configuration and customisations
- testing
- deployment and training
- sustainment.

Being hosted on AWS as a SaaS product, Expense8 shows no performance limitations. The main risk to successful implementation lies in resource provision within project teams. While the implementation effort for Expense8 is generally low, appropriate resource allocation, especially for data sourcing and migration activities during the initial release, is crucial for success. This implementation risk is not unique to Expense8, but it's worth noting as highlighted by current use cases during the assessment of the GovERP ecosystem.

5.5.3 Procurement and Commercial

Expense8 is available through the Cloud Marketplace (SON3668352) managed by BuyICT. Entities need to obtain their own licences, as there is no whole of government licence and no 'piggy backing' contractual clause,⁷⁹ although Services Australia has a head agreement with the vendor 8common.

⁷⁹ As per discussions with Expense8 and Services Australia.

5.5.4 Technology and architecture

Expense8 key features include but are not limited to pre-trip approval, real-time tracking of travel costs, and automated expense reporting and reimbursement. The product operates as a Software-as-a-Service (SaaS) model stored and maintained by the vendor.

Expense8 notes they are the sole product in the market that integrates with the CTM travel provider. Enabling users to book and manage travel expenses within a unified interface. As a sovereign platform, it provides tailored functionality for users to request and order corporate cards for APS travel and expenses.

The Expense8 core platform is equipped with integrations and APIs compatible with numerous technology platforms, including Technology One, SAP, Chris21/HR21, Sage, Dynamics, and Oracle. This broad compatibility allows Expense8 to seamlessly integrate with multiple Australian Government entities, regardless of their financial management and HR technical solutions. However, customisations specific to the localised version of the GovERP platform, such as those for AGD, may not be reusable unless the target agency shares the same capability requirements.

MVP1.1 incorporates 10 WRICEF enhancements tailored to the whole of government template for the standard SAP S/4HANA product, serving as reusable accelerators.

5.5.5 Security, data, and storage

Expense8 has obtained IRAP certification (2023, PROTECTED), hosted on AWS servers located in Australia. Notably, Expense8 operates within two distinct hosting environments:

- **protected cloud:** This environment is exclusively accessible to suitably security-cleared personnel within Australia, making it the preferred option for most Australian Government workloads.
- **public cloud:** Accessible by offshore staff who support Expense8, this environment serves specific purposes within the operational framework.

Moreover, Expense8 complies with the Payment Card Industry Data Security Standard (PCI DSS), which necessitates security measures for handling payment card data.

5.5.6 Governance

Governance requirements for this solution are minimal.

5.5.7 Ongoing maintenance and support

Ongoing maintenance and support for Expense8, being a Software as a Service (SaaS) solution, is handled entirely by 8common. Entities are responsible for covering the costs of licences on an ongoing basis. Any customisations needed will require negotiation with 8common.

5.6 GovERP Processes | SAP Signavio

SAP Signavio comprises a suite of business process management (BPM) and transformation tools offered by SAP.

5.6.1 Residual build requirements

No residual build requirements have been identified for SAP Signavio.

5.6.2 Implementation options, timeframes, and potential costs

Although an archival version⁸⁰ of the system has been extracted into .pdf form, the extracted artefact has lost editability and will diminish in value as a reuse tool over time. A copy of the Signavio file can be provisioned by Services Australia, which is expected to retain all functionality and features, however, will require another entity to hold appropriate licences to access the file via Signavio.

Services Australia has indicated that approximately four other Australian Government entities (e.g. Department of Health and Aged Care (DoHAC) and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)) are interested in accessing the Signavio system for process map usage. This interest indicates a government-wide need to maintain or find a suitable digital alternative for long-term access to information within the Signavio platform.

Given Services Australia's position to discontinue the use of Signavio (refer Section 5.6.3 Procurement and commercial), the only viable option for reusing this content is to transfer a full copy of the archive file to the DTA⁸¹ or DOF. The DTA or DOF will then be responsible for maintaining the process maps in consultation with key stakeholders, such as Services Australia.

The exact cost implications for SAP Signavio will depend on the number of users and modules required, with larger organisations likely to incur significantly higher costs than smaller ones.

5.6.3 Procurement and commercial

The current licencing arrangement for Signavio is due to expire in July 2024 and Services Australia intends to let the current licence arrangement lapse due to availability of other platforms in the Services Australia ecosystem, such as Aris, which better suits their needs.

⁸⁰ Signavio archive and an XML archive

⁸¹ Note, the DTA have made an interim decision to have the Signavio file transferred to them.

The original intent was for Signavio to be rolled out to other entities so that BPM could be used across government entities, especially once GovERP was onboarded by those other entities.

5.6.4 Technology and architecture

Signavio is a standalone process mapping tool, and other parts of GovERP do not rely on Signavio to run or operate. However, the current ERP Solution Manager is integrated with Signavio via SAP BTP to facilitate the exchange of process documentation content.

5.6.5 Security, data, and storage

Signavio has been IRAP-assessed (Cloud Security Assessment - March 2023⁸²) for Australian Government use, providing assurance of its suitability for government purposes.

5.6.6 Governance

The governance arrangements which lead to the creation of the Signavio process maps have effectively disbanded. There was considerable governance within the GovERP Program to ensure agreement where possible to drive process consistency across entities. There is value maintaining this governance government-wide.

The entity that takes possession of a Signavio archive file will need to ensure appropriate change controls are implemented to ensure the process maps reflect the ERP system builds and are updated accordingly.

5.6.7 Ongoing maintenance and support

As a SaaS solution, all maintenance, upgrades, and enhancements are managed by SAP.

Entities will be required to cover the ongoing costs of licences any customisations will need to be negotiated with SAP.

Maintaining the process maps to ensure they remain contemporary and aligned to the chosen ERP solution will require substantial effort.

⁸² <https://www.sap.com/australia/about/trust-center/certification-compliance/sap-signavio-csa-pack.html>

5.7 Other technologies intended to augment the GovERP solutions

Various technologies within GovERP can be considered to augment the GovERP solution. The table below delineates these factors

Table 22: Technologies intended to augment the GovERP solution

Technology	Comments
SAP Business Technology Platform	<ul style="list-style-type: none"> Can be used as an accelerator for integration of SAP technologies within the GovERP landscape.
SAP Sovereign Cloud	<ul style="list-style-type: none"> Sovereign Cloud was deployed for use in GovERP and can be used by other entities. There are potential cost savings in licencing and provisioning of the cloud environments through the utilisation of what has already been deployed for GovERP.
SAP Analytics Cloud	<ul style="list-style-type: none"> Reusable for statutory reporting purposes, in conjunction with SAP product set.
SAP Fiori Launchpad	<ul style="list-style-type: none"> Embedded as part of core SAP S/4HANA solution, however, is not in itself reusable as it is highly configured to the GovERP.
SAP Fieldglass	<ul style="list-style-type: none"> Product was built by the vendor, SAP, however, was not progressed in the build for GovERP MVP1.1.
SAP Enable Now	<ul style="list-style-type: none"> No configuration as part of GovERP, however, could be reused by other agencies.
SAP Ariba	<ul style="list-style-type: none"> Nothing built for this product in GovERP.
SAP Master Data Governance	<ul style="list-style-type: none"> Configured as part of GovERP and could be reused as an accelerator for S/4HANA.
Open Text Vendor Invoice Management (VIM)	<ul style="list-style-type: none"> Nothing built for this product in GovERP.
IBM Sterling	<ul style="list-style-type: none"> Built for use by Services Australia, however, could be used as an integration tool for other agencies.
ARC	<ul style="list-style-type: none"> Established whole of government capability, however, integration not progressed in MVP1.1
ServiceNow	<ul style="list-style-type: none"> IT Service Management tool and used for GovERP, but progression was paused when GovERP was halted. The licence for this expired 29 April 2024 and is no longer part of the solution stack.
Services Australia's Private Microsoft Azure Cloud	<ul style="list-style-type: none"> Established for use by Services Australia. Access by other entities will require agreement by Services Australia, potentially akin to existing managed services provisioned by Services Australia for the Department of Social Services and the Department of Veterans Affairs. There are potential cost savings in licencing and provisioning of the cloud environments through the utilisation of what has already been deployed by Services Australia.
MS Sentinel	<ul style="list-style-type: none"> Established for use by Services Australia only.
MS Active Directory	<ul style="list-style-type: none"> Established for use by Services Australia only.
Qualtrics	<ul style="list-style-type: none"> Nothing built for this product in GovERP.

Technology	Comments
Peppol	<ul style="list-style-type: none"> Established whole of government capability. The ATO is the Peppol Authority in Australia⁸³.

The table above is a list of technologies used to augment the GovERP system.

Further to the above, the WRICEF documents will prove valuable in the reuse of GovERP components. These documents detail the specific technical changes which were made on top of the 'out of the box' product suite to tailor the respective product for the public service.

⁸³ www.ato.gov.au/businesses-and-organisations/einvoicing/peppol

6. Appendix A: Technologies in GovERP

Table 23: Technologies in GovERP architecture

Technology	Vendor	Hosting	Description	Architectural capability	Relevant value stream(s)
SAP S/4HANA	SAP	Microsoft Azure IaaS	Financial Management Information System	Finance Procurement	Procure to Pay Revenue to Bank Budget to Report
SAP Enable now	SAP	SAP	Tutorial video management	None	Hire to Retire
IBM Sterling	IBM	Services Australia	Secure file transfer	None	All
SAP Business Technology Platform	SAP	SAP Sovereign Cloud (PaaS)	Extract, transform and load tool, combined with analytics capabilities	All (integration) Intelligence	All
SAP Analytics Cloud	SAP	SAP Sovereign Cloud (PaaS)	Reporting solution	Reporting, Analytics and Data	All
SAP Ariba	SAP	SAP Sovereign Cloud (PaaS)	Contract Management	None	Procure to Pay, however, not selected and approved as part of GovERP
SAP Fieldglass	SAP	SAP Sovereign Cloud (PaaS)	Contractor Management	Contractor Management	Procure to Pay
SAP Fiori Launchpad	SAP	SAP Sovereign Cloud (PaaS)	User interface	User Interaction	Procure to Pay Hire to Retire Revenue to Bank Budget to Report
SAP SuccessFactors	SAP	SAP Sovereign Cloud (PaaS)	Human capital management tool	Human Resources	Hire to Retire
SAP Master Data Governance	SAP	Microsoft Azure IaaS	Management of all master data	All (data management)	All

Technology	Vendor	Hosting	Description	Architectural capability	Relevant value stream(s)
SAP Signavio	SAP	SAP Sovereign Cloud (PaaS)	Business Process Management	All (processes)	All
Open Text Vendor Invoice Management (VIM)	OpenText (partnered w/SAP)	Microsoft Azure IaaS	Vendor invoice management	Procurement	Procure to Pay
Expense8	Expense8	AWS	Travel and expense management	Travel Expense Management	Travel and Expense Management
ServiceNow	ServiceNow	Microsoft Azure IaaS	IT Service Management	IT Service Management	Enquire to Resolve
MS Sentinel	Microsoft	Microsoft Azure IaaS	Security information and event management (SIEM)	Security	All
MS Active Directory	Microsoft	Microsoft Azure IaaS	Active directory	Application, Platform, and Infrastructure	All
Peppol	OpenPeppol	Services Australia	e-invoicing	Procurement	Procure to Pay

The table above shows the different technologies used in the GovERP architecture.

