

**Senate Standing Committee on Environment and Communications**  
**Answers to Senate Estimates Questions on Notice**  
**Supplementary Budget Estimates Hearings October 2015**  
**Communications Portfolio**  
**Department of Communications and the Arts**

**Question No: 54**

**Program 2.1**

**Hansard Ref: Written, 30/10/2015**

**Topic: Shared Services – QON BE15/085**

**Senator Urquhart asked:**

Note the answers to QON BE15/085.

1. To start at the first question – what have been the set up costs so far? The question was not answered. We are told that funding of \$1m was provided. That was not the answer to the question – what have been the costs? We are told additional expenditure has been absorbed by the Department – how much was that?
2. The answer states that the service centre is providing services to five agencies – what are those services?
3. The answer states that the projected savings (\$2.4m over 4 years) are expected to be achieved. Is that still the case?
4. Questions relating to how this figure was arrived at were not answered – to say simply that the savings were agreed by the Government insults the intelligence of the committee.
5. The answer states that the agencies have provided positive feedback on the progress of the service centre. Please provide that feedback. What negative feedback has been provided?
6. How many tenderers were there? If there was no tender process, how many firms were invited to submit proposals? Who were they, in each case?
7. Who made the decision to engage Fyusion? Was there a selection panel? Who was on it? What were their qualifications to evaluate tenders for a shared services centre?
8. Please provide a list of Fyusion staff engaged on the project with their skills and experience listed, particularly in relation to the setting up of shared services centres.
9. What previous experience has Fyusion had in advising on the establishment of a shared services centre? The case study on Fyusion’s website headed “Corporate and shared services reform” was not about setting up a shared services centre, but rather was about “Fyusion was engaged to develop an onboarding program to enable the agency to consistently induct a significant number of new staff to their roles and to the agency without loss of business continuity or performance.” What is an “onboarding program”? <http://fyusion.com.au/case-studies/>

10. It is stated that the contractors have produced many reports and documents, a number of which are Commercial in Confidence. Please provide a list of the titles of the commercial in confidence documents. Please provide the other documents, that is, that are not commercial in confidence.
11. The answer states that payroll, accounts, records management and common goods and services purchasing are being consolidated. Is this a comprehensive and complete list?
12. A later answer states that only payroll, accounting and records systems will be hosted and managed by the services centre – what has happened to purchasing? Which list is correct?
13. We can take it that no other services are being consolidated? Why are property and maintenance services excluded? Legal and contracting services? Workplace health and safety? HR advising? Security?
14. What is the meaning of “common goods and services purchasing”? Does this mean, for example, that the library will retain control of the purchase of books, journals, online services? The Gallery for artworks? Does this mean that they will need to retain a procurement function, staffing, and expertise? How will duplication with the services centre be avoided?

**Answer:**

The following answers have been provided by the Attorney-General’s Department as they have and maintain responsibility for the AGD Shared Services Centre and its establishment.

1. The AGD Service Centre was established in July 2013, well before the 2014-15 Budget Measure came into effect. Since that time it has been providing shared services to the department, as well as a number of agencies, Royal Commissions and taskforces. Existing business as usual capabilities were leveraged in implementing the 2014-15 Budget Measure and cannot be separated from normal operational costs.

The costs for the department that were in addition to BAU costs to specifically support the services to be consolidated under the Budget Measure was \$2.319 million. However, the consolidation will ultimately deliver \$5.0 million in savings over the forward estimates (from 2015-16) and will realise \$1.6 million in ongoing savings per annum.

The \$1m provided as part of the Budget Measure is held in the Contingency Reserve to fund voluntary redundancies that may arise as a consequence of the National Collecting Institutions (NCIs) realising savings through the consolidation of their back-office functions.

2. The AGD Service Centre provides services to the department, five agencies (the Museum of Australian Democracy, the National Portrait Gallery of Australia, the National Film and Sound Archive, Australian Commission for Law Enforcement Integrity and the High Court of Australia), as well as two Royal Commissions and a Taskforce. These are as follow:

	Finance, HR and records ICT systems support	Payroll Services	Records Management	Accounts Processing	Common Goods and Services Procurement advice	ICT Desktop Support
Museum of Australian Democracy at Old Parliament House	✓	✓	✓			✓
National Portrait Gallery	✓	✓	✓	✓		✓
National Film and Sound Archive	✓	✓	✓			
Australian Commission for Law Enforcement Integrity			✓			✓
High Court of Australia		✓				
Trade Union Royal Commission				✓ Including travel bookings		
Child Abuse Royal Commission	✓	✓		✓ Including travel bookings	✓	
Defence Abuse Response Taskforce	✓	✓	✓	✓ Including travel bookings	✓	✓

3. Please see the answer to question 1.
4. The savings were derived using information provided by NCIs on the costs of their corporate functions.
5. Formal feedback was provided by Chief Executives during Steering Committee meetings overseeing the implementation of shared services. Infrequent negative feedback was informally provided by Chief Executives in those circumstances where IT system performance issues arose, usually at the time of commencing the provisioning of shared services.
6. Four organisations that were pre-qualified under an existing Australian Customs and Border Protection Service provider panel [No:127074] were approached to respond to a Request for Quote. Four responses were received to RFQ -14/8387. They were KPMG, Fyusion Asia Pacific Pty Ltd, Galent Management Consulting, and Noetic Solutions.
7. The tender process was not undertaken for the purpose of setting up a shared services centre. Rather, it was to source expertise and experience in business analytics, change management and to assist the transitioning of in-scope functions undertaken by the NCIs to the AGD Service Centre.

