

PERFORMANCE & MANAGEMENT SERVICES PREQUALIFICATION

SCHEME ENGAGEMENT TYPES

Date of Effect: 08/01/2018

BUSINESS ADVISORY STRATEGIC	
1.	Government and Business Strategy
	<p>A - Strategy Development and Planning</p> <ul style="list-style-type: none"> • Strategy review, evaluation, development and advice. Setting the long-term vision for an organisation, function, department • Customer service/channel strategy development. Modelling and redesign; Service Evaluation • Corporate and shared services strategy • Planning strategy implementation. (For Strategy Implementation -see Project Management 3A)
	<p>B - Strategic Business Case</p> <ul style="list-style-type: none"> • Building the commercials and deliverables around a proposed strategy • Feasibility reports to test alternate hypotheses or compare strategies • Commercialisation of an operation to improve revenue generation • Preparing business cases
	<p>C - Business Performance Reviews</p> <ul style="list-style-type: none"> • Cluster/Agency/Department effectiveness. • Corporate / Cross functional departments effectiveness • Examine program appropriateness, effectiveness, efficiency and economy in single or across multiple agencies. • High level organisational program and project performance
	<p>D - Organisational Design/Transformation</p> <ul style="list-style-type: none"> • Designing a transformation framework for business improvement. (For Strategy Implementation see Project Management 3A) • Organisation structure advisory services (Organisation and Staff Capability see Human Resources 8A, and Training and Development – 14D) • Cluster / Agency/Department appropriateness and fit within an organisation • Cluster /Agency/ Department programme appropriateness • Total organisation and team structure review
	<p>E - Business Intelligence</p> <ul style="list-style-type: none"> • Comprehensive market analysis and benchmarking • Identifying best industry practices domestically and internationally
	<p>F - Cost Management</p> <ul style="list-style-type: none"> • Performance improvement frameworks / programmes, demand management program development, cost models, pricing models • Establishing base line financials, processes and ways of working to compare proposed changes or best practice
	<p>G – Governance</p> <ul style="list-style-type: none"> • Advice on appropriate governance structures and their remit i.e. Boards and managing committees • Advice on Delegations of Authority levels, terms of reference, Information reporting structure • Program and project performance; performance improvement framework; service level agreements; benchmarking & best practice
	<p>H - Policy review / development</p> <ul style="list-style-type: none"> • Review how policies are developed and established within an organisation • Examine the appropriateness of policy setting in an agency or cluster. • Policy research quantitative/qualitative; Policy analysis
BUSINESS ADVISORY GENERAL	
2.	Business Processes
	<p>A - Business Process Mapping/Re-engineering</p> <ul style="list-style-type: none"> • Mapping current processes and workflows • Business process review, gap analysis, evaluation and re-design. (For Finance Team Process Reviews see Financial Services Category 5C) • Business process outsourcing, feasibility and improvement strategies • Gateway reviews, advice and guidance on document development
3.	Project Management
	<p>A - Project Management</p> <ul style="list-style-type: none"> • Leading and managing projects using best practice tools, qualified staff and following recognised project management methodology • Project planning in advance of starting the project • Facilitation services (e.g. 'Lean', 'Agile', 'Design Thinking')
4.	Change Management
	<p>A – Change Management</p> <ul style="list-style-type: none"> • Management service provided when a significant change occurs within a Cluster/Agency/Department • Communication planning of a project or change to all stakeholders.