7. Appendix B: Value stream and technology mapping

Table 24: Value stream and technology mapping

Business Area	Value Stream	Capability	Core/Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Human Resources	Hire to Retire	Learning Management	Edge	Not applicable	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Leave and Absence Management	Core	Employee Work Location Holiday Calendar	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Organisational Management	Core	Organisational Structure	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Performance and Goals Management	Edge	Employee Pay Scale Group Job Information Position	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Recruitment	Edge	Pay Grade PositionEmployee Position Pay Grade Work Permit Information Prior Service	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Onboarding	Edge	Pay Grade PositionEmployee Position Pay Grade Work Permit Information Prior Service	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Offboarding	Core	Employee Position Termination Details	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors

Business Area	Value Stream	Capability	Core/Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Human Resources	Hire to Retire	Work Time and Attendance	Core	Employee Pay Grade Holiday Calendar	MVP1.1	Completed	Completed	Yes	SAP SuccessFactors
Human Resources	Hire to Retire	Time Sheet Recording and Management	Core	Not applicable	MVP1.1	Partial	Partial	No	SAP SuccessFactors
Human Resources	Hire to Retire	Manager Self Service	Core	Employee Position Pay Grade	MVP1.1	Built, to the extent of dependent capabilities built	Not tested	No	SAP SuccessFactors
Human Resources	Hire to Retire	Employee Self Service	Core	Employee Position Pay Grade	MVP1.1	Built, to the extent of dependent capabilities built	Not tested	No	SAP SuccessFactors
Human Resources	Hire to Retire	Payroll Services	Core	Employee Pay Grade Holiday Calendar Remuneration Information Tax File Number Frequency Bank	MVP1.1	Completed	Partial	No	SAP SuccessFactors
Human Resources	Hire to Retire	Employee Management	Core	Employee Position Pay Grade	MVP1.1	Partial	Partial	No	SAP SuccessFactors
Human Resources	Hire to Retire	Concurrent Employment	Core	Not applicable	Not in MVP1.1 Scope	Partial	Partial	No	SAP SuccessFactors
Human Resources	Hire to Retire	Global Employment	Core	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP SuccessFactors
Human Resources	Hire to Retire	HR Case Management	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	Yet to be determined
Human Resources	Hire to Retire	Work Health and Safety	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	Yet to be determined

Business Area	Value Stream	Capability	Core/Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Human Resources	Hire to Retire	Workplace Relations	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	Yet to be determined
Human Resources	Hire to Retire	Compensation Management	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP SuccessFactors
Human Resources	Hire to Retire	Workplace Planning	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	Yet to be determined
Human Resources	Hire to Retire	Schedule Rostering	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	Yet to be determined
Human Resources	Hire to Retire	Succession and Career Development	Edge	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP SuccessFactors
Finance	Budget to Report	Asset Accounting	Core	Asset Master	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Cost Management	Core	Cost Centre Profit Centre Activity Type Statistical Key Figure Groups and Global Hierarchies	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Funds Management	Core	Commitment Item Budget Period Funded Program Funds Centre Application of Funds Groups and Hierarchies	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	General Ledger	Core	General Ledger Account Global Account Hierarchies Trading Partner	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Project Accounting	Core	Project / WBS	MVP1.1	Completed	Completed	Yes	SAP S/4HANA

Business Area	Value Stream	Capability	Core/Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Finance	Budget to Report	Tax Management	Core	Business Partner – Customer Business Partner – Supplier General Ledger Account Project / WBS	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Statutory Reporting	Core	Not applicable	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Management Reporting	Core	Not applicable	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Finance	Budget to Report	Budgeting and Planning	Core	Employee Position Pay Grade General Ledger Cost Centre Project / WBS Profit Centre Asset Class Commitment Item Fund Funds Centre Funded Program Application of Funds	MVP1.1	Completed	Partial	No	SAP S/4HANA
Finance	Budget to Report	Commonwealth reporting	Core	Not applicable	MVP1.1	Not Built	Not Tested	No	SAP S/4HANA
Finance	Budget to Report	Lease Accounting	Core	Not applicable	MVP1.1	Not Built	Not Tested	No	SAP S/4HANA
Finance	Budget to Report	Inventory Accounting	Core	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP S/4HANA
Finance	Revenue to Bank	Accounts Receivable	Core	Business Partner – General Business Partner – Finance Customer Business Partner - Collections	MVP1.1	Completed	Partial	No	SAP S/4HANA
Finance	Revenue to Bank	Banking and Cash Management	Core	Bank Bank Hierarchy Bank Account	MVP1.1	Completed	Partial	No	SAP S/4HANA

Business Area	Value Stream	Capability	Core/ Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Finance	Revenue to Bank	Sales Management	Core	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP S/4HANA
Procurement	Procure to Pay	Services Procurement	Core	Not applicable	MVP1.1	Completed	Completed	Yes	SAP S/4HANA
Procurement	Procure to Pay	Purchasing	Core	Unit of Measure Plant Purchase Organisation Purchase Group Material Group Vendor Business Partner Material Master Storage Location Employee Master Cost Centre Profit Centre WBS General Ledger	MVP1.1	Completed	Not tested	No	SAP S/4HANA
Procurement	Procure to Pay	Receiving	Core	AP Invoicing and Receipts	MVP1.1	Completed	Not tested	No	SAP S/4HANA
Procurement	Procure to Pay	Contractor Management	Edge	Unit of Measure Plant Purchase Organization Purchase Group Vendor Business Partner Material Master Storage Location Employee Master Cost Centre Profit Centre WBS General Ledger	MVP1.1	Completed	Partial	No	SAP S/4HANA
Procurement	Procure to Pay	Contract Management	Edge	Unit of Measure Plant Purchase Organization Purchase Group Vendor Business Partner Material Group Material Master Storage Location Employee Master	MVP1.1	Completed	Partial	No	SAP S/4HANA

Business Area	Value Stream	Capability	Core/ Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
				Cost Centre Profit Centre WBS General Ledger					
Procurement	Procure to Pay	Accounts Payable	Core	Business Partner, AP invoice	MVP1.1	Partial	Not tested	No	SAP S/4HANA
Procurement	Procure to Pay	Report Procurement Activities	Core	Not applicable	MVP1.1	Partial	Not tested	No	SAP S/4HANA
Procurement	Procure to Pay	e-procurement	Edge	Not applicable	MVP1.1	No information provided	No information provided	No	SAP S/4HANA
Procurement	Procure to Pay	Whole of government Central Purchasing	Core	Not applicable	MVP1.1	No information provided	No information provided	No	SAP S/4HANA
Procurement	Procure to Pay	Supplier Management	Core	Vendor Business Partner	Not in MVP1.1 Scope	Completed	Completed	Yes	SAP S/4HANA
Procurement	Procure to Pay	Sourcing	Edge	Unit of Measure Plant Purchase Organization Purchase Group Vendor Business Partner Material Master Storage Location Person Master Cost Centre Profit Centre WBS Element General Ledger Account Material Group	MVP1.1	Completed	Partial	No	SAP S/4HANA
Procurement	Procure to Pay	Asset Management	Core	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP S/4HANA
Procurement	Procure to Pay	Inventory Management	Core	Not applicable	Not in MVP1.1 Scope	Not part of MVP1.1	Not part of MVP1.1	No	SAP S/4HANA

Business Area	Value Stream	Capability	Core/ Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Finance	Travel and Expense Management	Expense Management	Edge	Person Master Cost Centre Employee Group GL Account WBS Element Travel Policy Expense Policy Traveller Profile Vendor ID Approvers Travel Arranger Travel Delegate Travel Preferences Bank Contact Information	MVP1.1	Completed	Not tested	No	Expense8
Finance	Travel and Expense Management	Auditing and Compliance Management	Edge	Contact Information Person Master Cost Centre Employee Group GL Account WBS Element Travel Policy Expense Policy Traveller Profile Vendor ID Approvers Travel Arranger Travel Delegate Travel Preferences Bank	MVP1.1	Completed	Not tested	No	Expense8

Business Area	Value Stream	Capability	Core/Edge	Data Standard/Data Objects	MVP1.1 Scope	Development Completed	Functional Testing	Build Complete	Core Platform
Finance	Travel and Expense Management	Travel Management	Edge	Person Cost Centre Employee Group GL Account WBS Element Travel Policy Expense Policy Traveller Profile Vendor ID Approvers Travel Arranger Travel Delegate Travel Preferences Bank Contact Information	MVP1.1	Partial	Not tested	No	Expense8
Finance	Travel and Expense Management	Credit Card Management	Edge	Person Master Cost Centre Employee Group GL Account WBS Element Expense Policy Vendor ID Approvers Travel Arranger Travel Delegate Bank	MVP1.1	Partial	Not tested	No	Expense8

The table above is by value stream and technology map by MVP1.1 scope development and testing

8. Appendix C: Business function catalogue

The below table provides a breakdown of the agreed mapping of business areas to value streams to functional capabilities to processes as per Decision 22 of the GovERP Program.