A departmental selection panel made the decision to engage Fyusion. The panel's decision was based on an overall assessment regarding organisational experience, skills and availability of specialists, the project plan and value for money.

The selection panel consisted of the Assistant Secretary Service Centre and the Director of the Shared Services Taskforce.

8. The Fyusion staff engaged in the project are listed at Attachment A, along with their skills and experience.

As stated in the answer to question 7, Fyusion staff were not engaged to set up a shared services centre. They were engaged for their expertise and experience in business analytics, change management and to assist the transitioning of in-scope functions undertaken by the NCIs to the AGD Service Centre.

9. Please refer to the answers to questions 7 and 8.

The on-boarding program involves working collaboratively with an organisation to undertake business process documentation, including mapping of existing processes and functions, re-engineering activities, as well as change management and project management.

10. A full list of titles, including those that are classified Commercial-in-Confidence, was provided in response to QoN BE15/085 asked following the Senate Committee for Legal and Constitutional Affairs Budget Estimates 2015. This list is provided at Attachment B.

Due to the large number of unclassified documents requested, they have been provided separately in electronic format and can be obtained from the Committee Secretariat on request.

The list identifies that thirteen files are classified Commercial-in-Confidence:

<b>Report/Document</b>	<b>Classification</b>
Fyusion SSTF Report - MoAD (Final)	Commercial-in-Confidence
Fyusion SSTF Report - MoAD (SUPERSEDED)	Commercial-in-Confidence
Fyusion SSTF Report - NAA	Commercial-in-Confidence
Fyusion SSTF Report - NAA (Final)	Commercial-in-Confidence
Fyusion SSTF Report - NFSA	Commercial-in-Confidence
Fyusion SSTF Report - NFSA (Final)	Commercial-in-Confidence
Fyusion SSTF Report - NFSA (Final) (2)	Commercial-in-Confidence
Fyusion SSTF Report - NGA (Final)	Commercial-in-Confidence
Fyusion SSTF Report - NGA (SUPERSEDED)	Commercial-in-Confidence
Fyusion SSTF Report - NLA	Commercial-in-Confidence
Fyusion SSTF Report - NLA (Final)	Commercial-in-Confidence
Fyusion SSTF Report - NMA	Commercial-in-Confidence
Fyusion SSTF Report - NPGA	Commercial-in-Confidence

11. The services offered to the NCIs were services that the AGD Service Centre has been offering to the department, other agencies, Royal Commissions and Taskforces. The services delivered are payroll, accounts processing, records management, corporate systems support and advice relating to the procurement of common goods and services.
12. The original question 17 of BE15/085 asked following the Senate Committee on Legal and Constitutional Affairs Budget Estimates 2015 hearing, refers to IT systems of NCIs that have been tailored or customised for specific needs, and asks how the systems unique to the NCIs would be serviced.

The response to that question stated that tailored and unique ICT systems to core business and collection management will continue to be managed by each NCI. Only payroll, accounting and records management ICT systems, which are of their nature not unique, were to have been hosted and managed by the AGD Service Centre.

Provision of purchasing advice is not a 'hosted' ICT system.

13. These services were not in-scope. Generally they tend to be unique to each agency and consequently are not of the type from which substantial savings could be derived in a shared-services environment.
14. Refer to the answer to Q12. The common goods and services purchasing advice is a service offered by the AGD Service Centre to portfolio agencies, Royal Commissions and taskforces. This service assists agencies in accessing certain procurement panels and provides advice on the procurement process.

Undertaking the actual procurement remains the responsibility of the relevant NCI.

Fyusion Asia Pacific Pty Ltd is comprised of specialist staff with a range of skills and experience in business management as well as an excellent working knowledge of public sector organisations and their unique requirements.

All consultants are experienced in change management and capable of working within your organisation to implement recommendations, if required. All deliberations are confidential and local sensitivities and issues are treated with the utmost respect in all projects.

**Lisa Koch** Director

Lisa founded Fyusion over ten years ago. As Fyusion's Director, Lisa consults in a wide range of areas including change management, organisational reviews and re-design, process reengineering, business planning, workshop facilitation, business cases, procurement reviews, process mapping, cultural analysis, communication reviews and business or structural mergers. Having worked in the public sector, Lisa's prime area of focus is Government, however she has also led large programs of work for several global private sector clients.