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5.	Financial Services
	<p>A - Accounting Services</p> <ul style="list-style-type: none"> • Financial modelling and financial benchmarking. • Budget/target setting, management, review. • Data analytics. Identifying trends in large databases. Consolidating data from different sources • Spend optimisation review/management
	<p>B - Accounting Standards</p> <ul style="list-style-type: none"> • Australian accounting standards advice. Interpretation, guidance, best practice application of standards • Reviewing compliance with recognised accounting principles
	<p>C - Finance Process Reviews</p> <ul style="list-style-type: none"> • Mapping current processes and workflows within finance teams and systems
	<p>D - Asset Management</p> <ul style="list-style-type: none"> • Cash flow / balance sheet / working capital / asset management
	<p>E – Valuations</p> <ul style="list-style-type: none"> • Valuation of balance sheets fixed assets e.g. property, stock, vehicles
	<p>F - Financial/Economic Advisory Services</p> <ul style="list-style-type: none"> • Economic forecasts. Resource modelling; Value for money; Willingness to pay; Cost-benefit at a market level
	<p>G - Forensic Advisory</p> <ul style="list-style-type: none"> • Forensic Accounting • IT Investigation and forensic financial Investigations
6.	Audit, Quality Assurance and Risk
	<p>A - Internal/External Audit</p> <ul style="list-style-type: none"> • Internal audits, compliance audits • Performance (operational audit). Examine factors leading to an agency not meeting budgetary or performance targets • Assessment of processes for internal management to improve efficiency • External Audit • General computer controls (including Information Systems Security)
	<p>B - Risk Management</p> <ul style="list-style-type: none"> • Risk assessment and frameworks, identifying risk areas (e.g. PESTEL measures: Political, Economic, Social, Technology, Environmental, Legal) • Risk prioritisation and risk mitigation
	<p>C - Probity Services</p> <ul style="list-style-type: none"> • Probity advisory, probity audits.
7.	Taxation
	<p>A - Goods and Services Tax (GST)</p> <ul style="list-style-type: none"> • Australian GST accounting standards advice. Interpretation, guidance, best practice application of standards
	<p>B - Other Tax Services</p> <ul style="list-style-type: none"> • Australian general tax accounting standards advice. Interpretation, guidance, best practice application of standards
8.	Human Resources
	<p>A - Human Capital Management</p> <ul style="list-style-type: none"> • Workforce planning -- optimising the use of workforce, resource planning/allocation, identifying workforce skill groupings, shift and roster analysis • Employee performance management -- tools, techniques for managing performance. • Specialist advice on the need for and design of HR processes and systems e.g. payroll systems, employee databases
	<p>B - Culture</p> <ul style="list-style-type: none"> • Managing workplace relations. Understanding the requirements of legislation, managing risk or potential breaches. • Cultural mapping and profiling, Employee engagement/climate surveys. • Advice and support on how to manage staff affected by investigations.
	<p>C – Work Health and Safety (WHS)</p> <ul style="list-style-type: none"> • Occupational health & safety advice and support. Tools and templates for monitoring and managing. • Work Health and Safety Audits
	<p>D - Remuneration</p> <ul style="list-style-type: none"> • Market salary benchmarks for skill grouping and/or grade. • Remuneration package advice. Understanding payroll on costs e.g. payroll taxes, superannuation, leave loadings
	<p>E - Retention</p>

