



J23157 - V.ISC.2509 Ticketing Tool, ITIL/ITSM Discovery & Define

ITSM Platform Assessment Document



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Approval

Name	Role	Purpose	Sections	Insert electronic approval (e.g. email)	Date
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1 Document Overview

1.1 Document Purpose

The purpose of this document is to:

- Document the current state of the ISC ITSM landscape
- Document the current state of ISC corporate/enterprise processes that may be potentially automated via the additional functionality of an ITSM solution
- Document the current state of the MLA ITSM landscape
- Document the current state of MLA corporate/enterprise processes that may be potentially automated via the additional functionality of an ITSM solution
- Capture our findings i.e. pain points, requirements and opportunities and map them to Themes
- Include the results of an ISC ITIL assessment
- Provide options and recommendations of next steps
- Provide the basis for an RFP document to source platform vendor and implementation partner responses that best fit the above

1.2 Document Identification

Document Code	ITSM0001
Document Title	ITSM Platform Assessment Document
Milestone/ Deliverables	Milestone: 3. Business Process Definition Activities: ✓ High level documentation of Current State ✓ Understand pain-points ✓ Capture & documentation of Future State requirements ✓ Perform ITIL Best Practice Assessment (high level) Deliverables: ☐ Current state processes document - High Level ☐ Future State Requirements document - High level ☐ Completed ITIL Best Practice Assessment Checklist

1.3 Related Documents

Document	File Name	Comments
ITIL Best Practice Assessment	ITIL Best Practice Assessment Tool - ISC (2025.05.dd).xlsx	This spreadsheet is embedded in this document under section 6 ITIL Best Practice Assessment
Pain Points, Requirements and Opportunities Master Register	ITSM Platform Assessment - PPRO Register (2025.05.dd).xlsx	This spreadsheet accompanies this document as a separate file.

1.4 Table of Abbreviations

Abbreviation	Description
API	Application Programming Interface
AWS	Amazon Web Services
BAU	Business As Usual
CAB	Change Advisory Board
CMDB	Configuration Management Database
CRM	Customer Relationship Management
CSAT	Customer Satisfaction
DBA	Database Administrator
eNVD	Electronic National Vendor Declaration
ESM	Enterprise (aka Corporate) Service Management
ISC	Integrity Systems Company
ITIL	Information Technology Infrastructure Library
ITSM	IT Service Management
JIRA	Atlassian JIRA (Issue & Project Tracking Tool)
LPA	Livestock Production Assurance
M&I	Marketing and Insights
MLA	Meat & Livestock Australia
MSA	Meat Standards Australia
NLIS	National Livestock Identification System
OCMS	Oracle Customer Management Solutions (contact centre)
PIC	Property Identification Code
QA	Quality Assurance
RFP	Request for Proposal

Abbreviation	Description
S1, S2, S3, S4	Severity levels (e.g. S1 = Critical)
SLA	Service Level Agreement
SSO	Single Sign-On
URL	Uniform Resource Locator
UX	User Experience

2 Process Scope Definition

2.1 Overview

This document outlines the findings of the ITSM Platform Discovery & Definition Project Phase to modernize ISC's IT service operations, align with ITIL best practices, and improve service quality, incident response times, and overall operational resilience. This initiative is a crucial step in evaluating, defining, and aligning ISC's IT Service Management (ITSM) capabilities with best-practice frameworks to enhance operational efficiency, service delivery, and customer experience.

The purpose of this project is to establish a robust, scalable, and efficient ITSM framework that supports MLA/ISC's business objectives and IT governance requirements. Through a phased approach, the project seeks to identify key business processes, address current pain points, and implement a system that enhances service management, reporting, and automation.

The purpose of this document is to:

- Document the current state of the ISC ITSM landscape
- Document the current state of ISC corporate/enterprise processes that may be potentially automated via the additional functionality of an ITSM solution
- Document the current state of the MLA ITSM landscape
- Document the current state of MLA corporate/enterprise processes that may be potentially automated via the additional functionality of an ITSM solution
- Capture our **findings** i.e. pain points, requirements and opportunities and map them to Themes
- Include the results of an ISC ITIL assessment
- Provide options and recommendations of next steps
- Provide the basis for an RFP document to source platform vendor and implementation partner responses that best fit the above

2.2 Where Findings Typically Come From

Category	Typically Comes From	Why
Pain Points	Users, IT support teams, business stakeholders	They directly experience inefficiencies, bottlenecks, poor service quality, manual work, frustration, lack of visibility, etc.
Requirements	Users and stakeholders (sometimes lightly guided by Implementium)	Users often 'know' the basics of what they need ("I need faster ticket updates", "I need a way to onboard staff without emails"), but requirements are often unstructured - consultants help shape and formalise them.
Opportunities	Implementium typically leading the assessment	Consultants spot patterns, industry gaps, or future-state improvements that users often <i>can't</i> articulate because they are used to "the way things are" and may not know what better looks like (e.g., AI-driven triage, predictive alerting, better workflow governance).

2.3 Process Scope

2.3.1 In Scope

The following items are in scope.

#	Description	Scope
1.	High-level assessment of ISC SysOps ITSM processes, with a focus on JIRA usage	In
2.	ITIL v3 compliance checklist assessment for ISC	In
3.	High-level assessment of ISC Corporate processes	In
4.	High-level assessment of ISC Customer Experience and Customer Service Management processes, focusing on Freshdesk usage	In
5.	High-level assessment of MLA IT Helpdesk ITSM processes, focusing on HelpMaster Pro usage	In
6.	High-level assessment of MLA Corporate processes (including IT, Contracts, HR, Communications, and Office Services), focusing on HelpMaster Pro usage	In
7.	High-level assessment of MLA Legal processes, focusing on the bespoke Legal Muster system	In
8.	High-level assessment of the bespoke MLA Project Hub application	In
9.	High-level ISC Service Catalogue (in MS Excel spreadsheet format)	In

2.3.2 Out of Scope

The following items are not in scope.

#	Description	Scope	Comment
1.	Detailed analysis of any process	Out	Only high-level current state analysis will be conducted, aligned with the intent of an ITSM platform discovery to inform an upcoming RFP process.
2.	Detailed analysis of the MLA Project Hub	Out	Not included in the scope of this assessment.
3.	Detailed analysis of Nintex Forms	Out	Not included in the scope of this assessment.
4.	In-depth analysis or engagement with MLA HR/Payroll teams	Out	The inflight Dayforce project is expected to transform existing HR and Payroll processes. Further assessment can occur post-Dayforce rollout.

2.3.3 Assumptions

The following assumptions have been made.

#	Assumption
1.	This document presents recommendations and insights derived from 300+ pain points, requirements, and opportunities, which have been grouped into common themes. These mappings represent a high-level, indicative view based on Implementium's preliminary interpretation as part of an early discovery process. This is not an exact science, and the results are intended to highlight directional patterns rather than definitive conclusions. Multiple valid interpretations of the data are possible, depending, for example, on how themes are weighted, the strategic lens applied, or the relative significance assigned to each input. The underlying dataset is available for further review and deeper analysis by the MLA/ISC team as needed.
2.	Throughout this document, Implementium may reference specific vendor or product capabilities based on publicly available information and preliminary observations. Implementium remains both vendor and product agnostic. All vendor capabilities should ultimately be validated through formal vendor engagement processes, including product demonstrations, technical deep-dives, and solution workshops.
3.	The ITIL Best Practice Assessment conducted as part of this project is intended to provide a high-level, indicative measure of ISC's alignment with the ITIL framework. It is not designed to be an exhaustive or fully comprehensive audit. Rather, it serves as a high-level diagnostic tool to identify key strengths, gaps, and areas for improvement within ISC's current ITSM practices. The results should be interpreted as directional insights to inform future planning and investment decisions, rather than as definitive compliance findings.

3 ITSM Processes for ISC Livestock Traceability Systems

Integrity Systems Company (ISC) is responsible for delivering the red meat and livestock industry's traceability and quality assurance systems:

- [National Livestock Identification System \(NLIS\)](#) is Australia's system for the identification and traceability of cattle, sheep and goats. It provides information through the identification and traceability of livestock that underpins market access for Australian red meat globally.
- [Livestock Production Assurance program \(LPA\)](#) is an independently audited, on-farm assurance program covering food safety, livestock welfare and biosecurity. It provides evidence of livestock history and on-farm practices when transferring livestock through the value chain.
- [National Vendor Declarations \(NVDs and eNVDs\)](#) are required for any movement of livestock to processors, saleyards or between properties if they have different property identification codes (PICs).

The ISC SysOps Help Desk in conjunction with a number of ISC key players provides BAU support for these systems.