Some examples of projects that Lisa has worked on include:

- Review of the Executive structure for the State Library of NSW;
- Review of HR, Finance and Marketing and Business Development at the State Library of NSW. (the review of Finance and Marketing and Business Development are currently in progress);
- Review and implementation of the Collection Management Function at the State Library of NSW;
- Review and implementation of a new ICT structure, Digital Excellence, at the State Library of NSW;
- Review of Public Library Services at the State Library of NSW;
- Review of the Legal Information Access Centre at the State Library of NSW;
- Development of the Library-wide review methodology and plan for the Review Program at the State Library of NSW;
- On-boarding Program for the NSW Government, agency-wide Corporate and Shared Services Reform Program (CSSRP);
- Review and redesign of the Workplace Health and Safety function across the NSW Department of Families and Community Services;
- Review and redesign of the Learning and Development function across the NSW Department of Families and Community Services (in progress);
- Review of the structure and function of the Community Relations Commission for the Minister and CEO (in progress);
- Development of a corporate plan for the Community Relations Commission for the CEO (in progress);
- Leading the restructure and implementation of the Compliance Division of Medicare Australia in the Department of Human Services;
- Review of Communications across the Department of Human Services;
- Redesigning the digital delivery channel for the Department of Human Services;
- Review of Integrated Ticketing for NSW. This was a cross-agency project led by Transport NSW;
- Review of the procurement and warehousing practices of the Hong Kong Government;

- Review of eProcurement for the NSW Fire Brigades;
- Review of smartbuy (central eProcurement portal) for the NSW Department of Finance and Services;
- Review and development of procurement practices for Hume Community Housing;
- Review of and process redesign of the Learning and Development function at the Australian Taxation Office;
- Review of the Administrative Support Requirements for Land and Property Products and Services (LPPS), a unit within the Land and Property Information;
- Design and delivery of a series of public consultation sessions for the National Electronic Conveyancing System;
- Review and restructure of Valuation Services for the NSW Department of Lands; and
- Design and implementation of technical training required for the transition of ICT services and support to BHP Billiton. This project was commissioned by CSC and required collaboration with IBM.

Prior to establishing Fyusion Lisa ran and managed the consulting practice Business & Procurement Consulting, in the NSW Department of Finance and Services for several years, which specialised in organisational development and procurement projects for the NSW Government.

Lisa has a BA (Hons) from Monash University majoring in Industrial Sociology and Psychology and has embarked on a PhD in Change Management at UTS which is currently incomplete. Lisa also holds a Certificate IV in Training and Assessment.

**Dr Gillian McAllister** Principal Consultant

Gillian is a specialist in change management and organisational development. At Fyusion, Gillian has worked on a number of projects, including the following.

- Restructure of the International division of the Australian Taxation Office;
- Restructure and implementation of the Compliance Division of Medicare Australia in the Department of Human Services. This project included the design and analysis of all 358 positions in the establishment;
- Fast Track Induction/Onboarding Program for Corporate and Shared Services Reform Program (CSSRP) at the Department of Finance and Services (DFS);
- Facilitation of a Customer Contact Centre Planning Workshop for Parramatta Council;
- Review of Spatial Data Services and Sales and Customer Services for LPMA;
- Review of Business Solutions for the Australian Taxation Office;
- Review of Land Data Management at the NSW Department of Lands;
- Review and restructure of Valuation Services for the NSW Department of Lands;
- Facilitation of the NECS in NSW Consultation Sessions;
- Facilitation of the Valuation Services Workshop for the NSW Department of Lands;
- Review of the Administrative Support Requirements for Land and Property Products and Services (LPPS), a unit within the Land and Property Management Authority;
- Development of an ATO People Strategy for the Australian Taxation Office;
- Development of position descriptions for NSW Fire Brigades;
- Multi Source Feedback sessions for the Australian Taxation Office;
- Online survey to attendees at the NECS Consultation Session for Paper 4;
- Training Gap Analysis for CSC Australia;
- Training Requirements Review for a NSW Government Transport Organisation;
- Review of Signage for the State Library;
- Knowledge Capture Workshop for a NSW Government Transport Organisation;
- Revision of the “Guide to Searching NSW Land Title Records” for LPMA; and
- Management of an appeal regarding the outcome of a procurement process for Resitech, Housing NSW.

Across her career, Gillian has worked on a range of business and research projects, including:

- Implementation of a change program within the professional division of the State Library of NSW, including the development of mission, vision and values statements and a strategic plan for that division;
- Evaluation of a set of new electronic information services developed at the State Library, including usability testing of those services and the assessment of their effectiveness for clients;
- Evaluation of a new management system for workers compensation cases introduced by a major insurance company;
- Evaluation of an industry-based responsible gambling program;
- Investigation of pro bono (or donated) legal services in NSW; and
- Research to support the Australian Law Reform Commission’s inquiry into the federal civil justice system, which was finalised in 2000.