Table 25: Business function catalogue

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Human Resources	Hire to Retire	Compensation Management	Manage Rewards and Incentives
Human Resources	Hire to Retire	Compensation Management	Nomination and Communication of Reward
Human Resources	Hire to Retire	Compensation Management	Manage Salary Review and Budgets
Human Resources	Hire to Retire	Compensation Management	Design and Set-up Incentive Plan
Human Resources	Hire to Retire	Compensation Management	Forecast Incentive Payments
Human Resources	Hire to Retire	Compensation Management	Calculation and Communication of Incentive Payments
Human Resources	Hire to Retire	Compensation Management	Manage Long Term Incentives
Human Resources	Hire to Retire	Concurrent Employment	Manage Concurrent Employee Assignments
Human Resources	Hire to Retire	Employee Management	Manage Employee Data
Human Resources	Hire to Retire	Employee Management	Manage Employee Movements (Internal)
Human Resources	Hire to Retire	Employee Management	Manage Employee Movements (External)
Human Resources	Hire to Retire	Employee Management	Manage MOG Related Movements
Human Resources	Hire to Retire	Employee Management	Manage Workers Compensation
Human Resources	Hire to Retire	Employee Management	Manage International Assignments
Human Resources	Hire to Retire	Employee Management	Manage Concurrent Employee Assignments
Human Resources	Hire to Retire	Employee Management	Manage Operational Reporting
Human Resources	Hire to Retire	Employee Self Service	Manage Employee Notifications
Human Resources	Hire to Retire	Employee Self Service	Manage Employee Work Items
Human Resources	Hire to Retire	Global Employment	Manage Global Employment
Human Resources	Hire to Retire	Global Employment	Manage Country / Region specific conditions
Human Resources	Hire to Retire	Global Employment	Manage Country / Region specific compliance
Human Resources	Hire to Retire	HR Case Management	Manage APS Code of Conduct Case
Human Resources	Hire to Retire	HR Case Management	Manage Staff Grievance
Human Resources	Hire to Retire	Learning Management	Manage Employee Career Related Learning and Development

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Human Resources	Hire to Retire	Learning Management	Manage Development Programs
Human Resources	Hire to Retire	Learning Management	Manage Internal Coaching and Mentoring
Human Resources	Hire to Retire	Learning Management	Manage Mandatory Assessments
Human Resources	Hire to Retire	Learning Management	Develop & Manage Organisational Needs Analysis and Profile
Human Resources	Hire to Retire	Learning Management	Define Organisational Capabilities and Competencies
Human Resources	Hire to Retire	Learning Management	Develop & Manage Learning & Development Framework
Human Resources	Hire to Retire	Learning Management	Conduct Learning and Development Analysis
Human Resources	Hire to Retire	Learning Management	Monitor Staff Skills and Qualifications
Human Resources	Hire to Retire	Learning Management	Manage L & D Vendors and Third-Party Suppliers
Human Resources	Hire to Retire	Learning Management	Develop & Manage Learning Content & Development Offerings
Human Resources	Hire to Retire	Learning Management	Manage Delivery of Learning Management Services
Human Resources	Hire to Retire	Leave & Absence Management	Manage Absences
Human Resources	Hire to Retire	Leave & Absence Management	Manage Leave Accruals
Human Resources	Hire to Retire	Leave & Absence Management	Manage Prior Service
Human Resources	Hire to Retire	Leave & Absence Management	Manage Leave Cash Out
Human Resources	Hire to Retire	Leave & Absence Management	Manage Purchase Leave
Human Resources	Hire to Retire	Manager Self Service	Manage Manager Notifications
Human Resources	Hire to Retire	Manager Self Service	Manage Manager Approvals
Human Resources	Hire to Retire	Manager Self Service	Organisational Unit Reporting
Human Resources	Hire to Retire	Off-boarding	Manage Staff Off-boarding
Human Resources	Hire to Retire	Off-boarding	Manage Agency Off-boarding
Human Resources	Hire to Retire	Off-boarding	Manage Pay & Personnel Off-boarding Related Activities
Human Resources	Hire to Retire	Off-boarding	Manage Employee Pre Off-boarding Activities
Human Resources	Hire to Retire	Off-boarding	Manage Post Off-boarding Activities
Human Resources	Hire to Retire	On-boarding	Manage Pre-Commencement Activities
Human Resources	Hire to Retire	On-boarding	Manage Commencement
Human Resources	Hire to Retire	On-boarding	Manage On-board Agency
Human Resources	Hire to Retire	On-boarding	Manage Post-Recruit Verification Steps
Human Resources	Hire to Retire	On-boarding	Manage Orientation Steps
Human Resources	Hire to Retire	On-boarding	Manage First Working Day
Human Resources	Hire to Retire	On-boarding	Manage Post-Day 1 On-boarding
Human Resources	Hire to Retire	Organisational Management	Manage Organisational Units
Human Resources	Hire to Retire	Organisational Management	Manage Positions
Human Resources	Hire to Retire	Organisational Management	Manage Jobs

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Human Resources	Hire to Retire	Organisational Management	Manage Job Families
Human Resources	Hire to Retire	Organisational Management	Manage Additional Attributes / Structures
Human Resources	Hire to Retire	Payroll Services	Manage Deductions
Human Resources	Hire to Retire	Payroll Services	Manage Allowances
Human Resources	Hire to Retire	Payroll Services	Manage Ad-hoc Payments
Human Resources	Hire to Retire	Payroll Services	Manage Disbursements
Human Resources	Hire to Retire	Payroll Services	Manage Superannuation
Human Resources	Hire to Retire	Payroll Services	Manage Increments Adjustments
Human Resources	Hire to Retire	Payroll Services	Manage Over / Under Payment
Human Resources	Hire to Retire	Payroll Services	Prepare and Manage Payroll Runs
Human Resources	Hire to Retire	Payroll Services	Prepare and Manage Off Cycle Payments
Human Resources	Hire to Retire	Payroll Services	Manage Employee Payroll Data
Human Resources	Hire to Retire	Payroll Services	Manage Salary Packaging
Human Resources	Hire to Retire	Payroll Services	Manage Single Touch Payroll
Human Resources	Hire to Retire	Payroll Services	Manage Payroll Reporting
Human Resources	Hire to Retire	Payroll Services	Manage Salary Recall
Human Resources	Hire to Retire	Payroll Services	Manage Salary Advancement
Human Resources	Hire to Retire	Performance & Goals Management	Develop Staff Performance Agreement
Human Resources	Hire to Retire	Performance & Goals Management	Manage Staff Performance
Human Resources	Hire to Retire	Performance & Goals Management	Manage Appraisal Templates and Distribution
Human Resources	Hire to Retire	Performance & Goals Management	Manage 360 Degree Reviews
Human Resources	Hire to Retire	Recruitment	Manage Requirement to Recruit
Human Resources	Hire to Retire	Recruitment	Manage Job Requisitions
Human Resources	Hire to Retire	Recruitment	Manage Talent Search & Sourcing
Human Resources	Hire to Retire	Recruitment	Manage Candidate Assessment
Human Resources	Hire to Retire	Recruitment	Manage Candidate Selection
Human Resources	Hire to Retire	Recruitment	Manage Offer Process
Human Resources	Hire to Retire	Recruitment	Manage Candidate Pre-Screening
Human Resources	Hire to Retire	Recruitment	Manage Bulk Recruitment Activities
Human Resources	Hire to Retire	Recruitment	Manage Reporting and Analytics
Human Resources	Hire to Retire	Schedule Rostering	Manage Schedules and Staff Rosters
Human Resources	Hire to Retire	Schedule Rostering	Manage Time Substitutions
Human Resources	Hire to Retire	Succession and Career Development	Manage Leadership Pathways
Human Resources	Hire to Retire	Succession and Career Development	Manage Staff Career Paths
Human Resources	Hire to Retire	Succession and Career Development	Manage Mentoring Services
Human Resources	Hire to Retire	Succession and Career Development	Identify and Nominate Talents
Human Resources	Hire to Retire	Succession and Career Development	Manage Development Plan
Human Resources	Hire to Retire	Time Sheet Recording & Management	Capture Time / Capture Time (Bulk)

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Human Resources	Hire to Retire	Time Sheet Recording & Management	Manage Time Sheet Recording
Human Resources	Hire to Retire	Work Health and Safety	Manage Work Health and Safety
Human Resources	Hire to Retire	Work Health and Safety	Manage WHS Training and Qualifications
Human Resources	Hire to Retire	Work Health and Safety	Manage WHS Roles
Human Resources	Hire to Retire	Work Health and Safety	Manage WHS Compliance
Human Resources	Hire to Retire	Work Health and Safety	Plan WHS Policies
Human Resources	Hire to Retire	Work Health and Safety	Manage Staff Wellbeing Programs
Human Resources	Hire to Retire	Work Health and Safety	Manage WHS Related Vendors and
Human Resources	Hire to Retire	Work Health and Safety	Supporting Third Parties
Human Resources	Hire to Retire	Work Health and Safety	Report WHS Information
Human Resources	Hire to Retire	Work Health and Safety	Manage WHS Secretariat
Human Resources	Hire to Retire	Work Health and Safety	Rehabilitation and Health Case Management
Human Resources	Hire to Retire	Work Time & Attendance	Manage Working Times
Human Resources	Hire to Retire	Work Time & Attendance	Manage Time Sheet Recording
Human Resources	Hire to Retire	Work Time & Attendance	Manage and Process Time Evaluation
Human Resources	Hire to Retire	Workforce Planning	Conduct Strategic Workforce Planning
Human Resources	Hire to Retire	Workforce Planning	Conduct Workforce Planning
Human Resources	Hire to Retire	Workforce Planning	Conduct Workforce Reporting
Human Resources	Hire to Retire	Workforce Planning	Conduct Strategic Planning for Entry level Programs
Human Resources	Hire to Retire	Workforce Planning	Manage Agency frameworks for Entry level Programs
Human Resources	Hire to Retire	Workforce Planning	Conduct Strategic Planning for Diversity Programs
Human Resources	Hire to Retire	Workforce Planning	Manage Agency Frameworks for Diversity Programs
Human Resources	Hire to Retire	Workforce Relations	Develop Agency Enterprise Agreement
Human Resources	Hire to Retire	Workforce Relations	Manage Agency Enterprise Agreement
Human Resources	Hire to Retire	Workforce Relations	Develop HR Policies and Procedures
Human Resources	Hire to Retire	Workforce Relations	Manage HR Policies and Procedures
Human Resources	Hire to Retire	Workforce Relations	Manage Compliance Activities
Finance	Budget to Report	Asset Accounting	Manage Asset Master Data
Finance	Budget to Report	Asset Accounting	Acquire Assets
Finance	Budget to Report	Asset Accounting	Value Assets
Finance	Budget to Report	Asset Accounting	Retire Assets
Finance	Budget to Report	Asset Accounting	Perform end of reporting period processing
Finance	Budget to Report	Asset Accounting	Report on Fixed Assets
Finance	Budget to Report	Budgeting & Planning	Manage Budget Master Data