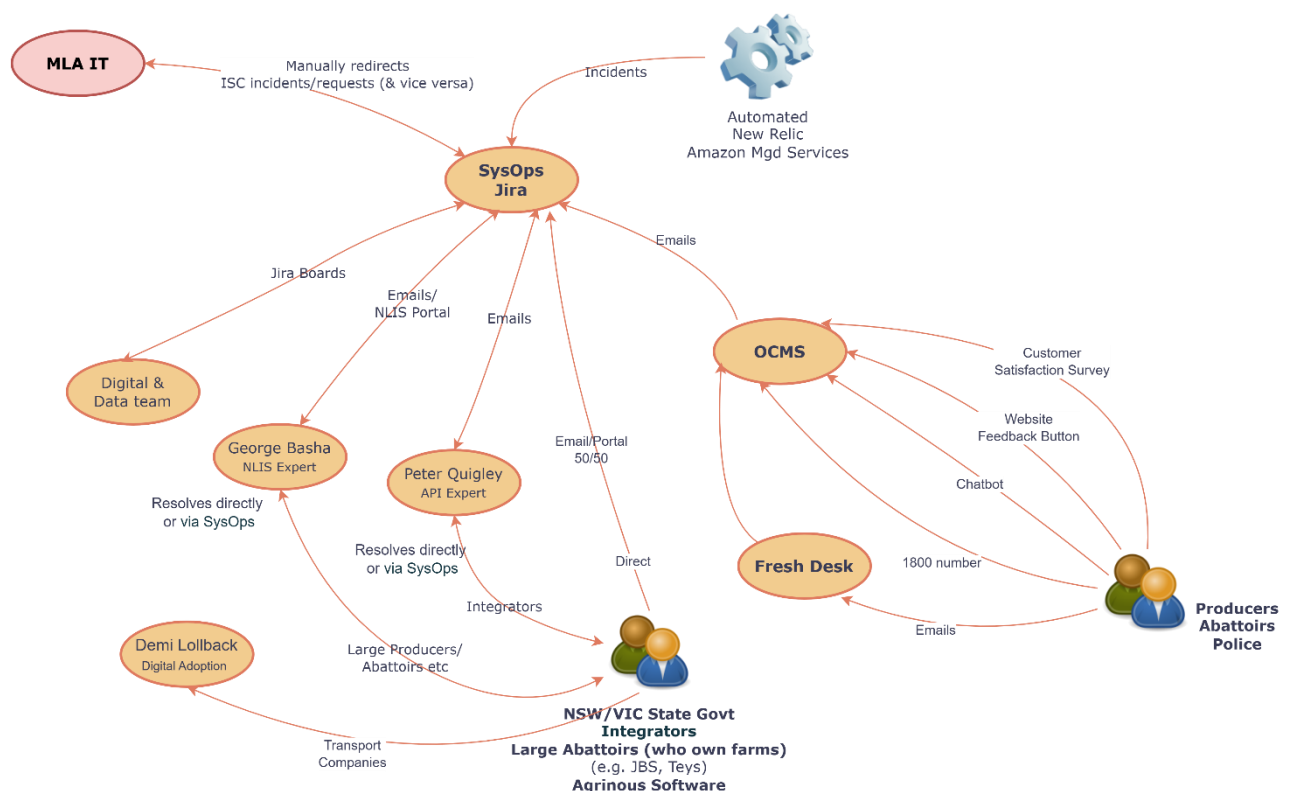


Figure 1: Overview of the ISC ITSM Landscape

3.1 Service Model

ISC SysOps strives towards utilising a Tiered Service model as illustrated below. *(The figure was produced by Accenture for ISC).*

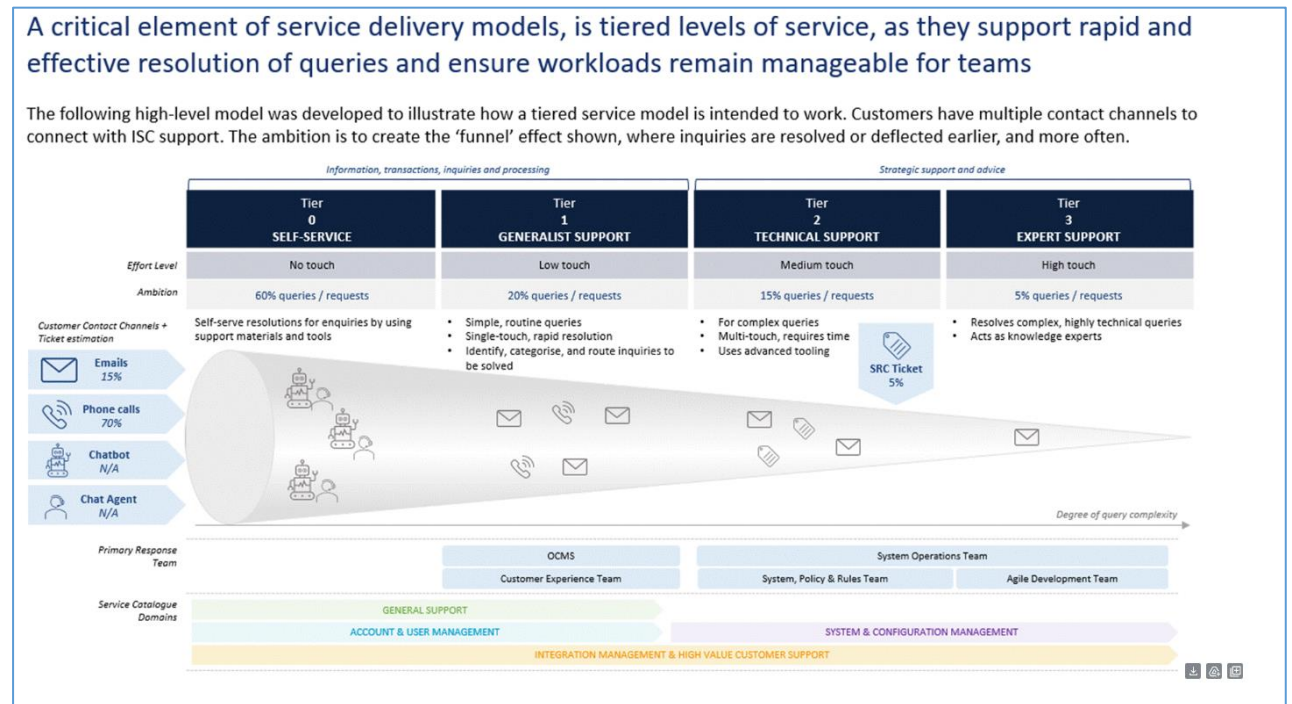


Figure 2: Tiered Service model *(produced by Accenture for ISC)*

3.2 Levels of Support

The ISC IT support model consists of 3 levels

- Level 1: Customer Service Management (outsourced to OCMS) - Phone and email agents respond to enquiries
- Level 2: ISC Sysops Helpdesk - escalated enquiries are directed to the team via the email method, which creates Jira tickets
- Level 3: Product Owners/Development team (NLIS, NVD, LPA) - Jira tickets assigned to the relevant Jira board

3.3 ISC SysOps Helpdesk

3.3.1 Service Details

Service: System Operations Helpdesk
Owner: Systems Support Manager

Contact: Marcelo Sanchez

Contributors: Marcelo Sanchez (Systems Support Manager), Peter Quigley (3rd Party Integration Analyst), George Basha (Operations Analyst) Charlie Christodoulou (Database Administrator), Joel Wilson (Project Manager Solutions Delivery), Kevin Keys (Customer Experience, Customer Service Manager), Callum Tkachenko (Data Analyst), John Lumaban (Business Process, Improvement Lead), Inn Inn Er (Manager, Digital and Data)

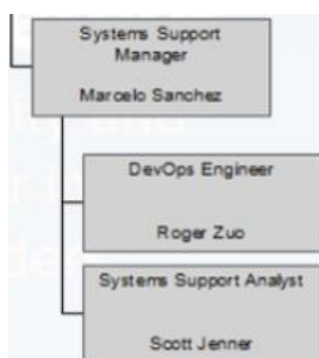
3.3.2 Current State

The ISC SysOps Helpdesk is responsible for providing business as usual functional and technical support predominately for the following ISC traceability and quality assurance systems:

- National Livestock Identification System (NLIS)
- Livestock Production Assurance program (LPA)
- Electronic National Vendor Declarations (eNVD)

The Systems Support Manager, Marcelo Sanchez, reports directly to the Manager - IT Shared Services, Gleuto Serafim.

The Systems Support Manager has 2 direct reports, as follows:



3.3.2.1 Interactions with ISC and MLA teams

The SysOps team:

- Work closely with ISC Customer Experience (Kevin Keys)
- Work closely with ISC's:
 - 3rd Party Integrator Engagement/Resident API expert (Peter Quigley)

- Operations Analyst/Resident NLIS expert (George Basha)
- Product Owners and Business Analysts (Inn Inn Er's Digital & Data team)
- Have no interactions with MLA

SysOps utilise Atlassian's JIRA / Confluence as their ITSM Platform.

3.3.2.2 Raising Tickets with SysOps

Tickets may be raised with SysOps in one of two ways:

- Email (most popular)
- Portal (preferred method)

No phone calls are used as a means to contact SysOps.

These two methods ultimately create a ticket in the Atlassian Jira application. Jira is used to manage the lifecycle of the ticket.

SysOps receive queries from the following internal and external parties:

Internal Clients include George Basha (Operations Analyst), Peter Quigley (3rd Party Integration Analyst), and Internal developers.

- 90% are received via email
- 10% are received via portal

External clients include VIP Users (e.g. JBS & TEYS), State Govt Departments and Integrators,

- 50% are received via the portal
- 50% are received via email

Automated AWS and New Relic.

- 100% Email

Other - via Kevin Keys Customer Experience Team & Customer Service (outsourced to OCMS) which include Producers, Abattoirs, Police

- 90% are received via email
- 10% are received via portal

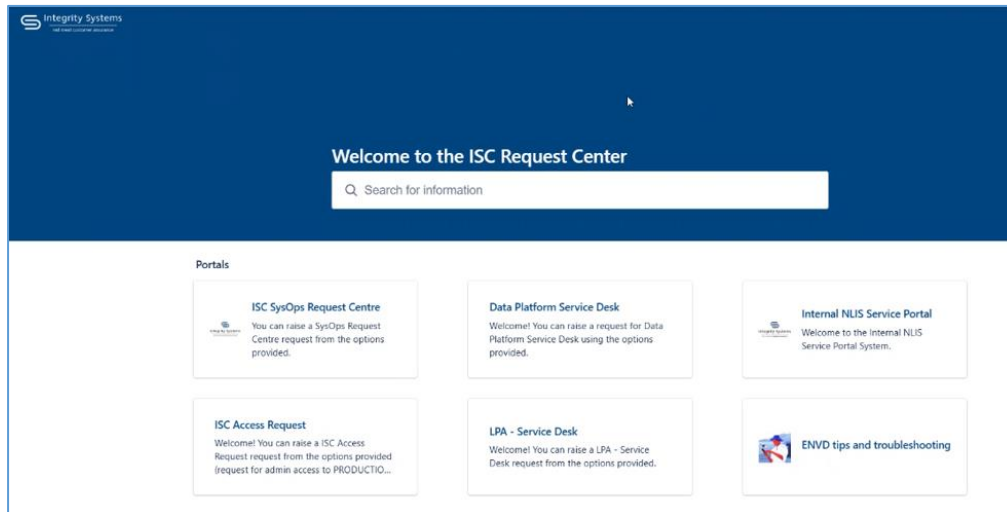
The team will receive approximately 220 queries per week (on average). 200 of these queries will be received from the alerts raised by automated platforms and 20 are typically raised NLIS, LPA and ENVD users

There are usually 3 categories of requests:

1. Request which requires general access - Incidents, ENVD mobile applications, Request a bug
2. Approval Required - AWS Console Access, Change Request, Access Requests
3. Request which requires forms to be completed.

