

PART D

SCOPE OF SERVICES

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1 BACKGROUND

In 2005 a review of the finance functions was undertaken. It found that there were inefficient and ineffective processes that were duplicated, policies and procedures inconsistently applied and that technology was poorly leveraged. The findings showed greater than average FTE costs, leading to a high cost of finance.

A Benefits Realisation Framework was developed to enable the Business Finance Improvement (BFI) 2008 program office to monitor and track the benefits being achieved through seven financial improvement projects that comprise the BFI2008 program. The Payroll project is one of the seven projects that form the foundation of the BFI2008 program.

The focus of the Payroll project is on back end processing and technology. A number of other projects are in progress which the Payroll project is dependent upon, including but not limited to; Rostering, Ellipse ERP upgrade, Time and Attendance and Award Interpretation.

2 PAYROLL PROJECT OBJECTIVES

- Standardise the existing Payroll Process with better use of existing and proposed technology, elimination of redundant and duplicated activities.
- Re-design current manual Payroll Processes to incorporate the introduction of Time and Attendance processes.
- Align organisational roles, responsibilities and accountabilities with updated policy, processes, compliance and system requirements.
- Optimise future payroll processes leveraging improvements derived from the successful implementation of the Rostering Project.
- Leverage Shared Services functionality for payroll transactional activities.

3 SCOPE OF WORK

To document the current 'As-Is' Payroll process and operating model achieved through a series of facilitated workshops.

While the main focus will be on the Payroll processes and operating model there is also interest to leverage the workshops to include; confirmation of project scope, future vision, dependencies upon inter-related projects and identifying quick wins.

Respondents are expected to include in their response an end to end process to achieve the desired outputs. The process is to be based upon proven methodologies and toolsets.

4 OUTCOMES

The outcomes from this series of facilitated workshops will deliver the following:

- **Project Vision:** a view of the desired end state and guiding principles
- **Project Scope:** validate and refine the Payroll project scope of work
- **Document the current Payroll processes:** identification and documentation of all 'As-Is' Payroll processes, utilising Holocentric process mapping tool

- **Document the current Operating Model:** documenting the 'As-Is' operating model that supports the current Payroll operations
- **Identification of 'Quick Wins':** assess opportunities for quick wins
- **Identification of Process inefficiencies:** baseline existing operations and compare to best practice benchmarks
- **Project dependencies:** identification of related projects inter-dependencies and integration into the Payroll project plan
- **Current Position Analysis Report:** final report incorporating all the findings from the workshops and assistance in tabling the report for review by the Project Reference Group, Program Reference Group and the Program Steering Committee

To achieve the stated outcomes it is expected that the Contractor will undertake the following:

- Plan a series of workshops that achieves the stated outcomes
- Use a methodology that can accelerate the production of the project deliverables
- Document deliverables to a level which can be used as a basis for future design work
- Use of Industry Experts and Subject Matter Experts to participate in the workshops
- Provide a view on the number of RailCorp employees and skill sets required to attend workshops
- Identify and document benefits that can be realised throughout the life of the project as well as benefits that will continue to be assessed and reported when the project has completed
- Finally, it is expected that the Contractor will provide QA on completion of the implementation over a three month period.