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Finance	Budget to Report	Budgeting & Planning	Manage External Budget
Finance	Budget to Report	Budgeting & Planning	Manage Internal Budget
Finance	Budget to Report	Budgeting & Planning	Manage Forecast
Finance	Budget to Report	Budgeting & Planning	Report of Financial Results
Finance	Budget to Report	Budgeting & Planning	Analyse Financial Results
Finance	Budget to Report	Commonwealth Reporting	Prepare Commonwealth Reports
Finance	Budget to Report	Cost Management	Manage Cost Management Master Data
Finance	Budget to Report	Cost Management	Perform Cost Planning
Finance	Budget to Report	Cost Management	Capture Actual Costs
Finance	Budget to Report	Cost Management	Distribute Costs
Finance	Budget to Report	Cost Management	Manage Plan Data
Finance	Budget to Report	Cost Management	Execute Cost Management Report
Finance	Budget to Report	Funds Management	Manage Funds master data
Finance	Budget to Report	Funds Management	Manage Appropriation Funding
Finance	Budget to Report	Funds Management	Manage Availability Control
Finance	Budget to Report	General Ledger	Manage Finance Master Data
Finance	Budget to Report	General Ledger	Manage GL Journal Entries
Finance	Budget to Report	General Ledger	Perform GL Clearing
Finance	Budget to Report	General Ledger	Process GL Documents
Finance	Budget to Report	General Ledger	Perform Exchange Rate Processing
Finance	Budget to Report	General Ledger	Perform GL Reconciliations
Finance	Budget to Report	General Ledger	Manage Financial Reporting Period
Finance	Budget to Report	Inventory Accounting	Manage Inventory Valuation
Finance	Budget to Report	Inventory Accounting	Conduct Inventory Accounting
Finance	Budget to Report	Inventory Accounting	Conduct Stocktake
Finance	Budget to Report	Lease Accounting	Manage Lease Master Data
Finance	Budget to Report	Lease Accounting	Manage Lease Contract

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Finance	Budget to Report	Lease Accounting	Perform Valuations or Adjustments to
Finance	Budget to Report	Lease Accounting	Lease Contract
Finance	Budget to Report	Lease Accounting	Perform Posting for Lease Contract
Finance	Budget to Report	Lease Accounting	Close Contract
Finance	Budget to Report	Management Reporting	Prepare Management Reports
Finance	Budget to Report	Project Accounting	Manage Project Master Data
Finance	Budget to Report	Project Accounting	Plan Project Budget
Finance	Budget to Report	Project Accounting	Capture Project Costs
Finance	Budget to Report	Project Accounting	Settle project
Finance	Budget to Report	Project Accounting	Close Project
Finance	Budget to Report	Project Accounting	Report on Project
Finance	Budget to Report	Sales Management	Manage Sales Master Data
Finance	Budget to Report	Sales Management	Manage Sales Contracts
Finance	Budget to Report	Sales Management	Manage Sales Orders
Finance	Budget to Report	Sales Management	Supply Goods and/or Services
Finance	Budget to Report	Sales Management	Execute Sales Reports
Finance	Budget to Report	Statutory Reporting	Prepare Statutory Reports
Finance	Budget to Report	Tax Management	Conduct Taxation Accounting
Finance	Budget to Report	Tax Management	Execute Compliance Reporting
Finance	Revenue to Bank	Accounts Receivable	Manage AR Master Data
Finance	Revenue to Bank	Accounts Receivable	Manage AR invoices
Finance	Revenue to Bank	Accounts Receivable	Manage Receipts
Finance	Revenue to Bank	Accounts Receivable	Conduct AR clearing
Finance	Revenue to Bank	Accounts Receivable	Manage Customer Debt-write-off/Waiver and Disputes
Finance	Revenue to Bank	Accounts Receivable	Manage Credit Notes, Charge Backs and Refunds
Finance	Revenue to Bank	Accounts Receivable	Perform AR Periodic Activities
Finance	Revenue to Bank	Accounts Receivable	Perform Collection Activities

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Finance	Revenue to Bank	Accounts Receivable	Conduct AR reporting activities for management and statutory bodies
Finance	Revenue to Bank	Banking and Cash Management	Manage Banking Master Data
Finance	Revenue to Bank	Banking and Cash Management	Manage Drawdowns and Deposit Receipts
Finance	Revenue to Bank	Banking and Cash Management	Maintain, void & re-issue payments
Finance	Revenue to Bank	Banking and Cash Management	Reconcile Bank Accounts
Finance	Revenue to Bank	Banking and Cash Management	Interagency, Department & Administered Transfers
Finance	Revenue to Bank	Banking and Cash Management	Banking and Treasury Reports
Finance	Revenue to Bank	Sales Management	Manage Sales Master Data
Finance	Revenue to Bank	Sales Management	Manage Sales Contracts
Finance	Revenue to Bank	Sales Management	Manage Sales Orders
Finance	Revenue to Bank	Sales Management	Supply Goods and/or Services
Finance	Revenue to Bank	Sales Management	Execute Sales Reports
Procurement	Procure to Pay	Accounts Payable	Manage AP Master Data
Procurement	Procure to Pay	Accounts Payable	Manage Incoming Invoices
Procurement	Procure to Pay	Accounts Payable	Manage AP Payment Run and Approval
Procurement	Procure to Pay	Accounts Payable	Perform AP Periodic Activities
Procurement	Procure to Pay	Asset Management	Manage Asset Master Data
Procurement	Procure to Pay	Asset Management	Manage Acquisition and On-boarding of Assets
Procurement	Procure to Pay	Asset Management	Manage Maintenance Planning and Scheduling
Procurement	Procure to Pay	Asset Management	Perform Maintenance of Assets
Procurement	Procure to Pay	Asset Management	Manage Decommissioning and Disposal of Assets
Procurement	Procure to Pay	Contract Management	Manage Contract Negotiations
Procurement	Procure to Pay	Contract Management	Maintain Contract and Contract Terms
Procurement	Procure to Pay	Contract Management	Manage Contract Amendments
Procurement	Procure to Pay	Contract Management	Manage non-procurement contracts (e.g. Grants)
Procurement	Procure to Pay	Contractor Management	Manage SOW
Procurement	Procure to Pay	Contractor Management	Manage On-boarding
Procurement	Procure to Pay	Contractor Management	Manage Timesheets
Procurement	Procure to Pay	Contractor Management	Manage Recipient Created Tax Invoice
Procurement	Procure to Pay	e-Procurement	Manage Catalogue Purchasing (hosted, punch-out)
Procurement	Procure to Pay	e-Procurement	Manage e-Invoicing

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Procurement	Procure to Pay	e-Procurement	Manage Transactions with suppliers
Procurement	Procure to Pay	Inventory Management	Manage Physical Inventory
Procurement	Procure to Pay	Inventory Management	Perform Inbound Processing
Procurement	Procure to Pay	Inventory Management	Perform Outbound Processing
Procurement	Procure to Pay	Purchasing	Purchase Goods and/or Services
Procurement	Procure to Pay	Report Procurement Activities	Manage Data for Procurement Framework Reporting
Procurement	Procure to Pay	Report Procurement Activities	Manage Reporting Procurement to AusTender (Gazettal)
Procurement	Procure to Pay	Report Procurement Activities	Run & Report Procurement as per Legislative Requirements
Procurement	Procure to Pay	Report Procurement Activities	Manage Senate Order Reporting
Procurement	Procure to Pay	Sourcing	Manage Planning of Procurement
Procurement	Procure to Pay	Sourcing	Manage Sourcing – Open Approach to Market
Procurement	Procure to Pay	Sourcing	Manage Sourcing - Panel
Procurement	Procure to Pay	Sourcing	Maintain Panel Agreements
Procurement	Procure to Pay	Sourcing	Manage Purchase Goods and /or Services Low Value
Procurement	Procure to Pay	Supplier Management	Manage Supplier registration & approval
Procurement	Procure to Pay	Supplier Management	Manage Supplier Master Data
Procurement	Procure to Pay	Supplier Management	Manage Supplier Performance
Procurement	Procure to Pay	Whole of government Central Purchasing	Manage Supplier Panels
Procurement	Procure to Pay	Whole of government Central Purchasing	Manage whole of government contracts
Procurement	Procure to Pay	Whole of government Central Purchasing	Perform Transactions using whole of government agreements
Expense	Travel & Expense	Auditing and Compliance Management	Undertake fraud awareness training
Expense	Travel & Expense	Auditing and Compliance Management	Manage Compliance rules & parameters
Expense	Travel & Expense	Auditing and Compliance Management	Manage Compliance reporting
Expense	Travel & Expense	Auditing and Compliance Management	Manage Compliance Breaches
Expense	Travel & Expense	Credit Card Management	Issue and Maintain Credit Card including Travel cards
Expense	Travel & Expense	Credit Card Management	Manage Credit Card Transactions
Expense	Travel & Expense	Credit Card Management	Acquit Credit Card
Expense	Travel & Expense	Credit Card Management	Authorise Credit Card expenses
Expense	Travel & Expense	Credit Card Management	Pay Credit Card Providers
Expense	Travel & Expense	Credit Card Management	Cancel Credit Card
Expense	Travel & Expense	Expense Management	Remit Cash Advance/Allowance
Expense	Travel & Expense	Expense Management	Manage Expense Claim

Business Area / Business Capability	Value Stream	Capability / Sub Capability	Business Process
Expense	Travel & Expense	Expense Management	Report on Expenses
Travel	Travel & Expense	Manage Travel	Maintain Traveller Profile
Travel	Travel & Expense	Manage Travel	Manage Travel Request Approval
Travel	Travel & Expense	Manage Travel	Manage Itinerary Segments
Travel	Travel & Expense	Manage Travel	Book Travel
Travel	Travel & Expense	Manage Travel	Manage Travel Risk
Travel	Travel & Expense	Manage Travel	Calculate and Pay Travel Allowances
Travel	Travel & Expense	Manage Travel	Acquit Travel
Travel	Travel & Expense	Manage Travel	Report on Travel

The table above describes business function catalogue from business area, value stream, capability or sub capability and business process.

9. Appendix D: WRICEF details

For each value stream, the relevant WRICEF's are in the below table, which includes a maintenance effort estimate.