3.3.2.3 ISC Request Centre

The ISC Request Centre (aka portal) is used as a web-based portal where a requestor can request a service via a number of predetermined menu items.



The Portal includes the following options:

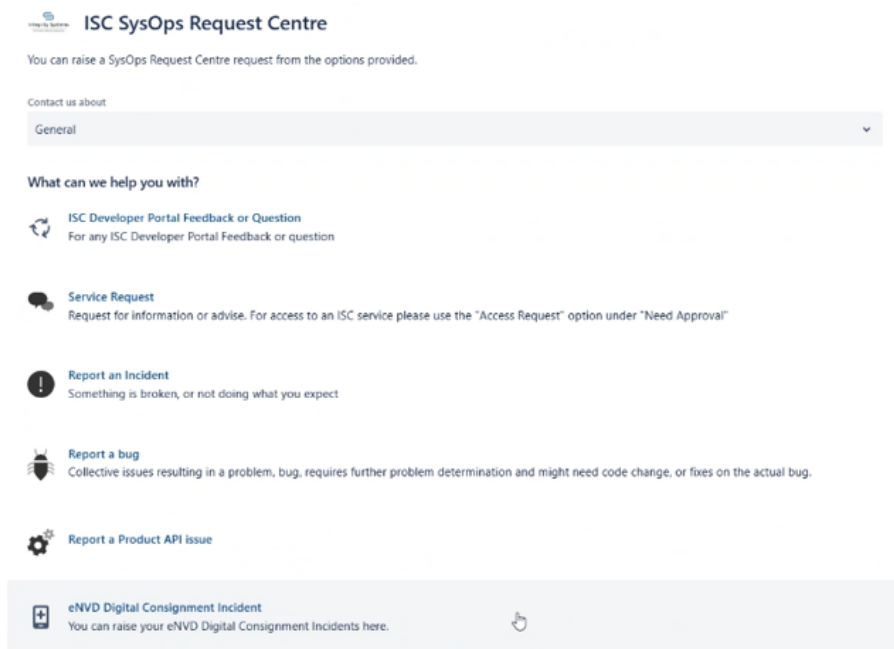
- ISC System Ops Request Centre
- ISC Access Request (not used)
- Data Platform Service Desk
- Internal NLIS Service Portal
- LPA Service Desk
- ENVD tips and troubleshooting (not used)

The NLIS, LPA & ENVD options are used by externals i.e. farm owners, government etc

3.3.2.4 ISC System Ops Request Centre

The **ISC System Ops Request Centre** menu item provides the following options:

- ISC Developer Portal Feedback or question
- Service Request
- Report an Incident
- Report a bug
- Report a product API issue
- eNVD Digital Consignment Incident



ISC SysOps Request Centre

You can raise a SysOps Request Centre request from the options provided.

Contact us about
General

What can we help you with?

- ISC Developer Portal Feedback or Question**
For any ISC Developer Portal Feedback or question
- Service Request**
Request for information or advise. For access to an ISC service please use the "Access Request" option under "Need Approval"
- Report an Incident**
Something is broken, or not doing what you expect
- Report a bug**
Collective issues resulting in a problem, bug, requires further problem determination and might need code change, or fixes on the actual bug.
- Report a Product API issue**

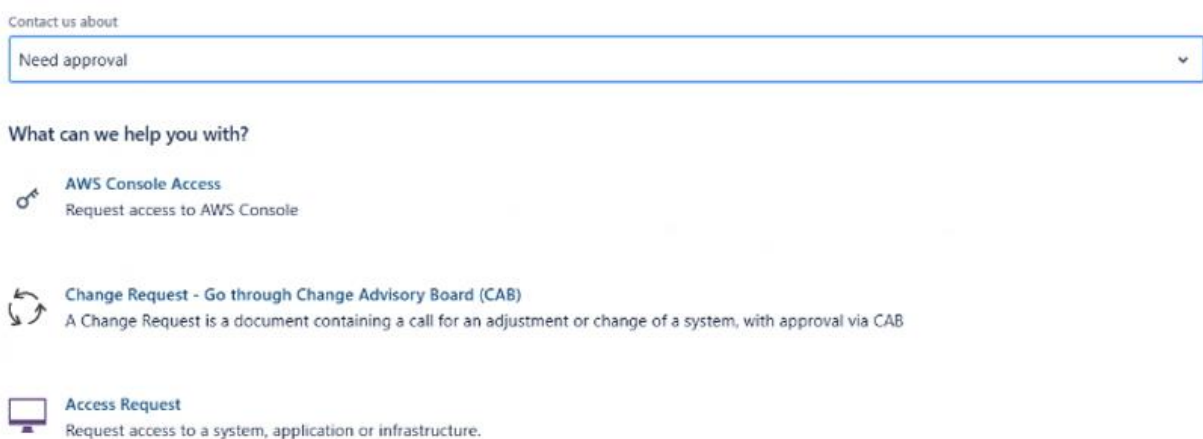
eNVD Digital Consignment Incident
You can raise your eNVD Digital Consignment Incidents here.

3.3.2.5 ISC Access Request (not used)

The **ISC Access Request** menu item provides the following options:

- AWS Console Access
- Change Request - Go through CAB
- Access Request

This menu is no longer used.



Contact us about
Need approval

What can we help you with?

- AWS Console Access**
Request access to AWS Console
- Change Request - Go through Change Advisory Board (CAB)**
A Change Request is a document containing a call for an adjustment or change of a system, with approval via CAB
- Access Request**
Request access to a system, application or infrastructure.

3.3.2.6 Data Platform Service Desk

The Data Platform Service Desk section is used to request data extracts from one of the systems.

3.3.2.7 Internal NLIS Service Portal

The **Internal NLIS Service Portal** section is used to raise incidents/requests concerning the NLIS system. This method is considerably less used than the email option.

Please note that this portal is only being used by George Basha (Operations Analyst) to log incidents / requests raised directly by longstanding users (old school users)

3.3.2.8 LPA Service Desk

The **LPA Service Desk** section is used to raise incidents/requests concerning the LPA system. This method is considerably less used than the email option.

3.3.2.9 ENVD tips and troubleshooting (not used)

The **ENVD tips and troubleshooting** section is used to obtain tips and troubleshooting guidance regarding the eNVD system. Support is only available via email.

This menu is no longer used.

3.3.2.10 Incidents / tickets

Incidents/tickets are typically raised by:

- External Customers and Vendors
- The Business (i.e. ISC & MLA)
- The AWS monitoring tool (via the technical teams)
- New Relic Tool

These tickets are raised in the ISC SysOps Jira Service Desk system.

Once the email is received and or portal entry is submitted, a ticket is created in JIRA and then the following happens:

- A ticket number is assigned to each query
- Priority is assigned - Critical, High, Medium, Low, Lowest
- Severity is assigned - Automatically assigns to 3 (unless if it is manually changed). S1 = Critical, S2= high, S3 = Medium, S4= low
- Tickets are triaged by the SysOps Manager based on severity.
- Ticket is usually assigned to team member Scott Jenner (System Support Analyst), to resolve or further triage.

		Description	Max Resolution Time
High Impact Incidents	Severity 1	Severe outage affecting multiple ISC products, services, or a business process resulting in significant Stakeholders or industry impact No acceptable alternatives are available and requires resolution immediately. Action: Escalate – Call hotline immediately	ASAP
	Severity 2	Significant degradation or outage affecting one Product or key service, or a business process. No acceptable alternatives are available and requires resolution immediately OR Any suspected security or data integrity breaches. Action: Escalate – Call hotline immediately	4 hours
Low Impact Incidents	Severity 3	Minor degradation of a Product, Key service, or Business process; OR a more severe degradation or outage of a non-Critical Product component, service, or Business Process Action: Send FYI to IT Escalation distribution list. And deal with as part of Standard Incident support model.	2 Days
	Severity 4	Small degradation or Outage of a Product component, Impact on non-Critical service or Business Process. Localised in Scope and typically affects a small number of Users. Action: Deal with as part of Standard support model (business-as-usual)	5 Days

Figure 3: ISC Sysops Severity Matrix - Image sourced from ISC

Severity 3 or 4 are assigned to the BAU team. Severity 1 or 2 are escalated.

Severity 3 or 4

Where these are not solved by the SysOps manager or their immediate team, they are assigned to a Product Owner via a Jira 'Board'. Low or medium items are added to the Backlog. These follow the normal release path. High/Critical items are moved to the Current Sprint for ad hoc release to Production.

Severity 1 or 2

Severity is re-assessed and may even be reduced and redirected to the BAU team.

Impact is categorised as:

- Severe - Assigned to technical owner, incident manager, governance manager and communications manager
- Catastrophic - allocated to crisis response team

Note:

- **Peter Quigley (3rd Party Integration Analyst)** - Can also assign the tasks and close tasks if required.
- **George Basha (Operations Analyst)** - Has VIP access and can also assign tasks and close tasks if required.
- Tickets are categorised / completed based on priority. Tickets are not based on severity - which in Marcelo's (System Support Manager) opinion is more relevant. Unfortunately, JIRA has not been set up to do this.
- In the majority of cases, once the tickets have been raised, they are automatically assigned to Scott Jenner (System Support Analyst). Scott will review each of the tickets and determine who needs to action it. The

tickets can be assigned to BAU Support, Business Analysts etc. The Business Analysts are in Inn Inn Er's (Manager, Digital and Data) team. There is 1 Lead Business Analyst and 2 Technical Business Analysts.

