



PREMIER OF TASMANIA

QON 59 of 2026

2 OCT 2026

The Hon Ruth Forrest MLC
Independent Member for Murchison
Email: ruth.forrest@parliament.tas.gov.au

Dear Ms Forrest

Please find responses to the questions in relation to the Human Resources Transformation Program dated 11 August 2026.

(1) With regard to the Human Resources Transformation Project (HRTTP), that is the re-scoped Human Resources Information System (HRIS) transferred from the Department of Health to the Department of Premier and Cabinet (DPAC):

(a) What is the total number of contracts awarded in connection with the HRTTP to date?

From 28 June 2024 to 11 August 2026, 62 contracts have been awarded. Of these:

- 7 contracts relate to the provision of services by a company
- 1 contract relates to specialist IT software
- 54 of these contracts are for employment agencies that provide individual specialist contractors, of which 29 contracts are contract renewals to continue/extend the services of the specialist contractors.

(Note, DPAC commenced management of contracts for the HRTTP program under the 2024-25 budget appropriation.)

(b) What is the total value of contracts awarded in connection with the HRTTP to date?

Between the period from 28 June 2024 to 11 August 2026:

- \$19,327,971 of awarded contract value
- \$25,366,377 including the maximum value of potential renewals

(c) What is the total pricing distribution of contracts awarded in connection with the HRTTP to date?

Contract Value	Number
Below \$50,000	4
Between \$50,000-\$100,000	33
Over \$100,000	25
Total	62

- (d) **Please provide a full schedule of these contracts including value, award date, contract period, and number of bids received.**

Refer Attachment 1: *Contract register - H RTP procurements 2024- 2026*

- (2) **Of the contracts confirmed:**

- (a) **How many were priced between \$50,000 and \$99,000 under open-market quoting threshold under the Treasurer's Instructions; and**

17 contracts were priced between \$50,000 and \$99,000.

- 1 of these contracts was a fixed-price contract
- 1 of these was a time and materials-based engagement for a system implementation service sourced through an RFQ/RFI
- 15 of these contracts were a maximum price for a time and materials-based engagement with employment agencies for specialist contractors based on a fixed rate, of which:
 - 5 were a renewal of an existing specialist contractor
 - 3 were a direct engagement due to specialist expertise/experience, and
 - 7 were engaged through a request for quote (RQF) recruitment.

- (b) **How many were priced between \$99,000 and \$99,999?**

16 contracts were priced between \$99,000 and \$99,999.

All of these contracts were a maximum price for a time and materials-based engagement with employment agencies for specialist contractors based on a fixed rate, of which:

- 3 were a direct engagement due to specialist expertise/experience, and
- 13 were engaged through a RFQ recruitment.

- (3) **What procurement method (direct sourcing, panel arrangement, labour hire, single-invite quote, or open tender) was used for each of the contracts awarded to date?**

Refer to Attachment 1, column C, for details by contract

- (4) **Where multiple sub-threshold contracts have been awarded to the same vendor within a short period, does the Premier accept this could constitute contract splitting in substance even where each individual contract complies with the letter of the threshold?**

No.

Multiple contracts with one employment agency may occur in a short period of time because different individual resources are contracted through each employment agency. Multiple short-term contracts for the same resource have not been executed by the project other than 3 specific exceptions:

- 2 contractors were re-engaged on short-term contracts in June 2025 following the announcement of a State election and the uncertainty regarding the project funding prohibiting a longer contract engagement under the *Financial Management Act 2016*; and
- 1 contract was renewed on a short-term basis in April 2026 to allow a contractor to complete a specific piece of work. It was determined that this resource would not be required for a longer period and hence a longer contract was not pursued.

A contract below the \$100,000 threshold for individual contractors is only entered into for the following reasons:

- The program specifically seeks a short-term contract for an initial engagement following a recruitment process to ensure that there is a strong fit between the program needs and contractor skill set before seeking approval for a longer term contract.
- An individual contractor may occasionally have a specific need for a short term contract to maintain their own flexibility.
- In exceptional circumstances, there has been a need to retain a particular contractor for a short period of time to complete a piece of work, and the project has been unwilling to commit to the individual for a longer period.

(5) Where multiple sub-threshold contracts have been awarded to the same vendor within a short period, does the Treasurer accept this could constitute contract splitting in substance even where each individual contract complies with the letter of the threshold?

In Tasmania, procurement is devolved to Tasmanian Government agencies. Each agency's Accountable Authority is responsible for ensuring adherence to the requirements of the Treasurer's Instructions (TIs) issued under the *Financial Management Act 2016*.

The TIs specifically prohibit contract splitting. TI PP-1 *Valuation* prohibits agencies from dividing a procurement into separate parts for the purpose of avoiding the application of any otherwise applicable procurement threshold. Additionally, a particular method for estimating the value of a procurement must not be applied for the purpose of avoiding the application of any otherwise applicable procurement threshold.

(6) What internal control exists within DPAC to detect and prevent the risk of contract splitting?

Treasurers Instructions require that all contracts in excess of \$250,000 are reviewed and endorsed by the Procurement Review Committee of the respective Agency.

Within DPAC, that threshold is reduced to \$100,000.

Since February 2024, DPAC has implemented a process to report and assess all contracts between \$50,000 and \$100,000 to add an extra layer of scrutiny before executing a contract.

This provides visibility for contracts that may be awarded to the same vendor by the procurement function. Additionally, inherent in that process is a requirement that at least 3 quotes are requested and compared.

(7) What internal control exists within Treasury to detect and prevent the risk of contract splitting?

Under TI PF-5 Accountability and Reporting, agencies are required to send awarded contract details to Treasury for publication on the Tasmanian Government Tenders website within 10 working days of awarding a contract.