Table 26: Estimated complexity of continuing to manage the WRICEF's

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
1	Hire to Retire	Payroll services	Enhancement	Redacted	Super Choice & ComSuper Mash Up	Gov	Completed	In progress	Low
2	Hire to Retire	Payroll services	Enhancement	Redacted	HR-PS Payroll Functions:LSL PT AverageSUPCOM Tables for Public Sector	Gov	Completed	In progress	Low
3	Hire to Retire	Payroll services	Enhancement	Redacted	EC to ECP PTP Extension	Gov	Completed	In progress	Medium
4	Hire to Retire	Payroll services	Enhancement	Redacted	EC to ECP PTP Extension	Gov	Completed	In progress	Medium
5	Hire to Retire	Payroll services	Form	Redacted	Remuneration Statement	Gov	Completed	In progress	Low
6	Hire to Retire	Payroll services	Interface	Redacted	Payroll Postings to General Ledger	Gov	Completed	In progress	Medium
7	Hire to Retire	Payroll services	Interface	Redacted	Single Touch Payroll	Gov	Completed	In progress	Medium

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
8	Hire to Retire	Payroll services	Interface	Redacted	Payroll Bank File (DME)	Gov	Completed	In progress	Low
9	Hire to Retire	Payroll services	Report	Redacted	Superannuation Birthday Review	Gov	Completed	In progress	Medium
10	Hire to Retire	Payroll services	Report	Redacted	Cost Centre Manager Report	Gov	Completed	In progress	Low
11	Hire to Retire	Employee Management	Interface	Redacted	Employee Data to S/4HANA Finance	Gov	Completed	In progress	Medium
12	Hire to Retire	Employee Management	Interface	Redacted	Employee Data to Expense8	Gov	Completed	In progress	Medium
13	Hire to Retire	Employee Management	Interface	Redacted	Employee Central to Employee Central Payroll	Gov	Completed	In progress	Low
14	Hire to Retire	Employee Management	Interface	Redacted	AGD Employee Data File Extract	AGD	Not Started	In progress	Low
15	Hire to Retire	Employee Management	Interface	Redacted	AGD One Identity File Extract	AGD	Not Started	In progress	Low
16	Hire to Retire	Employee Management	Report	Redacted	APS Remuneration Report	Gov	Completed	In progress	Medium
17	Hire to Retire	Leave Management	Enhancement	Redacted	LSL LWOP (Continuity of ServiceTerm WB)	Gov	Completed	In progress	Low
18	Hire to Retire	Leave Management	Interface	Redacted	Time Off Replication (EC to ECP)	Gov	Completed	In progress	Low
19	Hire to Retire	Organisational Management	Interface	Redacted	Organisational Data to S/4HANA Finance	Gov	Completed	In progress	Low
20	Hire to Retire	Organisational Management	Interface	Redacted	AGD Organisation Data File Extract	AGD	Not Started	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
21	Hire to Retire	Time & Attendance	Interface	Redacted	Timesheet Replication (EC to ECP)	Gov	Completed	In progress	Low
22	Budget to report	Accounts Payable	Enhancement	Redacted	Non-Procurement Payments Workflow	Gov	Completed	Completed	Low
23	Budget to report	Accounts Payable	Enhancement	Redacted	Financial Delegations	Gov	Completed	Completed	Low
24	Budget to report	Accounts Payable	Enhancement	Redacted	Auto Reversal of Payment Run	AGD	In progress	In progress	Medium
25	Budget to report	Asset Accounting	Enhancement	Redacted	74/Asset Master Request	Gov	Completed	In progress	Medium
26	Budget to report	Asset Accounting	Enhancement	Redacted	63/Asset Master Additional Fields	Gov	Completed	In progress	Medium
27	Budget to report	Asset Accounting	Report	Redacted	Personnel Issue Stocktake Form	Gov	Completed	In progress	Low
28	Budget to report	Asset Accounting	Workflow	Redacted	156/A: Asset Issue/Retirement Form	Gov	Completed	In progress	Low
29	Budget to report	Budget & Planning	Interface	Redacted	B&P Integration Program master data	Gov	Completed	In progress	Low
30	Budget to report	Cost Management	Enhancement	Redacted	A: Cost Centre Funds Centre SelfServ Req	Gov	Completed	In progress	Low
31	Budget to report	Cost Management	Enhancement	Redacted	Auth obj for restricting CO allocations	Gov	Completed	In progress	Low
32	Budget to report	Cost Management	Enhancement	Redacted	Cost Centers & hierarchy to TM1	AGD	In progress	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
33	Budget to report	Cost Management	Interface	Redacted	340/Outbound: Profit Centre to 3rd party	Gov	Completed	In progress	Low
34	Budget to report	Cost Management	Interface	Redacted	339Outbound:CostCentre to3rd PartyAgency	Gov	Completed	In progress	Low
35	Budget to report	Cost Management	Interface	Redacted	342/Outbound: Cost Centre to ServiceNow	Gov	Completed	In progress	Low
36	Budget to report	Cost Management	Interface	Redacted	337/8-Outbound: Cost Ctre to SF + ECP	Gov	Completed	In progress	Low
37	Budget to report	Funds Management	Enhancement	Redacted	A: FM Application of Funds Self Service	Gov	Completed	In progress	Low
38	Budget to report	Funds Management	Enhancement	Redacted	277/ManageProjectMasterData - Derivation	Gov	Completed	In progress	Low
39	Budget to report	Funds Management	Enhancement	Redacted	276/Manage Project Master Data - Funds/FP	Gov	Completed	In progress	Medium
40	Budget to report	Funds Management	Enhancement	Redacted	Update AVC Ledger "ZZ" for Mid-Year Reor	Gov	Completed	In progress	Medium
41	Budget to report	Funds Management	Enhancement	Redacted	Earmarked Funds Purchase Contract	Gov	Completed	In progress	Medium
42	Budget to report	Funds Management	Workflow	Redacted	262/A: ManageAvailabilityControlWorkflow	Gov	Completed	In progress	Medium

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
43	Budget to report	Funds Management	Workflow	Redacted	261/A: Manage Earmarked funds workflow	Gov	Completed	In progress	Low
44	Budget to report	Funds Management	Workflow	Redacted	A: Manage AVC WF - extension	Gov	Completed	In progress	Medium
45	Budget to report	General Ledger	Enhancement	Redacted	274/A: Financial Closing Cockpit	Gov	Completed	In progress	Medium
46	Budget to report	General Ledger	Enhancement	Redacted	TEMP-FIN-Substitution with ref User Exit	Gov	Completed	In progress	Medium
47	Budget to report	General Ledger	Enhancement	Redacted	AGD-FIN-BADI for Doc. Splitting	Gov	Completed	In progress	Medium
48	Budget to report	General Ledger	Enhancement	Redacted	341/Outbound: GL Account to 3rd party Ag	Gov	Completed	In progress	Medium
49	Budget to report	General Ledger	Interface	Redacted	233/Import Exchange Rates	Gov	Completed	In progress	Low
50	Budget to report	General Ledger	Interface	Redacted	344/Inbound: Journal Entries	Gov	Completed	In progress	Low
51	Budget to report	General Ledger	Interface	Redacted	Outbound Master Data for GL Hierarchy	Gov	Completed	In progress	Low
52	Budget to report	General Ledger	Interface	Redacted	AGD-FIN-Outbound GL Transactions	Gov	Completed	In progress	Low
53	Budget to report	General Ledger	Interface	Redacted	AGD-FIN-Outbound GL Trial Balance	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
54	Budget to report	General Ledger	Report	Redacted	Finance Substitution at GL Line Item	Gov	Completed	In progress	Low
55	Budget to report	Project Accounting	Enhancement	Redacted	Project Accounting Security - Company Co	Gov	Completed	In progress	Medium
56	Budget to report	Project Accounting	Enhancement	Redacted	Projects Naming Convention	Gov	Completed	In progress	Medium
57	Budget to report	Project Accounting	Interface	Redacted	346/Outbound: Project - WBS Element	Gov	Completed	In progress	Low
58	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
59	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
60	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
61	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
62	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
63	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
64	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
65	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
66	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	In progress	Low
67	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
68	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
69	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
70	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
71	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
72	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
73	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
74	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
75	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
76	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
77	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
78	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
79	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
80	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
81	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
82	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
83	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
84	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
85	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
86	Budget to report	Statutory Reporting	Report	Redacted	SAC - Statutory Reports	Gov	Completed	Completed	Low
87	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	258A: DebtCollectionAgency Appr. Workflow	Gov	Completed	Completed	Low
88	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	31/Customer Invoice Upload	Gov	Completed	Completed	Medium