Earlier in her career, Gillian worked as a lawyer within the NSW public sector and as in-house counsel for a telecommunications organisation.

Gillian has a Bachelor of Laws and Economics, obtained a Masters in Policy Studies in 1999 and in 2005 graduated with a PhD in organisation studies. Her thesis focused on change management in professional services firms, and examined the management capabilities required by firms to implement programs of change. Gillian also holds a Certificate IV in Training and Assessment.

**Andrew Fookes** Principal Consultant

Andrew is a Principal Consultant with Fyusion and brings more than 30 years of experience working with the Department of Defence, BHP Information Technology Limited and Computer Sciences Corporation in various roles, as well as several years of providing consultancy services for a range of clients in the public and private sectors. This includes Medicare Australia, the Department of the Environment, Water, Heritage and the Arts, Sydney Opera House Trust, the Victorian Bushfire Reconstruction and Recovery Authority and CPA Australia.

Andrew has extensive experience across a range of areas including:

- Stakeholder consultation including workshops, focus groups and in-depth interview;
- Research, evaluation and analysis;
- Business planning and reviews; and
- Change and knowledge management.

Andrew has strong stakeholder consultation and facilitation skills and has recently worked on the Job Design and Analysis Project conducted for Medicare Australia. In addition to this, Andrew has lead a number of other relevant projects including:

- Restructure and implementation of the Compliance Division of Medicare Australia in the Department of Human Services. This project included the design and analysis of all 358 positions in the establishment.
- Conducting national stakeholder consultation projects for the development of requirements for web services and non-functional aspects of a National Electronic Conveyancing System (NECS) for the National Electronic Conveyancing Office;
- Conducting a Community Leadership Development Forum for bushfire-affected communities for the Victorian Bushfire Reconstruction and Recovery Authority;
- Conducting a major stakeholder consultation with NSW Councils for the NSW Department of Environment, Climate Change and Water to stimulate and focus local government activities to improve sustainability outcomes through community education and engagement.

Andrew has an impressive list of qualifications including:

- A Juran Six Sigma Black Belt (2005);
- Master of Letters (Philosophy) from the University of New England;
- Master of Science (Design of Information Systems) from Cranfield University (United Kingdom);
- Bachelor of Arts (Philosophy) from the University of New England;
- Bachelor of Business Studies (Data Processing) from the University of Southern Queensland;
- Diploma in Administration Studies from the Royal Australian Air Force Staff College; and
- Graduate Diploma in Strategic Studies from the Australian Joint Services Staff College.

He is also a Graduate of the Australian Administrative Staff College (1985), the Royal Australian Navy Advanced Supply Management (1988) and the Australian Joint Service Staff College (1996).

### **Amy Simpson-Deeks** Senior Consultant

Amy is a Senior Consultant with Fyusion. After joining the company in 2013, she has developed specialist expertise in the areas of organizational review and implementation, stakeholder facilitation, research and process mapping.

Amy is responsible for writing Fyusion's proposals and tenders, conducting project research and analysis across a wide range of subjects, developing reports and discussion papers, designing surveys and facilitating workshops. She has a strong record of academic research, winning the UTS University Medal for her research in 2011. She has lectured in the undergraduate and postgraduate Communication programs at UTS since 2012.

Amy's relevant project experience includes:

- Structural review of the Finance branch of the State Library of NSW;
- Structural review of the Marketing and Business Development branch of the State Library of NSW;
- Structural review of the HR branch of the State Library of NSW;
- Implementation of a change program within the Digital Services division of the State Library of NSW, including the development of mission, vision and values statements and a strategic plan for that division;
- Review and redesign of the Executive Structure of the State Library of NSW;
- Structural review and development of a corporate plan for the Community Relations Commission of NSW;
- A review of the structure and delivery of the Learning and Development function for the NSW Department of Family and Community Services;
- A review of the structure and delivery of the Workplace Health and Safety function for the NSW Department of Family and Community Services; and
- Facilitation of internal stakeholder focus groups for the Strategic HR branch of the Department of Family and Community Services.

Amy has a Bachelor of International Studies and a Bachelor of Arts (Hons) in Writing from the University of Technology Sydney, for which she was awarded the 2011 University Medal. She has recently completed a Master of Creative Arts (Research) at the University of Technology Sydney.

### **Patrick May**

Senior Consultant

Patrick is a Senior Consultant with Fyusion and has provided change management, structural review, writing and research services to a range of clients in the public and private sector.

Patrick has completed functional reviews of several branches of the State Library of NSW and has interviewed participants, devised new functional structures, written advice to project sponsors and completed final reports.

He specialises in the areas of report writing and editing, in-depth interviews and project research. Patrick's research experience includes work as a researcher for academic projects and experience as a print and online investigative journalist.

Patrick is also responsible for conducting data analysis, designing and maintaining surveys, writing proposals and tenders, developing additional internal and external communication material and updating websites.