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	<ul style="list-style-type: none"> Strategies and plans for retaining staff, minimising turnover Market assessments of emerging areas of employee turnover risk
	F - Diversity <ul style="list-style-type: none"> Understanding diversity legislation, requirements. How to embrace / manage diversity needs.
9.	Procurement and Supply Chain
	A - Procurement/Sourcing <ul style="list-style-type: none"> Strategic sourcing, tender development, operational support High level specialist procurement expertise providing consulting advice Commercial contract advice and reviews, contract management Procurement analytics. Detailed spend analysis. Report insights and trends Development of organisational key performance indicators (KPIs) for strategic, tactical and operational procurement. Negotiation strategy advice, support or participation in complex deals
	B - Category Management <ul style="list-style-type: none"> In depth market analysis Supplier relationship / development and relevant tools Data driven performance management. Establishment of key performance indicators (KPIs)
	C - Procurement Accreditation <ul style="list-style-type: none"> Procurement accreditation support to review an entity's capability and advise on improvements required to meet standards Procurement accreditation conducted to confirm an entity has met target standards Process improvements and appropriate tools.
	D - Supply Chain <ul style="list-style-type: none"> Logistics and supply chain management. Identifying efficiencies in the management and delivery of goods and services after they have been sourced. Comparison of alternative channels for moving product. Managing stock levels. Safe delivery of goods. Mitigating risk.
10	Marketing and Customer
	A - Market Research <ul style="list-style-type: none"> Market surveys, focus groups, research projects Independent verifiers, mystery shoppers
	B - Customer/Customer Experience <ul style="list-style-type: none"> Methodology and techniques for understanding the customer Customer satisfaction measures, continuous improvement Customer satisfaction surveys. Net promoter score assessments
	C - Pricing <ul style="list-style-type: none"> Benchmarking e.g. the competitiveness of any service offered by government Pricing Advice on Goods and Services (For Detailed Modelling see - Cost Management 1F)
11	Actuarial Services
	A - Actuarial Services <ul style="list-style-type: none"> Financial risk modelling and forecasting Assessing and planning for the impact and management of Financial risk
12	Transaction Services
	A - Transaction Services <ul style="list-style-type: none"> Investigation of an organisation prior to a Merger, Acquisition (M&A) or Sale Advisory services for M&A or Sale Transaction implementation for M&A or Sale
13	Telecommunications
	A - Telecommunications Consultancy <ul style="list-style-type: none"> Telecoms and infrastructure advice
OTHER BUSINESS SERVICES	
14	Specialised Services
	A - Crisis Management <ul style="list-style-type: none"> Developing, reviewing and testing Business Continuity Plans and Crisis Management Plans
	B - Environmental Impact Assessment <ul style="list-style-type: none"> Environmental Impact Assessment

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	<p>C - Fraud and Corruption Investigation</p> <ul style="list-style-type: none"> • Corruption and fraud Investigation (For People Management see Culture 8B) • Conduct and performance Investigation; Grievance (including Discrimination & Harassment) • Fraud control review; corruption prevention review
	<p>D - Training and Development</p> <ul style="list-style-type: none"> • Training programs, leadership courses, skills development • Capability reviews, assessment and development programmes • Knowledge management advice and support
	<p>E - Internal Communications</p> <ul style="list-style-type: none"> • Strategic and corporate communications to internal/agency staff • Developing speeches and presentations for internal use
	<p>F - External Communications</p> <ul style="list-style-type: none"> • Public Relations (PR) agencies helping to manage organisational reputation with the external media or general public • Reviewing and developing public relations strategies and planning • Risk mitigation and developing responses – communication plans for the management of issues • Developing speeches and presentations for external use
	<p>G - Event Management</p> <ul style="list-style-type: none"> • Identifying and sourcing suitable locations and facilities • Providing marketing content, production, lighting, audio/video, MC services (master of ceremony speeches)
	<p>H – Service Delivery</p> <ul style="list-style-type: none"> • Channels and access operation; Service support systems; Customer relationship management and Complaint/compliments systems • Service Implementation and delivery
INFRASTRUCTURE SERVICES	
15	Infrastructure
	<p>A - Strategy and Planning</p> <ul style="list-style-type: none"> • Financial and investment strategies; Urban development; Commercial property; Public/Private partnership strategy; Environmentally sustainable development strategy; Resource management; Project definition; development and packaging.
	<p>B - Risk</p> <ul style="list-style-type: none"> • Risk Assessment and management; Construction risk and due diligence
	<p>C - Major Project Procurement/Delivery and Project Management</p> <ul style="list-style-type: none"> • Planning and process analysis; Procurement review; Supply chain review; Strategic sourcing; Project leadership and governance and project assurance.
	<p>D - Contracting</p> <ul style="list-style-type: none"> • Contract (Commercial Terms only); Contract negotiations and Contract administration
	<p>E - Communication</p> <ul style="list-style-type: none"> • Stakeholder engagement and Communication/technical writing; issues management.
High End Engagements – Ministerial and Secretarial	
16	High End Strategy Advice
	<ul style="list-style-type: none"> • Advisory services by internationally recognised subject matter experts to deliver ministerial/secretarial priorities and critical projects. <p>Note: For general business strategy advice please refer to Engagement Type 1 “Government and Business Strategy” in the first instance.</p>