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
89	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	510/AR Correspondence	Gov	Completed	Completed	Medium
90	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	266/ A: Manage Customer Debts	Gov	Completed	Completed	Low
91	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	MDG BP Derivations	Gov	Completed	Completed	Medium
92	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	MDG - Notification	Gov	Completed	Completed	Medium
93	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	MDG - Bank Master Replication	Gov	Completed	Completed	Low
94	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	29/Customer Invoice Form	Gov	Completed	Completed	Low
95	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	Accounts Payable Remittance Advice	Gov	Completed	Completed	Low
96	Revenue to Bank	Accounts Receivable	Enhancement	Redacted	MDG - Address Search n Validat	Gov	Completed	Completed	Medium
97	Revenue to Bank	Accounts Receivable	Interface	Redacted	38/PL:INFRA RBA RAPS Map and AutoReceipt	Gov	Completed	Completed	Low
98	Revenue to Bank	Accounts Receivable	Interface	Redacted	SA - Customer E Invoice Peppol	Gov	Completed	Completed	Medium
99	Revenue to Bank	Accounts Receivable	Workflow	Redacted	257/A: Payment Plan Approval Workflow	Gov	Completed	Completed	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
100	Revenue to Bank	Banking & Cash Management	Enhancement	Redacted	TEMP-FIN-RBA file naming & routing	Gov	Completed	In progress	Low
101	Revenue to Bank	Banking & Cash Management	Enhancement	Redacted	59/Cheque Deposit Functionality	Gov	Completed	In progress	Medium
102	Revenue to Bank	Banking & Cash Management	Enhancement	Redacted	55/CBMS Drawdown	Gov	Completed	Completed	Medium
103	Revenue to Bank	Banking & Cash Management	Enhancement	Redacted	259/A: BSB Sourcing and Processing	Gov	Completed	Completed	Low
104	Revenue to Bank	Banking & Cash Management	Enhancement	Redacted	RBA file naming & routing	Gov	Completed	Completed	Low
105	Revenue to Bank	Banking & Cash Management	Interface	Redacted	52/RBA New Payment Platform	Gov	Completed	In progress	Low
106	Revenue to Bank	Banking & Cash Management	Interface	Redacted	52/RBA New Payment Platform	Gov	Completed	In progress	Low
107	Revenue to Bank	Banking & Cash Management	Interface	Redacted	52/RBA New Payment Platform	Gov	Completed	In progress	Low
108	Revenue to Bank	Banking & Cash Management	Interface	Redacted	53/PaymentFileFormat - RBA Outgoing RTGS	Gov	Completed	In progress	Low
109	Revenue to Bank	Banking & Cash Management	Interface	Redacted	335/Outbound: Bank Directory to SF	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
110	Revenue to Bank	Banking & Cash Management	Interface	Redacted	51/DME Files for overseas banks	Gov	Completed	In progress	Low
111	Revenue to Bank	Banking & Cash Management	Interface	Redacted	271/Auto: Reconcile Bank Accounts	Gov	Completed	In progress	Low
112	Revenue to Bank	Banking & Cash Management	Report	Redacted	CBMS DD - Table 5	Gov	Completed	Completed	Medium
113	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Tax Invoice check Supplier invoice	Gov	Completed	In progress	Medium
114	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Tax Code population	Gov	Completed	In progress	Medium
115	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Pmt terms for e-Invoicing	Gov	Completed	In progress	High
116	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Update CoA User Details	Gov	Completed	In progress	Medium
117	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Non-PO BR for Invoice Value = \$10K	Gov	Completed	In progress	Medium
118	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM CoCode population	Gov	Completed	In progress	Low
119	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Vendor No population	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
				Redacted					
120	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Financial Delegations	Gov	Completed	In progress	High
121	Procurement to Pay	Accounts Payable	Enhancement	Redacted	Non-Procurement Request for Payment	Gov	Completed	In progress	Low
122	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Payment Terms Exception invoice	Gov	Completed	In progress	High
123	Procurement to Pay	Accounts Payable	Enhancement	Redacted	VIM Inter-Agency Suppl Inv Bypass \$10k	Gov	Completed	In progress	Medium
124	Procurement to Pay	Accounts Payable	Enhancement	Redacted	PEPPOL Invoices to VIM	Gov	In progress	In progress	Medium
125	Procurement to Pay	Contract Management	Enhancement	Redacted	Contract Manager in Purchase Contract	Gov	Completed	In progress	Medium
126	Procurement to Pay	Contract Management	Enhancement	Redacted	Workflow Forwarding and Substitution	Gov	Completed	In progress	Low
127	Procurement to Pay	Contract Management	Enhancement	Redacted	Contract Mandatory and FM Error Message	Gov	Completed	In progress	Medium
128	Procurement to Pay	Contract Management	Enhancement	Redacted	Purch Contracts Custom Fields	Gov	In progress	In progress	Medium

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
129	Procurement to Pay	Contract Management	Enhancement	Redacted	Earmarked Funds Purchase Contract	AGD	In progress	In progress	Medium
130	Procurement to Pay	Contract Management	Enhancement	Redacted	Purchase Contract	AGD	Completed	In progress	Medium
131	Procurement to Pay	Contract Management	Report	Redacted	GovERP_FS_Procurement Requests Overview	AGD	Not Started	In progress	Medium
132	Procurement to Pay	Contract Management	Report	Redacted	GovERP_FS_Source to Procure to Pay Overview	AGD	Not Started	In progress	Medium
133	Procurement to Pay	Contract Management	Report	Redacted	GovERP_FS_Purchase Contracts Overview	AGD	Not Started	In progress	Low
134	Procurement to Pay	Contract Management	Report	Redacted	GovERP_FS_Purchase Orders Overview	AGD	Not Started	In progress	Low
135	Procurement to Pay	Contract Management	Workflow	Redacted	Purchase Contract	Gov	Completed	In progress	Low
136	Procurement to Pay	Contract Management	Workflow	Redacted	P2P Workflow Inbox Work Item Text Requirements	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
137	Procurement to Pay	Contractor Management	Enhancement	Redacted	Material Group Search	Gov	Completed	In progress	Low
138	Procurement to Pay	Contractor Management	Enhancement	Redacted	Business Partner Custom Fields	Gov	Completed	In progress	Low
139	Procurement to Pay	Contractor Management	Enhancement	Redacted	Store Legal Entity Name on Business Partner	Gov	Completed	In progress	Low
140	Procurement to Pay	Contractor Management	Enhancement	Redacted	CATS Enhancements CL	Gov	Completed	In progress	Medium
141	Procurement to Pay	Contractor Management	Enhancement	Redacted	CATS Expose GUI Transactions	Gov	Completed	In progress	Medium
142	Procurement to Pay	Contractor Management	Enhancement	Redacted	P2P CATS Automation	AGD	In progress	In progress	Medium
143	Procurement to Pay	Contractor Management	Enhancement	Redacted	CATS Workflow	Gov	Completed	In progress	Medium
144	Procurement to Pay	Contractor Management	Workflow	Redacted	Purchase Requisition Workflow	Gov	Completed	In progress	Medium
145	Procurement to Pay	Purchasing	Enhancement	Redacted	GST Calculation in P2P Documents	Gov	Completed	In progress	Medium

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
146	Procurement to Pay	Purchasing	Enhancement	Redacted	Expenditure Category Validation on Purchasing Documents	Gov	Completed	In progress	Low
147	Procurement to Pay	Purchasing	Enhancement	Redacted	Autofill Req_Tracking_Number_SSP	Gov	Completed	In progress	Medium
148	Procurement to Pay	Purchasing	Enhancement	Redacted	Purch Reqs Custom Fields	Gov	In progress	In progress	Medium
149	Procurement to Pay	Purchasing	Enhancement	Redacted	PO Custom Fields	Gov	In progress	In progress	Medium
150	Procurement to Pay	Purchasing	Enhancement	Redacted	P2PAdapt User Interface (UI)	AGD	In progress	In progress	Low
151	Procurement to Pay	Purchasing	Form	Redacted	Req 555 ERS-RCTI Form	Gov	Completed	In progress	Low
152	Procurement to Pay	Purchasing	Form	Redacted	Recipient Created Tax Credit Memo	Gov	Completed	In progress	Low
153	Procurement to Pay	Purchasing	Form	Redacted	PO Form Long BP Name	Gov	Completed	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
154	Procurement to Pay	Purchasing	Form	Redacted	Purchase Order Form	Gov	Completed	In progress	Low
155	Procurement to Pay	Purchasing	Workflow	Redacted	Purchase Order Workflow	Gov	Completed	In progress	Low
156	Procurement to Pay	Sourcing	Enhancement	Redacted	DOA Framework	Gov	Completed	In progress	High
157	Procurement to Pay	Sourcing	Enhancement	Redacted	RFQ Visibility Controls	Gov	In progress	In progress	Medium
158	Travel and Expense	Expense Management	Interface	Redacted	TEMS 923/TEMS & SAP: Cost centre interface	Gov	Completed	In progress	Low
159	Travel and Expense	Expense Management	Interface	Redacted	TEMS 924/SAP to TEMS: GL Interface	Gov	Completed	In progress	Low
160	Travel and Expense	Expense Management	Interface	Redacted	TEMS 925/SAP and TEMS: WBS interface	Gov	Completed	In progress	Low
161	Travel and Expense	Expense Management	Interface	Redacted	TEMS (INPROG)H2R-Expense8 Payment Data to ECP	Gov	In progress	In progress	Low

#	Value Stream	Processes/ Capabilities	WRICEF	WRICEF document	WRICEF Description	Whole of government (Gov) or AGD	Build Status	Functional Testing	Effort estimate
162	Travel and Expense	Expense Management	Interface	Redacted	TEMS & SAP: Code Combinations interface	Gov	Completed	In progress	Low
163	Travel and Expense	Expense Management	Interface	Redacted	TEMS & SAP: Approved cc expense interfac	Gov	Completed	In progress	Low
164	Travel and Expense	Expense Management	Interface	Redacted	TEMS & SAP: Employee vendor interface	Gov	Completed	In progress	Low
165	Travel and Expense	Expense Management	Interface	Redacted	TEMS GovERP FS_e8 Non-Taxable Travel Allowances_928	Gov	Completed	In progress	Low
166	Travel and Expense	Expense Management	Interface	Redacted	TEMS GovERP FS_e8 Employee Reimbursements Interface_932	Gov	In progress	In progress	Low
167	Travel and Expense	Expense Management	Interface	Redacted	TEMS GovERP FS_e8 Credit Card Expenses Interface_929	Gov	In progress	In progress	Low

The table above is the estimated complexity of continuing to manage the WRICEF's in the range of low, medium or high.

10.Appendix E:

Stakeholders engaged

Table 27: Stakeholders engaged - Redacted

11. Appendix F: Reference documents

Table 28: Reference documents - Redacted

12. Appendix G: Terms and definitions

Table 29: Terms and definitions

Term/Acronym	Definition
ABAP	Advanced Business Application Programming
AGA	Australian Government Architecture
AAD	Azure Active Directory
AGD	Attorney-General's Department
API	Application Programming Interface
APS	Australian Public Service
AVD	Azure Virtual Desktop
AWS	Amazon Web Services
B2R	Budget to Report
BADI	Business Add-in
BPM	Business Process Management
BPMC	Business Process Management Council
Built / Build	Built means development has occurred, and functional testing has been conducted. As agreed with Services Australia, where functional testing was not completed, the build status has been listed as not built. Note, no System Integration Testing (SIT) or User Acceptance Testing (UAT) was conducted as part of GovERP, which are required prior to deployment into a Production environment.
CBMS	Commonwealth Budget Management System
COTS	Commercial-off-the-shelf, an unaltered software application from a commercial provider
Customisation	Customisation adapts the code to specific business requirements.
Configuration	Configuration involves tailoring the solution by selecting specific functionality from a list of those supported by the product. It is akin to setting defaults and ensures that the system executes business processes according to the preferences of each APS agency. Does not touch the core code but leverages the inherent flexibility of the enterprise software. Importantly, this approach aligns with the concept of a 'clean core' ⁸⁴ , where the core system follows standardised guidelines and minimises customisations or modifications.
CTM	Corporate Travel Management
Data Standards	Defined requirements for input data including but not limited to technical specifications for gathering, sharing, and storing data, character quantity and design by field, table standards, and field requirements.
DoF	Department of Finance
DTA	Digital Transformation Agency
E2R	Enquire to Resolve
ERP	Enterprise Resource Planning