Patrick's recent experience includes:

- Functional reviews of the Finance, Human Resources and Marketing and Business Development branches of the State Library of NSW;
- A review of the NSW Community Relations Commission, including a future state report;
- Restructuring and copyediting a wide variety of reports for government and private sector clients;

- Conducting in-depth desk research on a range of topics;
- Conducting extensive stakeholder research, including in-depth interviews, focus groups and the facilitation of consultation sessions with stakeholders.

Patrick has a Bachelor of Arts (Hons), with a double major in English and Political Science from the University of New England.

## Attachment B

Report/Document	Classification
MOAD AP Invoice Processing Instructions for AG	Unclassified
AP Invoice Scanning Practices	Unclassified
NMA Accounts Payable_Credit Cards_140911	Unclassified
NLA_Payroll Terminations Casual_140924	Unclassified
NFSA AP_Credit Cards_FINAL_140915	Unclassified
NMA Accounts Receivable_RTGS Overseas_140911	Unclassified
NAA Accounts Receivable Banking_141015_FINAL	Unclassified
NGA High Value Procurement_FINAL_141029(2)	Unclassified
NPG AR End of Month_FINAL_141030(2)	Unclassified
NLA AR Non Cash General Receipting_FINAL_141030(2)	Unclassified
NGA Purchases not requiring a formal contract_FINAL_141029(2)	Unclassified
NLA_Payroll Terminations Resignation Retirement_140924	Unclassified
NMA Procurement RFQ_FINAL_141022	Unclassified
NLA_Payroll Temporary Transfers Out_140924	Unclassified
NMA Accounts Receivable_Gateway (Online Payments)_140911	Unclassified
NPG AR EFTPOS_FINAL_141030(2)	Unclassified
NMA Accounts Receivable_General AR_140911	Unclassified
NMA_Records Management Maintenance of E Records_FINAL_141022(2)	Unclassified
NLA_Payroll Terminations Transfers Promos Out_140924	Unclassified
NFSA AP_Payment Request and Pay Run_FINAL_140915	Unclassified
NAA Accounts Receivable Raising an Invoice_141015_FINAL	Unclassified
NAA Accounts Receivable Petty Cash_141015_FINAL	Unclassified
NLA AP Trust Fund Payments_FINAL_141029(2)	Unclassified
Fyusion SSTF Report - NLA (Final)	Commercial-in-Confidence
NLA AP Standard Invoices_FINAL_141030(2)	Unclassified
NLA_Purchased Leave_140924	Unclassified
NMA_Records Management Sentencing_FINAL_141022(2)	Unclassified
NFSA AP_PO Creation Request_FINAL_140915	Unclassified
NGA_Payroll Leave Weekends and LWP_FINAL_141022(2)	Unclassified
NLA AP Travel_FINAL_141029(2)	Unclassified
NPG AR Cash_FINAL_141030(2)	Unclassified
NLA ICT Services_FINAL_141028(2)	Unclassified
NPG AR Cash (Donations)_FINAL_141030(2)	Unclassified
NMA ICT Aurion Systems Support_FINAL_141022(2)	Unclassified
NPG AR Banking Day_FINAL_141030(2)	Unclassified
NAA Accounts Receivable Operational Accounts_141015_FINAL	Unclassified
NGA AR receipting_FINAL_141029(2)	Unclassified
NFSA AR_FAL Invoicing_FINAL_141020	Unclassified
NMA Accounts Receivable_Shop_140911	Unclassified
NFSA AR_Bank Receipting_FINAL_140915	Unclassified
NLA RM Creation of Electronic Files_FINAL_141030(2)	Unclassified
NAA Accounts Payable Standard Invoice_FINAL_141015	Unclassified
NGA AR End of Day_FINAL_141029(2)	Unclassified
NFSA AR_NVLS Invoicing_FINAL_140915	Unclassified
MOAD AR_FINAL_141021	Unclassified
NFSA RM_Harradine Report_FINAL_141001	Unclassified
NPG AP Pay Immediate_FINAL_141030(2)	Unclassified
NMA Accounts Receivable_Amex and Diners_140911	Unclassified
NFSA_Payroll_FINAL_140915	Unclassified
NAA Records Management TRIM Systems Support_FINAL_141028(2)	Unclassified
NAA Records Management Sentencing_FINAL_141028(2)	Unclassified
NMA Accounts Payable_Travel_FINAL_141028(2)	Unclassified
NAA Records Management Maintaining and Managing Storage_FINAL_141028(2)	Unclassified