- Both Peter (3rd Party Integration Analyst) and George (Operations Analyst) will work directly with Marcelo (System Support Manager) (and his team) and Inn Inn Er (Manager, Digital and Data), (and her team)
- The queries received by Peter (3rd Party Integration Analyst) and George (Operations Analyst) are usually time critical and extremely important (as they are member related)
- The SysOps team maintains a number of JIRA boards including these 3 for ISC applications.
 - NLIS (Web & API)
 - eNVD (Web, Mobile and API)
 - LPA (Web)
- Where the SysOps team is able to resolve tickets they do so or send steps to follow. Tickets may be assigned to the resident DBA, Charlie Christodoulou who works across products in ISC. Where specialist help is required, the tickets are assigned to Product Managers within the Digital and Data team.
- Tickets can only be closed by Marcelo (System Support Manager) (all tickets) or Scott (System Support Analyst) (non-VIP only), George Basha (Operations Manager) and Peter Quigley (3rd Party Integration Analyst)

#	Pain Points - ISC SysOps Help Desk	Type
1.	A high-level Service Catalogue exists in Confluence however is not comprehensive or known to internal and external customers	● Pain Points
2.	No CMDB (Configuration Management Database) storing information about and relationships between IT assets sometime makes it difficult to support our systems/applications.	● Pain Points
3.	JIRA reporting is inflexible; monthly reports require manual compilation using JQL filters.	● Pain Points
4.	Dashboards in JIRA are not flexible enough for automated SLA/KPI reporting.	● Pain Points
5.	High dependency on email submission despite having a functional portal.	● Pain Points
6.	Unused portal options like 'Access Request' and 'ENVD Tips' clutter the interface.	● Pain Points
7.	Ticket priority (not severity) is used for triage, misaligning actual business impact.	● Pain Points
8.	Ticket triage, routing, and updates are handled manually. Manual ticket triage by Marcelo (System Support Manager) and Scott (System Support Analyst) can create bottlenecks.	● Pain Points
9.	No integration with OCMS; escalations cause duplicate effort and lost traceability.	● Pain Points
10.	No integration or collaboration with MLA IT despite potential overlaps or dependencies e.g. onboarding staff that require access to MLA and ISC applications.	● Pain Points
11.	Only a small group (Marcelo (System Support Manager), Scott (System Support Analyst), George (Operations Analyst), Peter (3 rd Party Integration Analyst)) can close tickets.	● Pain Points
12.	NLIS/LPA portal usage is limited to a few internal users like George Basha (Operations Analyst).	● Pain Points

13.	High volume of automated alerts (~200/week) can obscure high-impact incidents.	● Pain Points
14.	CAB approvals are mostly manual. Final approval involves email correspondence with Julian Moorhouse (CTO)	● Pain Points
15.	Low ITIL adoption limits consistency and service maturity. Processes are not formally aligned with ITIL practices, resulting in inconsistent incident, request, and change handling across teams.	● Pain Points
16.	No chatbot functionality for tier-1 support. All queries, including simple or repeat issues, require manual handling by SysOps or OCMS, increasing workload and response time.	● Pain Points
17.	No AI-assisted triage or automation. Tickets are manually triaged by Marcelo (System Support Manager) or Scott (System Support Analyst), without AI or rule-based support to classify, route, or prioritise requests, leading to bottlenecks.	● Pain Points
18.	Reactive rather than proactive incident management. Without AI monitoring or predictive analytics, the team relies heavily on alerts and human intervention, limiting ability to pre-empt issues.	● Pain Points

3.3.3 Future State

#	Requirements/Opportunities - ISC SysOps Helpdesk	Type
1.	A centralised and approved Service Catalogue with defined owners, escalation paths, and governance structure.	✓ Requirements
2.	Implement a CMDB to increase visibility into IT assets and relationships to support incident management, change management and impact analysis	✓ Requirements
3.	Formalise SLA/KPI definitions for SysOps and share them with stakeholders.	✓ Requirements
4.	Improve portal adoption by promoting it to internal and external users.	✓ Requirements
5.	Clean up and rationalise unused portal catalogue items.	✓ Requirements
6.	Reconfigure Jira to enable severity-based workflows.	✓ Requirements
7.	Introduce automation for triage and ticket routing.	✓ Requirements
8.	Establish integration or at least communication between ISC and MLA ITSM tools.	✓ Requirements
9.	Expand closure permissions to more staff, with proper audit controls.	✓ Requirements
10.	Educate OCMS and producers to increase portal adoption and reduce email reliance.	✓ Requirements
11.	Filter/group automated alerts to reduce noise and enhance visibility of critical issues.	✓ Requirements

12.	Have formal ITIL alignment for incident, problem, change, and request processes i.e. standardise key ITSM workflows to align with ITIL practices and improve operational consistency.	✓ Requirements
13.	Implement chatbot for basic enquiries and first-level triage i.e. to handle common FAQs, capture initial ticket info, and direct users to relevant resources or portal services.	✓ Requirements
14.	Introduce AI for ticket classification and routing i.e. use machine learning or rule-based engines to auto-classify tickets by severity, request type, or requester history and reduce triage workload	✓ Requirements
15.	Establish ITSM performance metrics tied to ITIL practices. Track metrics like MTTR (mean time to resolution), first-contact resolution, SLA compliance, and backlog trends as part of ITIL continuous improvement.	✓ Requirements
16.	Redesign portal interface based on usage trends to simplify service selection. Use communications campaigns and onboarding videos to increase portal usage.	☀ Opportunities
17.	Automate triage based on severity tags to improve SLA alignment.	☀ Opportunities
18.	Explore federated dashboards or integrations to bridge ISC and MLA IT.	☀ Opportunities
19.	Expand role-based permissions to reduce key-person risk for ticket closure.	☀ Opportunities
20.	Deploy incident correlation tools or dashboards to reduce alert fatigue and improve visibility.	☀ Opportunities
21.	Upskill SysOps team and stakeholders on ITIL practices. Invest in foundational ITIL training for key staff to drive consistent ticket handling and encourage proactive service improvement.	☀ Opportunities
22.	Deploy chatbot to integrate with portal and Jira. Chatbots can capture request data upfront, link users to self-help, or open tickets with relevant metadata to reduce manual intake effort.	☀ Opportunities
23.	Use AI to identify recurring issues and suggest knowledge base content. Enable trend detection and root cause analysis by leveraging AI to group similar incidents and recommend knowledge article creation.	☀ Opportunities
24.	Shift from reactive to predictive support. Combine AI with monitoring tools (e.g., AWS & New Relic) to detect anomalies and suggest action before service disruption.	☀ Opportunities

3.4 ISC 3rd Party Integrator Engagement

3.4.1 Service Details

Service: 3rd Party Integrator Engagement

Owner: 3rd Party Integration Analyst

Contact: Peter Quigley

3.4.2 Current State

Peter Quigley (3rd Party Integration Analyst) is a senior and long-standing member of ISC, with over 20 years of service. He plays a critical role in enabling and maintaining industry access to key national systems - NLIS, LPA, and eNVD - through a suite of strategic APIs. Peter (3rd Party Integration Analyst) operates within the Strategy & Planning Adoption team and is recognised as a key figure in ISC's technical ecosystem.

He is responsible for supporting and guiding 3rd Party Integrators, such as farmers, processors, saleyards, and abattoirs, in their integration efforts. Peter (3rd Party Integration Analyst) ensures these stakeholders can reliably access ISC-supported systems and is often their first point of contact. With approximately 200 integrators registered and 40-60 currently active, Peter's (3rd Party Integration Analyst) engagement is essential to ensuring seamless operation and rapid resolution of technical issues.

Most support requests come via phone or email. Peter (3rd Party Integration Analyst) resolves many issues immediately due to his deep domain expertise. For more complex cases, he escalates matters to the SysOps team (via email or Jira), working closely with Marcelo (System Support Manager) and the technical leads. He is also responsible for managing the onboarding process for new integrators - ensuring business requirements are captured, documentation completed (e.g. ABN, company structure), and system access provisioned appropriately. Often, integrators require multiple accounts (e.g. separate access for sheep and cattle), which Peter (3rd Party Integration Analyst) configures based on their operational needs.

#	Pain Points - ISC 3rd Party Integrator Engagement	Type
1.	There is no consolidated API or integrator register, which makes it difficult to track relationships and system dependencies.	● Pain Points
2.	Jira reporting is incomplete, affecting visibility into common issues and response metrics.	● Pain Points
3.	The onboarding process, while robust, remains semi-manual and reliant on email and form-based communication.	● Pain Points
4.	Current support workflows introduce key person dependency risks due to Peter's (3 rd Party Integration Analyst) unique technical knowledge and client relationships.	● Pain Points

3.4.3 Future State

#	Requirements/Opportunities - ISC 3rd Party Integrator Engagement	Type
1.	Due to the urgency of the matter, no formal log exists for many interactions resolved directly by Peter (3 rd Party Integration Analyst), limiting traceability and institutional knowledge retention.	✓ Requirements
2.	Establishment of a CMDB to serve as the definitive register for all APIs and integrator relationships.	✓ Requirements
3.	Institutionalised logging of all API support activity in Jira to improve knowledge capture and visibility.	✓ Requirements
4.	Automated, standardised onboarding workflows that integrate form intake, validation, and provisioning steps.	✓ Requirements
5.	Integration of support ticketing with CRM or customer service modules for external parties.	✓ Requirements
6.	Improved reporting capabilities to highlight common issues, SLA adherence, and usage trends.	✓ Requirements
7.	Develop an integrator engagement portal with secure login, onboarding forms, API documentation, and ticket tracking.	☀ Opportunities
8.	Configure Jira templates or macros for rapid and standardised ticket entry by the integration team.	☀ Opportunities
9.	Introduce visibility of integrator engagement to key ISC stakeholders, reducing risk and increasing transparency.	☀ Opportunities
10.	Build dashboards to monitor API usage, support volume, and onboarding activity.	☀ Opportunities
11.	Implement internal cross-training to ensure support continuity and mitigate key-man dependency.	☀ Opportunities

3.5 ISC Operations Analyst (NLIS Expert)

3.5.1 Service Details

Service: Operations Analyst (NLIS Expert)

Owner: Operations Analyst

Contact: George Basha

3.5.2 Current State

George Basha (Operations Analyst) reports to Elizabeth Bradley, (Manager, Policy and Compliance). He is the industry expert on the National Livestock Identification System (NLIS) at ISC. With over 25 years of experience at MLA/ISC, George (Operations Analyst) brings deep institutional knowledge and has built long-standing relationships with members across the red meat and livestock industry - including producers, abattoirs, and government agencies.