⁸⁴ [Clean Core demystified: What does it mean and how ... - SAP Community](#)

Term/Acronym	Definition
FMIS	Financial Management Information System
FTE	Full Time Equivalent
GovERP	Initial instance of the Government Enterprise Resource Planning (GovERP) provides cloud based back-office services including financial, human resources, and procurement services and reporting as a common platform for government.
GTP	Services Australia GovERP Technology Platform. The core of GovERP was the IaaS platform termed the GovERP Technology Platform (GTP). GTP was built on Microsoft Azure technology intended to include a suite of technical security capabilities including Azure Sentinel, Microsoft Defender for Cloud, and Azure Active Directory.
H2R	Hire to Retire
HCM	Human Capital Management
HR	Human Resources
IaaS	Infrastructure as a Service (IaaS provides a set of raw IT resources offered to the user by the cloud service provider. They can be used to virtualise an infrastructure, or for resource-intensive projects
ICT / IT	Information Communication Technology / Information Technology
ICT IOF	ICT Investment Oversight Framework
Instance	Refers to the virtual server in which an application is hosted.
N/A	Not applicable
MFA	Multi-factor authentication
MVP	Minimum Viable Product Within GovERP, three templates exist: <ol style="list-style-type: none"> 1. MVP1.0: The 'full' GovERP solution, and the initial template as per Decision 12⁸⁵, outlining the MVP. 2. MVP1.1: This is the agreed template that was being developed by Services Australia at the time of GovERP pause, which is assessed within this report⁸⁶. 3. MVP1.1 with AGD enhancements: This was the template, developed for the Attorney-General's Department (AGD), which incorporates specific requirements identified during implementation discovery.
P2A	Prepare to Adopt
P2P	Procure to Pay
PaaS	Platform as a Service (PaaS) is the delivery of a base solution to a Consumer with the ability to have consumer-specific configuration to support services outside the scope of Shared Services. Under this model the Consumer was responsible for the configuration of the solution and the maintenance of the configuration, but the Technology Hub would have provided support for the base solution (e.g. system patching).
R2B	Revenue to Bank
SA ERP	Services Australia Enterprise Resource Planning (ERP)
SaaS	Software as a Service (SaaS) is a delivery model that provides a standard solution to a Consumer but the responsibility for processing services remains with the Consumer (as opposed to the Provider Hub under a Managed Service model).
SAP	Brand name
SAP S/4HANA	Brand name for SAP ERP tool, short for <i>Source For HANA</i> , a SAP proprietary database technology
SIEM	Security information and event management
SIG	Secure Internet Gateway

⁸⁵ Per Decision 12 of the Decision Framework Briefing_Outcomes of SSSC page 91

⁸⁶ Build and test information reported by Services Australia was based on the MVP1.1 template.

Term/Acronym	Definition
SIT	System Integration Testing
SOAR	Security orchestration automated response
SON	Standing Order Number
SSC	SAP Sovereign Cloud
SSO	Single sign-on
SSSC	Shared Services Sub-Committee
SSTP / SSP	Shared Services Transformation Program / Shared Services Program
TEMS	Travel and Expense Management
Tenant / Tenancy	A tenant contains uniquely identified domains, users, security groups, and subscriptions within an instance. User accounts belong to a tenant, and application subscriptions are assigned to user accounts within the tenancy. Single tenancy means there is only one tenant in an instance. Multi-tenancy means the instance is shared by more than one tenant.
UAT	User Acceptance Testing
WRICEF	<p>WRICEF is an acronym used in business analysis and project management to represent the key components of a business process or system implementation. WRICEF stands for:</p> <ul style="list-style-type: none"> • Workflows - the series of tasks or activities required to complete a business process. • Reports - the information outputs generated by the system. • Interfaces - the connections between different systems or components • Conversions - the process of migrating data from an old system to a new one. • Enhancements - additional features or improvements made to the system. • Forms - the user input screens or documents used in the business process. <p>The WRICEF framework helps ensure that all the key elements of a business system are identified and addressed during the implementation or improvement process.</p> <p>The ongoing resource requirements for these WRICEF elements can include:</p> <ul style="list-style-type: none"> • CPU, memory, and storage capacity to support the workflows, reports, and data conversions. • Network bandwidth for system interfaces and data transfers. • Development and maintenance resources to enhance and update the system over time. • Testing and quality assurance for changes to workflows, reports, and forms. • Training and support for end-users interacting with the system.

The table above of terms, definitions and acronyms used through the document

13. Appendix H:

Consolidated list of insights

Table 30: Consolidated list of insights

Insight
H2R1 For an agency that has a large IT support team, ongoing management and upgrade of this solution would be achievable. For smaller entities, closer consideration would need to be given to maintenance implications
H2R2 The whole of government GovERP template has not been updated for the new whole of government common conditions.
H2R3 A number of the WRCIEF enhancements that were implemented were required to make the system suitable for public sector use
H2R4 While the solution offers comprehensive HR management capabilities, and a lot of reporting capability out-of-the-box, in-depth analytics and reporting is not fully provisioned.
H2R5 To enable shared services, data separation on the same tenant would need to be built and tested
H2R6 For ongoing use, application regression testing, and any resolution of defects, or resolution of custom or enhanced codes, will be the responsibility of the customer to manage, not the vendor. There will be at least two application upgrades a year.
H2R7 There are 18 H2R WRICEF's, most of which will require effort to maintain.
H2R8 Advice has been provided from Services Australia, that 'Manage APSED Report' is the only sub-component within Employee Management outstanding in the build. Similarly, within Payroll Services, only 'Manage Salary Recall' has not passed functional testing.
H2R9 The existence of WRICEF components highlights the importance of considering the maintenance overhead associated with these customisations when assessing the reusability of H2R capabilities in GovERP.
H2R10 If entities only want to use specific capabilities, or any part of the solution stack, then an appropriate commercial construct would likely be required at a whole of government level.
H2R11 MVP1.1 with AGD enhancements already sits on top of MVP1.1. The solution is now ageing. Further delays of how to use this platform will put the re-use agenda further out of reach for ERP.
H2R12 A whole of government standard could be set on how vendors need to operate with the APS in order to deliver on ERP services. This would greatly increase the chance of interoperability and re-use in the eco-system.

Insight
FIN1 S/4HANA will need to be upgraded from FPS01 (2021) to at least the October 2023 build to reduce ongoing out year maintenance, and to remain on the upgrade path, noting that the underlying technical stack (ABAP ⁸⁷) has had a version change between 2021 and 2023.
FIN2 38% of the processes within Finance were not agreed to by the BPMC and have not been ratified.
FIN3 IRAP ⁸⁸ assessment of the FMIS relied heavily on security settings in Microsoft Azure.
FIN4 There are 89 Finance WRICEF's (63 in B2R and 26 in R2B), most of which will require effort to maintain.
FIN5 S/4HANA is the on-prem version, tenanted on the Service Australia private Microsoft Azure cloud. This version could be installed locally by another agency.
FIN6 Note the number of customisations and enhancements in the solution, it is likely that unless an entity has a large existing SAP workforce, that ongoing maintenance and upgrade of the solution will be difficult. Equally, for a large agency with complex ERP needs, the solution could be used as an accelerator.
FIN7 Consideration should be given to the integration layer that has been built during the project, it is likely the ability to integrate and pass data between other core systems and GovERP exists, and could be considered for initial data standards / integration standards.
P2P1 There are 37 P2P WRICEF's, most of which will require effort to maintain.
TEMS1 Expense8 has had several functionality uplifts prior to the handover of GovERP to Services Australia, and as a configurable SaaS product, is able to be immediately reused by other entities.
TEMS2 None of the WRICEFs built into the TEMS solution (Expense8 and GovComply) are anticipated to have a high complexity of ongoing maintenance. As a SaaS solution, the vendor will be responsible for the ongoing management of these WRICEFs.
TEMS3 There are 10 TEMS WRICEFs, all of which will require a low effort to maintain.
TEMS4 Despite the build status of the GovERP template for TEMS, Expense8 can be operated independently of GovERP as a standalone product, which can be integrated into another entity's environment.

The table above is a consolidated list of insights from different value streams

⁸⁷ Advanced Business Application Programming

⁸⁸ Infosec Registered Assessors Programme

14. Appendix I: Agreed chronology for Shared Services

The below table was provided by the Department of Finance.

Note, in addition to the below table, AGD advised in January 2024 that it would not onboard to GovERP.

Table 31: Agreed chronology for Shared Services

Decision Origin	Type Technical Funding Policy	Decision Detail
November 2023	Policy	<ul style="list-style-type: none"> Government announced the new APS Enterprise Resource Planning (ERP) approach, replacing the Shared Services Transformation Program. <ul style="list-style-type: none"> GovERP has been repurposed (and renamed the Services Australia ERP) for use by Services Australia, and any entities that choose to use it. The APS ERP approach sets the strategic direction for how the APS will manage its ERP corporate systems and is underpinned by the principles of choice, market competition, and affordability.
August 2023	Policy	<ul style="list-style-type: none"> Secretaries Digital and Data Committee (SDDC) discussed the update on the future of shared services (SDDC Communique).
June 2023	Policy	<ul style="list-style-type: none"> SDDC noted various updates on the Shared Services Transformation Program and agreed to return to the next SDDC meeting with a proposition of the way forward (SDDC Communique).
November and December 2022	Policy	<ul style="list-style-type: none"> SDDC holds deep dives into the Shared Services program.
August 2022	Policy	<ul style="list-style-type: none"> SDDC agree that entities to onboard directly to GovERP (rather than to a hub).
August 2022	Technical	<ul style="list-style-type: none"> SDDC notes that DESE has withdrawn as the first agency to onboard as it is subject to a Machinery of Government to become Department of Education and Department of Employment and Workplace Relations. AGD becomes the pilot agency for onboarding to GovERP.
March 2022	Technical	<ul style="list-style-type: none"> Services Australia advises GovERP Programme Board that DESE is to be the first agency to onboard to the GovERP platform using the SAP template.