NGA AR Debit Request Form_FINAL_141029(2)	Unclassified
NAA Records Management Harradine Report_FINAL_141028(2)	Unclassified
MOAD AP Purchase Order_FINAL_141021	Unclassified
MOAD AR End of Month-Daily Takings Donations and Armaguard_FINAL_1410021	Unclassified
NLA AP-AR Chart of Accounts New Suppliers_FINAL_141029(2)	Unclassified
NFSA AR_FOH and JBS Invoicing_FINAL_141020	Unclassified
NLA AP-AR Libraries Australia_FINAL_141030(2)	Unclassified
NLA AR Cash_FINAL_141030(2)	Unclassified
NPG AR Cheques_FINAL_141030(2)	Unclassified
NLA AR Creating an Invoice (From a billing System) FINAL_141029(2)	Unclassified
NMA ICT TRIM Back End Configuration_FINAL_141022(2)	Unclassified
NLA_Payroll Paid Parental Leave_140924	Unclassified
NFSA RM_Maintaining-managing Storage_FINAL_141001	Unclassified
NGA ICT Services_FINAL_141029(3)	Unclassified
NMA ICT Finance One Upgrades_FINAL_141022(2)	Unclassified
NLA_Payroll Reassignment of Duties_140916	Unclassified
NAA Accounts Receivable Cash_141015_FINAL	Unclassified
NPG AP International Payments_FINAL_141030(2)	Unclassified
MOAD Procurement Under \$10000_141008_FINAL	Unclassified
NAA Records Management Paper File Retrieval_FINAL_141028(2)	Unclassified
NLA_Payroll Super Review_140924	Unclassified
NFSA AR_Cheque Receipting_FINAL_140915	Unclassified
NLA RM File Retrieval and File Returns_FINAL_141030(2)	Unclassified
NAA Accounts Receivable EFTPOS_141015_FINAL	Unclassified
NPG_Procurement_general procurement process map 141008_FINAL	Unclassified
NAA Accounts Receivable Bank Accounts Revenue_141015_FINAL	Unclassified
NGA RM Files Returned to Offsite_FINAL_141022(2)	Unclassified
Fyusion SSTF Report - NPGA	Commercial-in-Confidence
NPG AR Tax Invoice Raised_FINAL_141030(2)	Unclassified
NPG AR Bank Reconciliation_FINAL_141030(2)	Unclassified
NAA Accounts Receivable Travel_141015_FINAL	Unclassified
MOAD Procurement \$10000-80 000_141008_FINAL	Unclassified
NFSA_Procurement_general procurement process map_FINAL_140923	Unclassified
NPG AR Direct Deposit_FINAL_141030(2)	Unclassified
MOAD AR Rent and Outgoing Recover Process_FINAL_141021	Unclassified
NFSA AR_Parking_FINAL_140915	Unclassified
NPG_Procurement_facilities contracts process map 141008_FINAL	Unclassified
NAA Procurement Process Map_FINAL_141015	Unclassified
NPG AP_Pay Run_FINAL_141030(2)	Unclassified
NFSA RM Creating a file_FINAL_141001	Unclassified
NAA ICT Systems support for Finance One_FINAL_141015(2)	Unclassified
NFSA AR_LIB Invoices_FINAL_141020	Unclassified
NFSA RM_File retrieval and returns_FINAL_141001	Unclassified
NMA_Records Management File Retrieval_FINAL_141022(2)	Unclassified
NAA Accounts Receivable Refunds Ecomm_141015_FINAL	Unclassified
NLA RM Creation of Paper Files_FINAL_141030(2)	Unclassified
Fyusion SSTF Report - NGA (Final)	Commercial-in-Confidence
NFSA RM Sentencing Files_FINAL_141001	Unclassified
NAA Accounts Receivable Cheques_141015_FINAL	Unclassified
NMA_Records Management File Creation_FINAL_141022(2)	Unclassified
MOAD Procurement- Contract Admin Process_141008_FINAL	Unclassified
NAA Accounts Payable Refunds_FINAL_141015	Unclassified
NAA ICT New users, project and supplier codes in Finance One_FINAL_141015	Unclassified
NGA_Payroll Deductions_FINAL_141022(2)	Unclassified
NGA_Payroll Cessations_FINAL_141022(2)	Unclassified
NFSA Monthly Bank Reconciliation_FINAL_141020	Unclassified