Many of the larger players, such as abattoirs and prominent farmers, bypass using the portal and contact George (Operations Analyst) directly. These engagements often relate to urgent NLIS issues, for example, when an abattoir is unable to validate livestock eligibility for slaughter, potentially costing up to \$750 per minute in downtime. George (Operations Analyst) is typically the first point of contact in these scenarios and resolves many issues himself. If the issue is more complex, he escalates it to the SysOps team via email. Some of the larger stakeholders (SDA, JBS, Teys, Agrinuous etc.) can now log tickets directly

Once SysOps resolves the ticket, George (Operations Analyst) reviews their work and gives the final go-ahead before closure. He also fields data access requests from organisations such as the ABS, courts, police and others. George (Operations Analyst) is currently mentoring Callum Tkachenko (Data Analyst from Kevin's team) as a backup resource, although Callum (Data Analyst) is still in training and not yet ready to take over independently.

#	Pain Points - ISC Operations Analyst (NLIS Expert)	Type
1.	Many issues resolved directly by George (Operations Analyst) are not logged in Jira, creating knowledge gaps.	● Pain Points
2.	George (Operations Analyst) remains a key person risk, with no fully operational backup (though partially mitigated by Callum's (Data Analyst) development).	● Pain Points
3.	SysOps team lacks the industry context needed to resolve time-critical issues efficiently.	● Pain Points
4.	Jira is cumbersome, requiring multiple clicks and credentials; George (Operations Analyst) manages over 50 different system logins.	● Pain Points
5.	George (Operations Analyst) cannot assign Jira tickets directly, delaying resolution in urgent cases.	● Pain Points
6.	Enhancement requests (e.g., bugs) raised via Jira are not consistently addressed by development teams.	● Pain Points
7.	Reporting from Jira is incomplete, impacting management visibility and continuous improvement.	● Pain Points

3.5.3 Future State

#	Requirements/Opportunities - ISC Operations Analyst (NLIS Expert)	Type
1.	A policy requiring all stakeholder queries to be logged, even if resolved immediately.	✓ Requirements
2.	Triage or assignment capability in Jira for trusted experts like George (Operations Analyst).	✓ Requirements
3.	A simplified, low-friction Jira submission path, tailored for urgent, repeat users.	✓ Requirements
4.	A single sign-on (SSO) or secure credential manager to streamline system access.	✓ Requirements
5.	Structured training and succession planning to ensure Callum (Data Analyst) (or others) can step in effectively.	✓ Requirements
6.	A process for tracking and reviewing enhancement requests, with feedback loops and transparency.	✓ Requirements
7.	Empower George (Operations Analyst) with a Jira shortcut or fast-track intake form to quickly log and assign issues.	☀ Opportunities
8.	Create a dedicated queue or escalation workflow for time-sensitive NLIS cases.	☀ Opportunities
9.	Capture George's (Operations Analyst) domain expertise in a living knowledge base or NLIS support runbook.	☀ Opportunities
10.	Roll out an enhancement request tracker/dashboard to improve responsiveness and visibility.	☀ Opportunities
11.	Develop a cross-training and onboarding program for potential NLIS backup staff.	☀ Opportunities

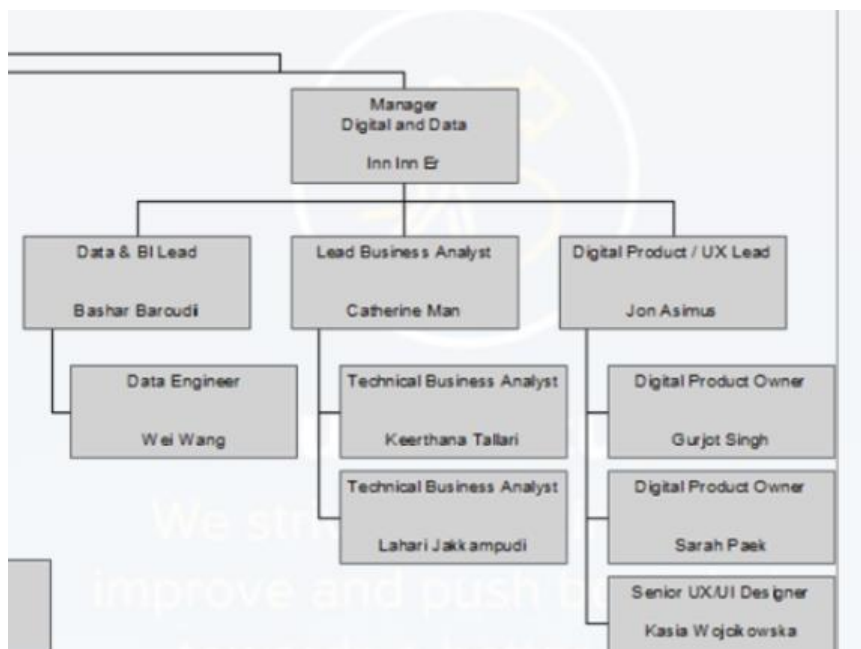
3.6 ISC Digital & Data

3.6.1 Service Details

Service: Digital & Data Operations
Owner: Manager, Digital Data
Contact: Inn Inn Er

3.6.2 Current State

The Manager of Digital and Data at ISC, Inn Inn Er reports directly to CTO Julian Moorhouse. She has 3 direct reports and staff, as per the following.



The Manager for Digital and Data is responsible for:

- The Data platform
- Business Analysts
- Digital - Product/UX

Inn Inn Er is the ISC Manager of Digital and Data, overseeing the delivery and support of the data platform, business analysis function, and digital product/UX streams. She has three direct reports and works across strategic and operational domains, influencing service delivery, data governance, and platform evolution.

Her team interfaces regularly with key operational stakeholders including Peter Quigley (3rd Party Integrator Engagement), George Basha (Operations Analyst), Marcelo Sanchez (System Support Manager), and Callum Tkachenko (Data Analyst), particularly in support of ISC's API, ENVD, and NLIS platforms.

The following summary provides an overview and outlines challenges with the current ISC ITSM landscape.

3.6.2.1 Incident Management

- All bug-related incidents are assigned to the Agile Team and worked through standard sprints. The Product Owner performs initial triage with the assistance of the product BA. Ideally for the Data & Digital team these items should be able to be classified into appropriate “Priority” based on severity and impact
- Enhancement requests are routed to the Jira Product Discovery “Idea” board, where they are added to the product backlog.
- Prioritisation is key; enhancements are handled on a two-week sprint cadence.
- However, the feedback loop to users is weak - when an incident is reclassified as a bug, the original raiser may not be informed.
- Example Issue: The Accenture identified “loop back” gap highlights how enhancements or feedback often lack resolution closure.

3.6.2.2 Problem Management

- There is limited linkage between related incidents and underlying problems.
- Root cause analysis (RCA) is inconsistent or informal.
- For example, recurring eNVD issues (e.g. app crashes) are not grouped into a single “problem” despite a clear pattern.

3.6.2.3 Release Management

- Releases are executed on a two-week sprint cycle, delivering small, incremental changes.
- Routine and reliable, but there is no formal CAB (Change Advisory Board) process. There are two different processes:
 - biweekly releases don’t go through the CAB process.
 - bigger releases or outages will go through CAB process. CAB process is documented in Confluence and facilitated by the Product Owner.

An optimal process is required to balance both agility and governance.

- Releases are tracked in Jira, but the team acknowledges that the process would benefit from a stronger approval workflow - ideally with digital sign-off (e.g. routed to Julian, (CTO)) and audit trail support.
- Manual management of releases in Jira reduces efficiency and visibility.

3.6.2.4 Service Catalogue Management

- This process is currently SysOps-centric; MLA may have a different model.
- A robust service catalogue is needed that is:
 - Centralised
 - Approved
 - Owned by accountable stakeholders

- Supports escalation paths
- Clearly documented and systematised
- Currently, service definitions are scattered across Confluence, Excel, the portal, and individual memory, which presents an operational and continuity risk.

3.6.2.5 (Technical) Change Management

- For small fortnightly change, the process is relatively smooth however can be a bit ad-hoc and siloed at times for larger scale change.
- Change is managed manually using Confluence, with a shared change register.
- The process is fragile - often forgotten or inconsistently updated.
- There is no reporting functionality, making it difficult to track trends or support audits.
- Lack of visibility into scheduled changes can hinder coordination with other teams. Request Fulfilment
- Closely tied to the Service Catalogue process.
- Without a consistent and complete catalogue, fulfilment paths are fragmented.

3.6.2.6 Product Enhancement Request Management

- All product ideas and enhancement requests are captured in Jira Product Discovery Idea board.
- Work is scheduled in alignment with the Agile team's two-week sprint delivery model.
- While this works well internally, there's no feedback loop for external stakeholders (e.g. State Government, industry partners), which reduces transparency.

3.6.2.7 Data Platform Team

- Utilises Jira helpdesk in terms of receiving support requests and feedback between the SysOps team and/or the requester
- Provides Level 2 and Level 3 support.
- Also collaborates with MLA's Power BI team, contributing to reporting and analytics efforts.

3.6.2.8 Data Access Request

- Initiated via a Microsoft Form, submitted by stakeholders like university researchers.
- Becomes a SharePoint list item, which is reviewed by Elizabeth Bradley (Manager, Policy and Compliance).
- If approved, an email is sent to Roshni Wilson (Data Analyst), who assesses whether the data can be provided.
- If not, Roshni raises a Jira backlog item.
- Assigned to Bashar Baroudi (Data and BI Lead) and Wei Wang (Data Engineer) to fulfil the request.

- Final dataset must be securely shared with the requester.