Decision Origin	Type Technical Funding Policy	Decision Detail
2021-22 Budget (May 2021)	Funding	<ul style="list-style-type: none"> Government endorses forward work program (First Pass Business Case) to transform the operation of the Australian Public Service. Funding over 2 years (recorded as not for publication) to Services Australia and Finance to: <ul style="list-style-type: none"> build and deliver the GovERP platform, and onboard the first provider hub (SDO) and its client entities. Funding was also provided to the Australian Taxation Office, Finance, and the then Department of Industry, Science, Energy and Resources, to develop Second-Pass Business Cases for further adoption of GovERP and the design of suitable standardised technologies for small and medium entities. Of the total \$273.5 million, the allocation was: <ul style="list-style-type: none"> Services Australia \$246.1 million Department of Industry, Science, Energy and Resources (DISER) \$2.0 million Australian Taxation Office \$3.3 million Finance \$22.1 million
	Technical	<ul style="list-style-type: none"> In July 2021, the Australian Taxation Office advised Finance that it would be withdrawing its offer to host a shared services provider hub as it believed it would be better placed to support the program as a consumer agency rather than a provider hub.
February 2021	Technical	<ul style="list-style-type: none"> Secretaries Board agrees the Operating Model, phased approach, funding required used in the joint first and second pass business case.
2020-21 Budget (October 2020)	Funding	<ul style="list-style-type: none"> \$35.6 million provided to Finance in 2020-21 to develop the GovERP model and Whole of Government Business Case.
July 2020	Technical	<ul style="list-style-type: none"> Bureau of Meteorology executive decline to onboard. SDO and its 14 client entities are to be the first use case.
December 2019	Technical	<ul style="list-style-type: none"> The then Minister for Finance (Mathias Cormann) notes the reallocation of the remainder of the \$31.5m from the Modernisation Fund moneys to progress the GovERP SAP prototype and discovery work for small entities and PROTECTED solutions.
December 2019	Policy	<ul style="list-style-type: none"> The Thodey Review recommendation that the APS '<i>Adopt common enabling tools and services to support efficiency, mobility and collaboration</i>' with the introduction to be led by the APS Transformation Leader and Finance, with investment priorities approved by Secretaries Board in accordance with government-agreed criteria.
	Technical	<ul style="list-style-type: none"> Secretaries agree that the Bureau of Meteorology and their hub, SDO proceed with detailed design for first onboarding to GovERP, subject to final agreement from BoM executive. Secretaries agree the program continue rapid discovery work with the NDIA and a client entity of the ATO together with their provider hubs to inform viability of inclusion and their sequencing in the first tranche of onboarding.
October 2019	Technical	<ul style="list-style-type: none"> Secretaries agree the GovERP prototype (if endorsed by Government) will be delivered through tranches to provide the opportunity to test and refine the technology and business processes.

Decision Origin	Type Technical Funding Policy	Decision Detail
September 2019	Technical	<ul style="list-style-type: none"> Shared Services Steering Committee agrees that the forward work program should aspire to deliver a minimum viable product of GovERP covering the core and at least 2 edge products trialled by one of more entities.
August 2019	Policy	<ul style="list-style-type: none"> Secretaries Board agrees to development of a prototype GovERP template comprising of a SAP-based 'core' and a range of complementary 'edge' products. (Build commences within Finance). Commencement of the GovERP build makes the deadline for all entities to onboard to provider hubs by 30 June 2021 superfluous as it would require entities to onboard to two different technologies at great cost to the Commonwealth – waiting and onboarding once to the GovERP platform represents more appropriate value for money.
	Funding	<ul style="list-style-type: none"> Reprioritisation of the onboarding component \$31.5 million of the \$89.5 million of shared services Modernisation Fund moneys re-allocated to Finance to progress the GovERP prototype.
	Technical	<ul style="list-style-type: none"> DFAT is recognised as an overseas hub for service provision.
2018-19	Policy	<ul style="list-style-type: none"> Benchmarking ceases after the 2018-19 collection as a review finds issues in relation to the application of definitions and consistency of the data. Two approaches to the market are subsequently made (in 2021-22 and in 2022-23). No successful tenderer is appointed for either approach as the cross-portfolio evaluation panel determined that no tenders represented value for money to the Commonwealth.
April 2019	Technical	<ul style="list-style-type: none"> Deputy secretaries agree that the scope of the SAP template will cover core financial, procurement, and human resource functions. A cross portfolio taskforce is established to assist in the development of a first pass business case, with 4 options to be included.
December 2018	Technical	<ul style="list-style-type: none"> Deputy Secretaries agreed to continued participation in the development and testing of the SAP template core and edge products; development of a draft roadmap operating model; and development of a whole of government service offering catalogue.
August 2018	Technical	<ul style="list-style-type: none"> Deputy Secretaries agree: <ul style="list-style-type: none"> Home Affairs to become a hub. Service offering moves from Managed services to Software-as-a-Service where entities can demonstrate that this represents better value for money. To continue testing S4/HANA whole of government proof of concept Department of Home Affairs becomes a hub to support greater standardisation of corporate service functions within the Home Affairs portfolio.
Mid-2018	Technical	<ul style="list-style-type: none"> Treasury hub is consolidated into the Department of Industry, Science, Energy and Resources DISER hub (now the DISR hub). It becomes the only hub offering TechnologyOne/Aurion systems. Further work on: <ul style="list-style-type: none"> a protected offering through a protected working group, and small agency offerings led by Finance.
2018-19 Budget	Policy	<ul style="list-style-type: none"> The Government agrees the Minister for Finance is to require shared services provider hubs to coordinate their investment in underlying platforms and software.
January 2018	Technical	<ul style="list-style-type: none"> Investigation of common platforms for SAP hubs, incl. cloud hosting

Decision Origin	Type Technical Funding Policy	Decision Detail
		<ul style="list-style-type: none"> Roadmap for TechnologyOne hubs (Industry and Treasury) being developed. Further work occurring on a protected and small agency offering.
2017-18 Budget	Funding	<ul style="list-style-type: none"> \$89.5 million in Modernisation Fund moneys allocated to shared services initiatives across multiple portfolios to: <ul style="list-style-type: none"> expedite and support entities to transition their core transactional corporate services and associated IT systems into a hub, and develop the capability of hubs.
July 2017	Technical	<ul style="list-style-type: none"> Industry briefing, market day presentations and Request for Proposal are issued to establish an ERP procurement panel.
April 2017	Policy	<ul style="list-style-type: none"> Milestones and transition schedule agreed by Secretaries Board, subject to final decision on the Modernisation Fund. <ul style="list-style-type: none"> Commencement of standardising business systems and processes through consolidating 85 internal service providers into six hubs 14 entities (including those housing six hubs) transitioned to a shared services hub, with an additional 60 entities to transition over the next four years (by 30 June 2021). 70 entities participating in the annual benchmarking exercise.
1 December 2016	Policy	<ul style="list-style-type: none"> Shared Services Centre transfers from the Education and Employment portfolio departments to the Department of Finance and is established as the Service Delivery Office and delivers accounts payable/ receivable, payroll credit card and travel management services.
November 2016	Policy	<ul style="list-style-type: none"> Any potential outsourcing pilot is put on hold to allow hubs to onboard client entities
June 2016	Policy	<ul style="list-style-type: none"> Corporate Services Investment Moratorium is issued.
February 2016	Technical	<ul style="list-style-type: none"> Lessons learned from establishment of the initial shared services hubs, and options for managing staff issues. ASL cap figures will move with staff consolidating in a provider hub.
2015-16 MYEFO	Funding (savings)	<ul style="list-style-type: none"> Further savings: \$40.9 million over 3 years from 2016-17 and an ongoing save of \$16.8 million per annum from 2019-20 from consolidating the provision of transactional and other common services to a small number of shared services centres (provider hubs) within Government entities
December 2015	Technical	<ul style="list-style-type: none"> Secretaries Committee on Transformation consider 3 options for the next stage of the program: <ul style="list-style-type: none"> Consolidate delivery to a small number of public- sector hubs Fully outsource to the private sector Consolidate in hubs and pursue opportunities to outsource where opportunities for better value are demonstrated.
October 2015	Technical	<ul style="list-style-type: none"> Early market engagement to understand the value the private sector could contribute to the program.
July 2015	Technical	<ul style="list-style-type: none"> Service Catalogue of shared and common services is agreed. A Costing and Pricing methodology is agreed with a focus on costings transparency and identification of direct and indirect costs. Principles to govern implementation are established.

Decision Origin	Type Technical Funding Policy	Decision Detail
		<ul style="list-style-type: none"> Benchmarking commences with all providers required to participate.
2015-16 Budget	Funding (savings)	<ul style="list-style-type: none"> Initial savings: \$31.4m over 2 years from 2017-18 to reform back-office IT systems and applications, consolidate ERP systems and deliver more common business processes
May 2015	Policy	<ul style="list-style-type: none"> Secretaries Committee on Transformation agrees that all entities will subscribe to the shared and common services strategy and will begin the transition to shared and common services by focusing on low complexity, low risk and high-volume services across government. Initial maturity target is established.
February 2015	Technical	<ul style="list-style-type: none"> Initial report on optimising ERP systems concludes that existing methods of implementation and operation are inefficient and unsustainable. It recommends consolidating software support staff, standardising processes and systems across the APS and benchmarking service delivery costs to drive efficiency and facilitate contestability. This reform is being driven by Secretaries Board to deliver a smaller, more agile, and better integrated public sector.
November 2014	Policy	<ul style="list-style-type: none"> Secretaries Board agrees to establish the Shared and Common Services project which is later renamed to the Shared Services Program. The desired end state would include: <ul style="list-style-type: none"> greater consolidation of corporate functions (transactional and some tactical) with a few entities providing services for many. ongoing consolidation of standard systems and processes for common non-transactional processes. supporting a larger range of common services with minimal customisation, through fewer ERP systems procured centrally to drive down costs. Explore the scope for expansion of the two Public Sector shared service centre (SSC) initiatives: <ul style="list-style-type: none"> SSC – Employment/Education for medium-sized entities. SSC – Treasury for central and smaller entities. Progress work in standardising and consolidating corporate services with possible savings identified, before the private sector is approached through a Request for Information (RFI) process to gauge interest, capabilities, and preparedness to: <ul style="list-style-type: none"> develop competitive offerings for the provision of transactional services to the Public Sector; and/or partner with the Public Sector in implementing the preferred strategy and realising the efficiencies and benefits identified. The Department of Finance to establish a unit to work with all entities to establish detailed roadmaps to progress toward the agreed end state over the next 3-5 years.

The table above describes the chronology of shared services including GovERP and financial investment.

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Reason Group Pty Ltd

Level 11

68 Northbourne Avenue

Canberra ACT 2601

ABN 34 128 711 348

T +61 (0)2 6152 0942

business@reason.com.au

www.reason.com.au

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