Treasury does not endorse the practice of contract splitting and, when requested, can support agencies in identifying TI-compliant pathways to meet their individual procurement needs. Treasury regularly reminds agencies of TI obligations when it becomes aware of sub-optimal procurement practices.

(8) Please confirm:

(a) the actual number of bids or quotes received for each of the contracts; and

Specialist Contractors	
- Extensions for ongoing contractors	29
- Direct engagements	6
- New engagements (between 3-27 proposals / bids received)	19
Software / IT Services	
- Direct engagement	2
- Proposals from market / existing panel (2-4 proposals/bids received)	6

Refer to Attachment 1, column K, for details by contract.

(b) In cases where only one bid or quote was received - in each case, what steps were taken to test market pricing given the absence of competitive tension?

Of the 62 contracts, 29 contracts relate to the engagement of individual specialist contractors through employment agencies, including those who commenced with the program in Department of Health and migrated with the project to DPAC. These specialist contractors have extensive established knowledge of the program activities that would be damaging to lose and take significant cost to replace. In these cases, contract renewals adhered to Treasurer's Instructions, and approvals where required were granted by the Accountable Authority. Each ongoing engagement is benchmarked with new rates for comparable specialists.

Where new resources have been required, the first preference has always been to secure internal employees from within Government who could transfer to the project on

a fixed term basis. If internal resources are not available, then contact is made with identified contracting companies specialising in SAP and project personnel contracting.

As routine, 8 specialist contracting companies are requested to provide quotations of potential contractors based on the provided skill set required and the time that the resource will be needed. Each firm then has the opportunity to submit proposals, including submission of CV's and cost details for any proposed resource.

- These submissions are reviewed by the project including for alignment of skills, experience in similar jurisdictions and programs,
- Costs are bench-marked, inclusive of candidate location and potential travel costs.
- Candidates are then short-listed and interviews are held to identify the preferred contractor.
- Individuals are typically engaged on a short term contract initially in order to verify that the individual is a good fit for the project and team.
- After assessment of satisfactory performance and demonstrated ongoing program need, longer contracts are then considered in line with Treasurer's Instructions and with the approval of the Accountable Authority.

In rare occasions, either only a single candidate is proposed, or exceptional candidates are identified and approached directly due to unique expertise or experience. As specialist contractors are generally contracted on a day rate basis and comparison is regularly made of offered rates across these different firms. This regular process has enabled a strong database of expected day rates for different skill sets ensuring that rates proposed are able to be assessed for reasonableness before acceptance.

(9) How many contracts have been awarded above the \$100,000 threshold; and

25 contracts from 28 June 2024 to 11 August 2026 were above the \$100,000 threshold.

- 23 of these contracts are for services delivered by individual specialists, of which 22 are new contracts to continue/extend their services following new budget appropriation.
- 1 contract relates to IT software
- 1 contract relates to the provision of system implementation services by a company

(a) How many of these contracts have been awarded without open-market tender;

22 contracts were awarded directly without a market approach as they were contracts to continue/extend the services of existing individual contractors following new budget appropriation or expiry of previous contracts.

1 contract relating to IT software was directly awarded following detailed requirements gathering, requests for quotation and vendor demonstrations of product capability against requirements.

1 contract related to the provision of system implementation services was awarded following an extensive market approach, shortlisting and limited tender process.

(b) What was the value of each of these contracts;

Refer to Attachment 1 for details by contract.

- (c) **For each of these contracts, what specific exemption under the Treasurer's Instructions was relied upon; and**

Refer to Attachment 1, Column L, for details by contract.

- (d) **Was that exemption approved by the appropriate delegate?**

Yes. Column C of Attachment 1 notes which contracts were executed under a Treasurer's Instruction exemption. In each case supporting minutes are available to evidence exemption approval.

- (10) **What verification does DPAC undertake of a supplier's claimed Tasmanian presence, including local employment, before applying Buy Local Policy weighting, and was that verification applied to all contracts?**

The Buy Local Policy weighting is applied to all tenders undertaken. All vendors are validated through submission of company information in requested documentation and through direct engagement with company leadership or key contacts.

In addition to the Buy Local Policy application in tenders, for every contract that the program issues, the location of any employees or resources proposed to be engaged on the programs activities is also required to be specified and is considered.

- (11) **Were four direct-sourced contracts totalling approximately \$920,000 executed on 24 December 2025; and**

- (a) **if so, what was the operational reason for awarding contracts on that date specifically; and**

4 direct-sourced contracts were executed on 24 December 2025, for a total of \$920,395 (inclusive of potential extensions). These comprised:

- Contracts for 3 companies providing 5 contractors where existing contracts were due to expire and needed to be renewed prior to 31 December 2025 to ensure continuity of specialist resources to support the program delivery:
- A further company providing a single contractor was due to commence on 6 January 2026. This was a critical resource contractor who had previously been engaged by the program but stood down until funding and program activities required.

Funding to support the continuation of the engagements required appropriation funding in the 2025-26 budget and could not be actioned until the budget had passed parliament and received royal assent. Due to the timing of the 2025-26 budget:

- 10 December 2025: 2025-26 budget passed in Parliament
- 12 December 2025: Contracts considered and endorsed by Procurement Review Committee
- 19 December 2025: Approval by DPAC Secretary

- 22 and 23 December 2025: Contracts executed by third parties
- 24 December 2025: Contracts executed by DPAC on behalf of Crown

Failure to renew the contracts would have resulted in the loss of knowledge and resources to the project, the need to find alternative resources costing both time and money and ultimately causing delays to the project as new resources are required to get up to speed on the needs of the project.

(b) were normal approval and delegation processes followed in full?

Yes. All normal approval and delegation processes were followed in full.

Yours sincerely



Jeremy Rockliff MP
Premier