3.6.2.9 Interactions

The Digital and Data team works closely with almost everyone in the organisation:

- Product Owners work closely with the Strategy & Planning team, Operations and Comms team for the product delivery cycle.
- Business Analysts work closely with requesters of enhancements or reporters of issues to perform analysis.
- Data Platform team supports any data request including from within ISC and any other requesters across MLA.

#	Pain Points - ISC Digital & Data	Type
1.	Service definitions are inconsistent or undocumented, spread across Confluence, Excel, and individual knowledge.	● Pain Points
2.	Manual change and release processes create operational risk and poor visibility. This is a pain point more for major releases. Need to ensure we have clear definitions of risk in release planning to ensure we have both governance and agility.	● Pain Points
3.	Confluence lacks structured reporting, making change management difficult to audit.	● Pain Points
4.	Jira reporting is limited, particularly for problem identification and enhancement tracking.	● Pain Points
5.	No grouping of related bugs into broader problems, reducing the effectiveness of problem management.	● Pain Points
6.	No communication loop for feedback when requests are updated, reassigned, or deprioritised.	● Pain Points
7.	App-related issues for eNVD are not tracked as a single problem, despite recurring reports.	● Pain Points
8.	Jira backlog items older than 6 months are stale, making agile classification less effective.	● Pain Points

3.6.3 Future State

#	Requirements/Opportunities - ISC Digital & Data	Type
1.	A centralised and approved Service Catalogue with defined owners, escalation paths, and governance structure.	✅ Requirements
2.	An automated release workflow (e.g. a modern ITSM platform or Jira Advanced Workflows) with approval routing and audit trails.	✅ Requirements

3.	Better tools for change scheduling and conflict detection.	✓ Requirements
4.	Problem management enhancements to group related incidents, identify trends, and apply root cause analysis.	✓ Requirements
5.	Improved Jira configuration to support reporting, dashboards, and product backlog health.	✓ Requirements
6.	A feedback mechanism for requesters, especially external stakeholders, to track status.	✓ Requirements
7.	Integration between request intake (e.g. Microsoft Forms) and Jira backlog items for traceability.	✓ Requirements
8.	Incident Management: All bug-related incidents are assigned to the Agile Team and worked through standard sprints. The Product Owner performs initial triage with the assistance of the product BA. Ideally for the Data & Digital team these items should be able to be classified into appropriate "Priority" based on severity and impact	✓ Requirements
9.	Release Management/CAB: An optimal process is required to balance both agility and governance.	✓ Requirements
10.	Deploy a single source of truth for services using a CMDB-backed service catalogue in a modern ITSM platform or Jira Service Management.	☀ Opportunities
11.	Integrate Jira with Confluence for automatic reporting on changes and releases.	☀ Opportunities
12.	Establish a problem management board in Jira, enabling incident-to-problem linking and RCA tracking.	☀ Opportunities
13.	Use automation in Jira (e.g. Jira Automation rules or Advanced Roadmaps) to improve backlog hygiene and notify requesters of status changes.	☀ Opportunities
14.	Introduce external-facing dashboards or email summaries for stakeholders on enhancement requests and progress.	☀ Opportunities
15.	Replace or supplement manual form-to-email flows with Power Automate or workflow connectors that push directly to Jira.	☀ Opportunities
16.	Consider consolidating all incident, change, and enhancement workflows into a single ITSM platform for end-to-end visibility.	☀ Opportunities

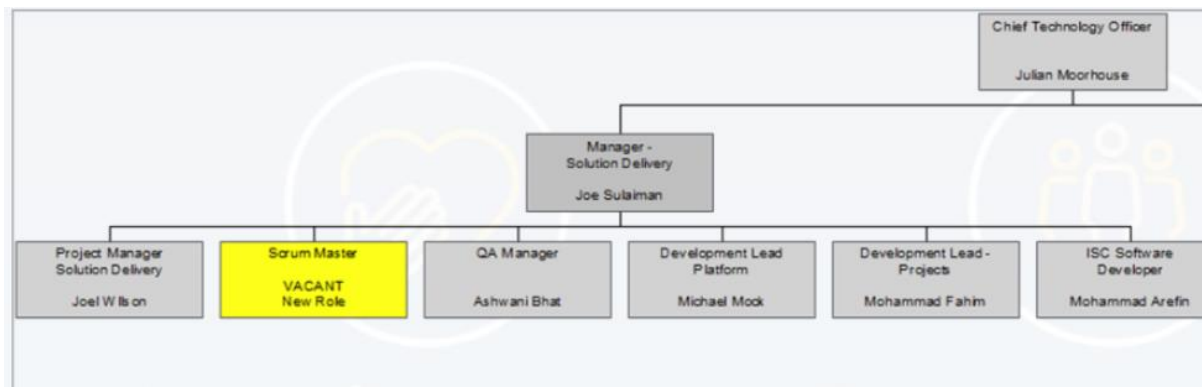
3.7 ISC Solution Delivery Manager

3.7.1 Service Details

Service: Solutions Delivery
Owner: Manager, Solutions Delivery
Contact: Joe Sulaiman

3.7.2 Current State

Joe Sulaiman is Technology Manager Budget Owner. He interacts with various teams (including Shared Services).



Joe (Manager, Solutions Delivery) is a senior leader involved in resource and project funding. Although not responsible for operations directly, he funds Charlie Christodoulou's DBA role and supports Gleuto's (Manager – IT Shared Services) team. He interacts and has a keen interest with project budgeting, onboarding workflows, and system delivery processes. He is familiar with Jira usage across development teams and is deeply aware of the gaps between ticketing, HR onboarding, and budget tracking tools like **Project Hub**.

He envisions a future where project funding, developer onboarding, permission tracking, and delivery are all linked and streamlined through a unified system.

#	Pain Points - ISC Solution Delivery	Type
1.	No automated linkage between resource onboarding and technical provisioning.	● Pain Points
2.	The service catalogue is undocumented, often retained mentally within teams.	● Pain Points
3.	Jira has blurry boundaries between BAU, change, and project, impacting reporting accuracy.	● Pain Points

3.7.3 Future State

#	Requirements/Opportunities - ISC Solution Delivery	Type
1.	Documented and accessible service catalogue shared across MLA and ISC.	✓ Requirements

#	Requirements/Opportunities - ISC Solution Delivery	Type
2.	Integration between an ITSM platform and HR for onboarding/offboarding workflows (including contractors).	✓ Requirements
3.	Vendor to demonstrate how their product offering manages and interacts with IT projects.	✓ Requirements
4.	Classification logic in Jira to distinguish between bugs (BAU) and defects (project).	✓ Requirements
5.	Use automation to convert onboarding forms into tickets/tasks	☀ Opportunities
6.	Add a change approval and review process for transitioning development requests into funded initiatives.	☀ Opportunities

3.8 ISC Database Administrator

3.8.1 Service Details

Service: Database Administration
Owner: Database Administrator
Contact: Charlie Christodoulou

3.8.2 Current State



(Reports operationally to Gleuto Serafim (Manager, IT Shared Services), paid from Joe Sulaiman's (Manager, Solutions Delivery) budget)

Charlie is ISC's Database Administrator and has been with the organisation for five years as a contractor. He was brought on to stabilise the legacy NLIS database, which was running on an outdated 2008 version without formal documentation or structured database management processes. Although hardware upgrades have temporarily improved performance, the system suffers from long-term architectural limitations, no archiving, and/or data retention policy, process, minimal data validation, and poor data integrity.

The NLIS uplift project is expected to modernise the platform but has inherited significant technical debt. All future data access is planned to occur via the API gateway, with read models and decoupled architecture to improve control and maintainability.

Charlie (Database Administrator) is part of sprint-based development using Jira. Database-related tickets are created either by product owners or internal staff and assigned to him via a Scrum Master. He also participates in planning meetings for upcoming work, where feasibility, sprint scheduling, and prioritisation are determined. However, some requests (both internal and external) bypass Jira entirely.

#	Pain Points - ISC Database Administration	Type
1.	Legacy architecture with no archiving or data retention strategy.	● Pain Points
2.	Lack of data validation and integrity within NLIS.	● Pain Points
3.	Spaghetti code base makes enhancement difficult and costly.	● Pain Points
4.	Jira tickets are sometimes misrouted or delayed, especially when database work isn't explicitly mentioned.	● Pain Points
5.	Not all work is tracked formally (e.g. verbal requests from stakeholders).	● Pain Points
6.	Small team size leads to ticket assignment delays.	● Pain Points

#	Pain Points - ISC Database Administration	Type
7.	Inconsistent triage between quick wins and sprint-worthy enhancements causes frustration.	● Pain Points

3.8.3 Future State

#	Requirements/Opportunities - ISC Database Administration	Type
1.	Clearly defined database ownership and structured access processes.	✓ Requirements
2.	Better routing logic in Jira to identify database-related issues automatically.	✓ Requirements
3.	A ticket classification system that distinguishes “quick wins” from formal sprint work.	✓ Requirements
4.	Ensure all enhancements go through Jira to improve traceability and planning.	✓ Requirements
5.	Stronger problem management - recurring database issues should be grouped, potentially automated via AI and resolved systematically.	✓ Requirements
6.	Integrate lightweight request forms for stakeholders to ensure proper Jira intake.	☀ Opportunities
7.	Define service ownership and database dependencies via CMDB for visibility.	☀ Opportunities
8.	Use automation rules in Jira, ideally via AI, to suggest the correct owner/team based on keywords or categories.	☀ Opportunities
9.	Implement a knowledge base of known database challenges and how they were resolved.	☀ Opportunities

4 ISC Corporate Processes

4.1 ISC Group Manager, Strategy & Planning

4.1.1 Service Details

Service: Strategy & Planning
Owner: Group Manager, Strategy and Planning
Contact: Irene Sobotta

4.1.2 Current State

Irene Sobotta, Group Manager, Strategy & Planning, leads the Strategy and Planning function at ISC. Her team includes three direct reports: Martin Lonergan (Product Strategy Manager), Renelle Jeffrey (Program Manager, Digital Adoption) and Eric Chen (Data Strategy Manager), covering research and insights, adoption, product strategy and data strategy.