NPG_Procurement_contract management process map 141008_FINAL	Unclassified
NAA Accounts Receivable Debt Recovery_141015_FINAL	Unclassified
NAA ICT Systems support for Finance One_FINAL_141015	Unclassified
MOAD AP Credit Cards_FINAL_141021	Unclassified
NGA RM File Creation_FINAL_141022(2)	Unclassified
NPG AP Pay Immediate_141013	Unclassified
NPG AP End of Month_FINAL_141030(2)	Unclassified
NPG AP International Payments_141013	Unclassified
NGA_Payroll Maternity Leave_FINAL_141022(2)	Unclassified
MOAD AP_FINAL_1410021	Unclassified
Fyusion SSTF Report - NMA	Commercial-in-Confidence
NPG AP Credit Cards_FINAL_141030(2)	Unclassified
NLA_Payroll Extended UPSL_140924	Unclassified
NPG AP_Process Invoices_FINAL_141030(2)	Unclassified
NMA Accounts Payable_RTGS Overseas_FINAL_140911(2)	Unclassified
NGA RM File Movements_FINAL_141022(2)	Unclassified
NMA Accounts Payable_140911	Unclassified
NMA_Payroll General Processing_140909	Unclassified
NMA_Payroll New Starters_140909	Unclassified
NMA ICT TRIM Systems Maintenance_FINAL_141022(2)	Unclassified
NLA_Payroll Deductions_140924	Unclassified
NMA Payroll Final Entitlements_140909	Unclassified
NMA ICT TRIM General Systems Support_FINAL_141022(2)	Unclassified
NMA_Payroll Commence Pay_140909	Unclassified
NMA_Payroll Super Review_140909	Unclassified
NMA_Payroll Running the Pay_140909	Unclassified
NFSA Weekly Bank Reconciliation_FINAL_141020	Unclassified
NMA_Payroll Manual Processing_140909	Unclassified
NMA_Records Management Put Aways_FINAL_141022(2)	Unclassified
Final version NAA AP/AR Process Maps	Unclassified
NLA_Payroll Change of Hours_140924	Unclassified
NGA RM File Census_FINAL_141022(2)	Unclassified
NGA_Payroll New Starters_FINAL_141022(2)	Unclassified
NGA_Payroll Timesheets Security Staff_FINAL_141022(2)	Unclassified
Final version NPG Procurement Process Maps	Unclassified
Fyusion SSTF Report - NAA (Final)	Commercial-in-Confidence
NGA_Payroll Super Review_FINAL_141022(2)	Unclassified
NGA_Payroll Timesheets Casuals Shifts_FINAL_141022(2)	Unclassified
NLA_Payroll Commencements Change of Status_140924	Unclassified
NGA_Payroll Timesheets On Call_FINAL_141022(2)	Unclassified
NGA_Payroll Post Pay_FINAL_141022(2)	Unclassified
NGA AP Pay Run Weekly Cheques_FINAL_141029(2)	Unclassified
NGA_Payroll Running the Pay_FINAL_141022(2)	Unclassified
Fyusion SSTF Report - NFSA (Final) (2)	Commercial-in-Confidence
NGA AP Pay Run Weekly Cash_FINAL_141029(2)	Unclassified
NGA AP Pay Run Weekly EFT_FINAL_141029(2)	Unclassified
NGA_Payroll Overtime_FINAL_141022(2)	Unclassified
NGA AP Works of Art_FINAL_141029(2)	Unclassified
NLA AP Pay Run_FINAL_141029(2)	Unclassified
NLA_Payroll Commencements Return From Temp Transfer_140924	Unclassified
NLA_Payroll Commencements NonOngoing Casual Ongoing_140922	Unclassified
NGA_Payroll Prior Service_FINAL_141022(2)	Unclassified
NLA AP PO Cards_FINAL_141030(2)	Unclassified
NLA_Payroll Leave Without Pay_140924	Unclassified
NLA_Payroll Commencements Transfer Promo In_140924	Unclassified
NLA_Payroll Maternity Leave_140924	Unclassified
NLA_Payroll Overtime_140924	Unclassified
NLA AR Creating an Invoice_FINAL_141030(2)	Unclassified

NLA_Payroll Long Service Leave_140924	Unclassified
NLA AR Debt Recovery_FINAL_141029(2)	Unclassified
NLA_Payroll Leave_140924	Unclassified
NLA_Payroll Payment of Council Members_140924	Unclassified
NLA AP Credit Cards_FINAL_141030(2)	Unclassified
NLA AP ILMS_FINAL_141030(2)	Unclassified
Fyusion SSTF Report - NAA	Commercial-in-Confidence
NLA AP Jakarta Office Payments_FINAL_141029(2)	Unclassified
NLA Procurement over \$100K_FINAL_141030(2)	Unclassified
NLA Procurement up to \$100K_FINAL_141030(2)	Unclassified
- Final version NAA ICT Process Maps	Unclassified
NLA RM Sentencing FINAL_141030(2)	Unclassified
NLA RM Batch Scanning FINAL_141030(2)	Unclassified
- NPG - draft process maps for AP	Unclassified
NFSA ICT Services_FINAL_140915	Unclassified
NMA Accounts Receivable_Front of House_140911	Unclassified
Payfile Import template	Unclassified
LIB Invoice import template	Unclassified
FOH Invoice import template	Unclassified
Westpac Bank Reconciliation	Unclassified
NFSA Library (LIB) Customer invoicing - using Filemaker Pro	Unclassified
NFVLS Imports	Unclassified
Miscellaneous to do with Receipting.doc	Unclassified
JBS and FOH Invoice Imports (2013)	Unclassified
CBA Bank Reconciliation	Unclassified
NFSA Weekly Bank Reconciliation_FINAL_141020	Unclassified
Final version MoAD Procurement Process Maps	Unclassified
Fyusion SSTF Report - NLA	Commercial-in-Confidence
Additional Final Version NFSA AR Process Maps	Unclassified
Final Version NAA Procurement Process Maps	Unclassified
Final version NFSA Records Management Process Maps	Unclassified
Draft process maps - accounts processing at the NLA.	Unclassified
Fyusion SSTF Report - NFSA (Final)	Commercial-in-Confidence
Draft process maps - NGA	Unclassified
NFSA Monthly Bank Reconciliation_FINAL_141020	Unclassified
NFSA AR_LIB Invoices_FINAL_141020	Unclassified
NFSA AR_FOH and JBS Invoicing_FINAL_141020	Unclassified
NFSA AR_FAL Invoicing_FINAL_141020	Unclassified
NFSA RM_Maintaining-managing Storage_FINAL_141001	Unclassified
NFSA RM_Harradine Report_FINAL_141001	Unclassified
NFSA RM_File retrieval and returns_FINAL_141001	Unclassified
NFSA RM Sentencing Files_FINAL_141001	Unclassified
NFSA RM Creating a file_FINAL_141001	Unclassified
NFSA ICT Services_FINAL_140915	Unclassified
NFSA_Procurement_general procurement process map_FINAL_140923	Unclassified
Draft process maps - NGA procurement	Unclassified
NFSA AR_NVLS Invoicing_FINAL_140915	Unclassified
NFSA AR_Bank Receipting_FINAL_140915	Unclassified
NFSA AP_Payment Request and Pay Run_FINAL_140915	Unclassified
NFSA AR_Parking_FINAL_140915	Unclassified
NFSA AP_Credit Cards_FINAL_140915	Unclassified
Fyusion SSTF Report - MoAD (SUPERSEDED)	Commercial-in-Confidence
NFSA AP_PO Creation Request_FINAL_140915	Unclassified
Final version MoAD Accounts Processing Maps	Unclassified
NFSA AR_Cheque Receipting_FINAL_140915	Unclassified
Draft process maps - ICT systems support at the NGA	Unclassified
Draft process map - ICT support at the NLA	Unclassified
- NFSA_Payroll_FINAL_140915	Unclassified

Draft process maps - procurement at the NPG	Unclassified
Draft process maps - NMA ICT processes	Unclassified
Draft process maps - AP/AR at the National Portrait Gallery	Unclassified
Further draft maps: NFSA Payroll and ICT	Unclassified
Draft maps: NFSA AP/AR	Unclassified
Draft maps: payroll process for the National Gallery	Unclassified
Draft maps: AP/AR at the National Museum	Unclassified
Draft process maps - NLA Payroll (email 1 of 3)	Unclassified
Draft process maps - NLA payroll (email 2 of 3)	Unclassified
Draft payroll process maps - NLA (email 3 of 3)	Unclassified
Draft process maps - NFSA	Unclassified
Fyusion SSTF Report - NFSA	Commercial-in-Confidence
Process maps - NFSA	Unclassified
Draft process maps – NMA	Unclassified
Draft process map - NMA	Unclassified
Draft process maps - NLA	Unclassified
Draft process maps - MOAD	Unclassified
Draft process maps - procurement at the NLA	Unclassified
Draft process maps - NGA	Unclassified
MOAD Procurement Under \$10000_141008_FINAL	Unclassified
MOAD Procurement- Contract Admin Process_141008_FINAL	Unclassified
MOAD Procurement \$10000-80 000_141008_FINAL	Unclassified
MOAD AP Credit Cards_FINAL_141021	Unclassified
MOAD AP_FINAL_1410021	Unclassified
MOAD AR End of Month-Daily Takings Donations and Armaguard_FINAL	Unclassified
Fyusion SSTF Report - NGA (SUPERSEDED)	Commercial-in-Confidence
MOAD AR Rent and Outgoing Recover Process_FINAL_141021	Unclassified
MOAD AP Purchase Order_FINAL_141021	Unclassified
Regular Procurement Activities Currently undertaken by Service Centre Procurement Team - MoAD Copy	Unclassified
Co-design workshop presentation (CORPORATE SYSTEMS) FINAL	Unclassified
Co-design workshop presentation (AP AR) FINAL	Unclassified
Co-design workshop presentation (PAYROLL) FINAL	Unclassified
Co-design workshop presentation (GOODS AND SERVICES) FINAL	Unclassified
Co-design workshop presentation (RECORDS) FINAL	Unclassified
Fyusion SSTF Report - MoAD (Final)	Commercial-in-Confidence
Agenda - ACCOUNTS PROCESSING CO-DESIGN WORKSHOP	Unclassified
Agenda - CORPORATE SYSTEMS SUPPORT CO-DESIGN WORKSHOP	Unclassified
Agenda - GOODS AND SERVICES PURCHASING CO-DESIGN WORKSHOP	Unclassified
Agenda - RECORDS CO-DESIGN WORKSHOP	Unclassified
Agenda - HR/PAYROLL CO-DESIGN WORKSHOP	Unclassified
Shared Services - Co-design talk book - FINAL - 23 Feb 2015	Unclassified