Her team engages closely with government and industry stakeholders to understand needs and expectations. They serve as the 'Adoption team' - translating industry challenges into actionable workstreams for the product team. When an issue is identified (e.g., ENVD failure at a processing plant), it is escalated to SysOps via a ticketing process for resolution. According to Irene (Group Manager, Strategy & Planning), SysOps interactions and processes are currently working well.

Her team is also responsible for data strategy and governance.

Irene (Group Manager, Strategy & Planning) previously worked at MLA and is familiar with MLA's delegation and IT policies.

#	Pain Points - ISC Strategy & Planning	Type
1.	Lack of documented process and workflows to bring contractors into MLA's mainstream budgeting and contract management systems	● Pain Points
2.	Contractor onboarding is ad hoc and fragmented.	● Pain Points
3.	Poor documentation and transparency in contractor spend.	● Pain Points
4.	Lack of contract visibility and expiry tracking.	● Pain Points

4.1.3 Future State

#	Requirements/Opportunities - ISC Strategy & Planning	Type
1.	A clearly defined and documented contractor onboarding process, accessible to all stakeholders including HR.	✓ Requirements
2.	System integration or access protocols that allow HR to view or manage onboarding and approval processes.	✓ Requirements

#	Requirements/Opportunities - ISC Strategy & Planning	Type
3.	A budget control and audit trail mechanism for contractor engagements.	✓ Requirements
4.	Integration of contractor agreements into project management system to ensure expiry tracking and milestone monitoring.	✓ Requirements
5.	Introduce workflow automation for contractor onboarding, integrating IT, HR, and Finance / Contract management system.	☀ Opportunities
6.	Standardise approval workflows using a service management platform or workflow engine with role-based approvals.	☀ Opportunities
7.	Align ISC onboarding policies with MLA to reduce risk and ensure consistency.	☀ Opportunities

4.2 ISC Data & Insights Manager (MLA & ISC)

4.2.1 Service Details

Service: Data Strategy
Owner: Data Strategy Manager
Contact: Eric Chen

4.2.2 Current State

Eric (Data Strategy Manager) joined ISC three months ago and leads the unified data strategy for both MLA and ISC (reporting to Irene Sobotta (General Manager, Strategy and Planning)). He is supported by Anna Lee (Data Analyst) and is not yet involved in operational ticketing. His role is high-level and strategic, but he has already observed fragmentation in how data is accessed, stored and governed across the various MLA groups: ISC, Marketing & Insights (M&I), MSA and Genetics & Sustainability.

Each of these groups has independent data teams and separate storage approaches. There is no group-level triage system for data request. The requests go to each individual team. Each team manages the data request and workflow individually. Staff are confused about who to contact and how to lodge requests. There is no centralised view of data ownership, no ticketing for data-related tasks, and no established service catalogue for data products or services.

Each of these groups has independent data teams and separate storage approaches. There is no common request or triage system for data access. Staff are confused about who to contact and how to lodge requests. There is no centralised view of data ownership, no ticketing for data-related tasks, and no established service catalogue for data products or services.

#	Pain Points - ISC Data Strategy (MLA & ISC)	Type
1.	There are multiple different IT systems (MLA vs. ISC), creating confusion for users needing data.	● Pain Points
2.	No single intake or triage process exists for data-related queries (at a group/centralised level).	● Pain Points

#	Pain Points - ISC Data Strategy (MLA & ISC)	Type
3.	Different MLA divisions (M&I, MSA, Genetics, ISC) operate as data silos.	● Pain Points
4.	Internal users don't know where to go or who owns what data. This makes it hard for data users who want to explore cross-BU data opportunities	● Pain Points
5.	No service catalogue exists for data services, leading to missed opportunities and inefficiency.	● Pain Points
6.	No plans currently to align data processes with ITIL standards (e.g., ITIL4).	● Pain Points

4.2.3 Future State

#	Requirements/Opportunities - ISC Data Strategy (MLA & ISC)	Type
1.	Unified data access process across all business units (Domain specific requests will still go through each individual team).	✓ Requirements
2.	Data-related service catalogue that documents offerings, ownership, access methods.	✓ Requirements
3.	Common triage board or form to route requests to the correct data team.	✓ Requirements
4.	Link data requests to ticketing and workflow systems (e.g. Jira).	✓ Requirements
5.	Future ITSM system should simplify the user experience - one place to request data, track it, and escalate.	✓ Requirements
6.	Build a data service catalogue and CMDB that spans all MLA business units.	☀ Opportunities
7.	Implement a central data request intake portal with triage and routing logic.	☀ Opportunities
8.	Unify data support under a federated model, with clear escalation and ownership boundaries.	☀ Opportunities
9.	Extend Jira (uplifted version) or a new modern ITSM platform to support data services, SLAs, and stakeholder dashboards.	☀ Opportunities

4.3 ISC Program Manager Digital Adoption

4.3.1 Service Details

Service: Program Manager - Digital Adoption
Owner: Program Manager, Digital Adoption
Contact: Renelle Jeffrey

4.3.2 Current State

Renelle Jeffrey has been with ISC for around three years and currently serves as the Program Manager of Digital Adoption, reporting to Irene Sobotta (Group Manager, Strategy & Planning). Her team consists of three direct reports:

- Peter Quigley - 3rd Party Integrator Engagement
- Samarah Thrift - ISC Project Officer
- Demi Lollback - ISC Project Manager for Adoption

The primary responsibility of Renelle's (Program Manager, Digital Adoption) team is to work with clients, i.e. supply chain stakeholders such as transporters, processors, and feedlots, to ensure all users adopt and derive value from ISC's products, particularly eNVD (Electronic National Vendor Declarations). Traditionally, NVDs were completed on paper, but a digital version is now available for members to use.

The team supports clients shift to digital and paperless consignments by developing partnerships and projects, and supporting implementation of digital through providing information sharing, training, planning implementation and troubleshooting implementation. As more clients adopt the eNVD system, the team maintains close contact with industry participants to monitor what is working well and where issues arise. This feedback is used to guide necessary improvements to the system.

The team also manages the "Digital Product Offices" program, which are co-funded positions located primarily at processing plants. This is an MDC project arrangement, and the embedded roles function as an extension of the adoption team.

Client queries and issues are typically addressed through the following channels:

- Customer Service and Customer Experience (Kevin Keys' team), which handles frontline stakeholder feedback.
- Issues such as an eNVD failure at a processing plant are escalated to SysOps through a ticketing process for resolution.
- In many cases, clients (e.g. processors or transporters) contact Demi (Project Manager for Digital Adoption) or Pete (3rd Party Integration Analyst) directly via phone for immediate assistance. These cases are mostly to do with troubleshooting. Either the system has not worked as expected or in some case user error.

When the issue relates to a known or common problem (that is not limiting a client from operating) such as a bug in the app, or a new feature, these established processes (points 1 and 2) are generally effective.

However, for issues that are creating problems for client's operations, or for their client's operations, the current support processes often fail.

A recent example illustrates this. Martins Transport, Australia's largest livestock carrier, encountered a problem on a Sunday. They contacted Demi (Project Manager, Digital Adoption) by phone because they couldn't allocate an eNVD to a Martin's truck. The eNVD system would not save the trucks email address (all martin's trucks have individual email address). This means the Martins truck could not leave to pick up its load and Martin's was frustrated. This costed Martin's and impacted their faith in the system. Demi (Project Manager, Digital Adoption) spent much of her Sunday resolving the issue over the phone as it required timely resolution.

In another instance, ten trucks from Martins Transport were initially dispatched to a Feedlot. At the last minute, Truck 10 was rerouted to another Feedlot, requiring the dispatch of an 11th truck to the original Feedlot. These changes (truck registrations attending each feedlot) needed to be accurately reflected in the Martin's and eNVD system, including updating truck registration numbers for audit purposes. Martins was unable to make the edits in the eNVD system and called Demi (Project Manager, Digital Adoption), directly, for assistance. Incidents like these are costly for transport companies because their records are incorrect and have potential implications for tracebacks in the event of an EAD and require urgent resolution.

Currently, there are no defined processes for managing such issues, let alone the reputational issues on the eNVD system not performing as expected. The customer service centre is unable to assist in these scenarios due to the absence of formal troubleshooting procedures and nuanced operating models of clients. (Refer to Section 3.3.2.9 **ENVD tips and troubleshooting (not used)**).

#	Pain Points - Digital Adoption	Type
1.	Key Person Risk - Demi (Project Manager for Digital Adoption) functions as a de facto help desk, similar to George Basha (Operations Analyst) and Peter Quigley (3 rd Party Integration Analyst). Each of them handles queries directly and individually, creating a reliance on specific individuals rather than formal support structures.	● Pain Points
2.	Lack of Query Tracking - Queries managed via phone are not recorded in the system. This results in valuable information being lost, which could otherwise inform and improve future system enhancements.	● Pain Points
3.	No Knowledge Transfer - Because these interactions are not documented, there is no transfer of knowledge. Institutional learning is lost, and recurring issues may continue without resolution.	● Pain Points
4.	No Escalation or Triage Process - Problems handled informally are not being escalated or triaged through structured workflows. As a result, there is no visibility or ability to provide status updates for unresolved issues.	● Pain Points
5.	After-Hours Support Gaps - Most transport operations occur between Sunday and Thursday, often requiring support on Sundays. This places pressure on staff to work outside standard hours, conflicting with expectations around the right to disconnect after hours.	● Pain Points

#	Pain Points - Digital Adoption	Type
6.	Improper Prioritisation of Issues - Queries that are urgent and financially impactful to clients are often placed in the backlog instead of being escalated, leading to delays and unnecessary client costs.	● Pain Points
7.	Unattended Early-Morning Issues - Contractors/staff are on-site as early as 2:00 AM, particularly in Northern Australia (in summer) where trucking begins late evening due to cooler temperatures. When issues arise during these hours, the service centre is unavailable and unable to assist.	● Pain Points
8.	SysOps Not Configured for Urgent Support - The current SysOps function is not structured to resolve high-priority issues in a timely manner. Some incidents require immediate attention, but the system is not responsive enough to meet these demands.	● Pain Points

4.3.3 Future State

#	Requirements/Opportunities - Digital Adoption	Type
1.	ITSM Platform adoption - Calls/requests to Demi (Project Manager, Digital Adoption) from external customers/transport companies should be logged in an ITSM platform for the purposes of incident management, ongoing triage, record keeping, and knowledge management.	☀ Opportunities
2.	Stakeholder Engagement on Data Use - While efforts are made to collaborate with stakeholders on leveraging data, more work is needed to drive meaningful data usage and deliver value through the supply chain.	✅ Requirements
3.	Underutilised Customer Feedback Data - Both MLA and ISC have access to extensive customer feedback on products and services, yet there is no effective method to analyse this data and generate actionable insights.	✅ Requirements
4.	Lack of Data-Driven Practice Improvement - To implement better systems and practices, the organisation needs the capability to extract, analyse, and act on data. Without this, opportunities for optimisation and innovation are lost.	✅ Requirements

4.4 ISC Product Strategy

4.4.1 Service Details

Service: Product Strategy
Owner: Program Manager, Product Strategy
Contact: Martin Lonergan

4.4.2 Current State

Martin Lonergan (Program Manager, Product Strategy) has been with ISC since 2022 and reports directly to Irene Sobotta (Group Manager, Strategy and Planning). He leads the Product Strategy team, which includes a Product

Strategy Manager and a team of Data Analysts.

His primary responsibility is to understand the needs and expectations of industry stakeholders with respect to ISC's core systems:

- NLIS (National Livestock Identification System)
- LPA (Livestock Production Assurance)
- eNVD (Electronic National Vendor Declarations)

The team is tasked with developing product strategy roadmaps, communicating them internally, and working to implement those strategies across ISC systems.

Martin's (Program Manager, Product Strategy) team collaborates closely with:

- Customer Service and Customer Experience (Kevin Keys), who provide frontline stakeholder feedback
- Operations (Elizabeth Bradley (Manager, Policy and Compliance), George Basha (Operations Analyst))
- Digital and Technical teams (Jon Asimus (Manager, Digital Product/ UX Lead), Inn Inn Er (Manager, Digital and Data Operations), Marcelo Sanchez (Systems Support Manager))

One channel for Stakeholder feedback is collected via Customer Service and routed to System Operations (SysOps), who assign the relevant tickets. These issues and enhancement requests are logged in JIRA, which supports the roadmap planning and sprint cycles executed by the Digital team. Many times, 'bugs' are assessed/triaged and re-classified as enhancement requests and redirected to the Jira Product Discovery Platform. From there the Digital team allocates them to sprints.

The team also uses Customer Service Blueprints - visual process or interaction flows that help clarify stakeholder touchpoints and responsibilities across teams.

Issue Handling Flow:

- An issue is raised with Service Management.
- It enters JIRA Product Discovery if it is a new enhancement, for Bugs and issues remains in service management.
- The Digital Product team assesses whether the matter is system-wide or a one-off.
- Enhancement requests are then triaged and routed accordingly through to product strategy.

Key Challenges:

- Prioritisation of Work: ISC maintains three main bespoke systems, and it is difficult to prioritise enhancements effectively across a user base that differs in digital literacy (what suits someone highly digitally literate may not suit someone less and vice versa)
- Compliance-Driven Usage: Stakeholders are required to use these systems for compliance purposes, adding pressure to ensure usability.
- Manual Processes: Enhancement tracking still involves manual entry into the Jira Product Discovery platform despite using JIRA incident management
- Fragmented Feedback Systems: Multiple systems handle input, leading to duplication.
- Siloed Direct Stakeholder Input Mechanisms: No connected central portal exists for ISC to review all stakeholders feedback, logged issues typically stay within their silo.

Any future solution must be:

- Easy to use for ISC staff
- Capable of capturing all stakeholder feedback in one place
- Transparent and inclusive for stakeholders who make the effort to share feedback

#	Pain Points - ISC Product Strategy	Type
1.	Difficulty prioritising enhancement requests across three major bespoke systems. Enhancements may be valid but affect only a small number of users.	● Pain Points
2.	Despite using JIRA Product Discovery, enhancement requests still require manual data entry.	● Pain Points
3.	Multiple disconnected systems are being used to gather feedback, resulting in duplication and inefficiencies.	● Pain Points
4.	No central stakeholder-facing portal exists to directly capture issues or enhancement requests.	● Pain Points
5.	The current process does not guarantee that all stakeholder-raised issues are captured in a consistent, traceable format.	● Pain Points

4.4.3 Future State

#	Requirements/Opportunities - ISC Product Strategy	Type
1.	Stakeholders are required to use ISC systems for compliance, so systems must be both effective and user-friendly.	✅ Requirements
2.	A system is needed to streamline the process of receiving, logging, and managing stakeholder feedback in a structured and centralised way.	✅ Requirements
3.	Stakeholders who call or take the time to provide feedback must be assured their input is recorded and acted upon.	✅ Requirements
4.	Opportunity to integrate stakeholder feedback mechanisms (e.g., a portal or form) directly with JIRA Product Discovery.	☀ Opportunities
5.	Opportunity to reduce manual effort in enhancement tracking by automating data flows into the roadmap management tool.	☀ Opportunities
6.	Opportunity to improve strategic product planning by consolidating inputs into a unified system that spans Customer Experience, Ops, and Digital.	☀ Opportunities

4.5 ISC General Manager, Operations

4.5.1 Service Details

Service: Operations
Owner: General manager, Operations
Contact: Natasha Tere

4.5.2 Current State

Natasha Tere is the General Manager of Operations at ISC and reports to Jo Quigley, CEO. She has three direct reports, including Kevin Keys (Customer Experience, Customer Service Manager), Sheree Young (Communications Manager), and Elizabeth Bradley (Manager, Policy and Compliance). Her division oversees several high-impact operational areas, such as audit coordination, stakeholder communication, and internal quality control. Audit data from AusMeat and LPA is managed manually or via spreadsheets. There is no central system tracking audit findings, SLAs, or task status across the different operational teams.

Natasha (General Manager, Operations) noted key issues with onboarding approvals, SLA misunderstandings between teams, and a lack of documented procedures. These gaps lead to compliance risks, coordination breakdowns, and inconsistent reporting outcomes. Each team under her leadership operates with fragmented tools, including emails, Excel, SharePoint, and project hubs - with limited automation or cross-team visibility.

#	Pain Points - ISC Operations	Type
1.	Manual tracking across Kevin's (Customer Experience, Customer Service Manager), Sheree's (Communications Manager), and Elizabeth's (Manager, Policy and Compliance) teams makes it difficult to monitor outstanding work and adherence to KPIs.	● Pain Points
2.	Lack of SLA visibility leads to inconsistent service expectations between teams (e.g. IT vs. Operations).	● Pain Points
3.	Onboarding approvals for contractors or overtime are not supported by structured workflows.	● Pain Points
4.	If employees attend weekend events, there's no formal HR approval process for overtime or workers' comp liability.	● Pain Points
5.	Procedures are inconsistently documented, and SharePoint usage has usability issues.	● Pain Points

4.5.3 Future State

#	Requirements/Opportunities - ISC Operations	Type
1.	A centralised system for managing operational workflows and tracking open tasks by team or individual.	✓ Requirements
2.	Clearly defined SLA management features to ensure aligned expectations across departments.	✓ Requirements

#	Requirements/Opportunities - ISC Operations	Type
3.	Structured HR approval workflows for onboarding, offboarding, and overtime.	✓ Requirements
4.	Better documentation tools or knowledge bases to house repeatable processes.	✓ Requirements
5.	Automated reporting to support leadership visibility across all operational streams.	✓ Requirements
6.	Introduce SLA governance into ticketing/workflow platforms with escalation paths.	☀ Opportunities
7.	Enable cross-team dashboards and workload tracking via a shared ITSM platform.	☀ Opportunities
8.	Replace email-based approvals with structured workflows and audit trails.	☀ Opportunities
9.	Implement leave/overtime policies and alerts linked to employee scheduling and risk compliance.	☀ Opportunities
10.	Digitise operational processes to enhance reporting, transparency, and stakeholder accountability.	☀ Opportunities

4.6 ISC Customer Experience/Customer Service

4.6.1 Service Details

Service: Customer Experience & Customer Service
Owner: Customer Experience & Customer Service, Manager

Contact: Kevin Keys

Contributors: Kevin Keys (Customer Experience & Customer Service Manager), Callum Tkachenko (Data Analyst), John Lumaban (Business & Process Improvement Lead)

4.6.2 Current State

The Customer Experience function is responsible for managing the end-to-end customer journey, with a particular focus on service quality and continuous improvement. Kevin Keys (Customer Experience & Customer Service Manager) manages this team which includes the Customer Service/OCMS team.

The Customer Experience team comprises two key roles:

- Business & Process Improvement Lead i.e. John Lumaban, and
- Data Analyst focused on customer satisfaction and feedback i.e. Callum Tkachenko (NLIS expert)

Customer Service is fully outsourced to OCMS (OracleCMS i.e. Oracle Customer Management Solutions), an external contact centre provider (which is not related to the Oracle IT/database/ERP solutions organisation). OCMS handles most inbound calls, some outbound case management and email enquiries relating to ISC services, including for the, NLIS, LPA and ENVD systems. They have also recently implemented a live chat channel (Chatbot) via a company

called Ingenious. When the chat is transferred to a live Agent, that chat is recorded in a repository via Zendesk (live chat component only).

Channels and Tools

- **Voice Channel:** A bespoke CRM system has been developed to log customer cases
- **Email Channel:** The team manages three dedicated mailboxes (LPA, NLIS and Info @ integrity systems). All email enquiries to Customer Service Team and Operations (excluding emails sent directly to George Basha (Operations Analyst) and Peter Quigley (3rd Party Integration Analyst)) are routed through Freshdesk (implemented in 2022). All case tracking and reporting is included in CRM.
- **Live Chat:** Recently introduced via chatbot technology, managed by OCMS.
- **Feedback Button** - Feedback button on website will create a case in the OCMS bespoke CRM which Callum (Data Analyst) triages.
- **Customer Satisfaction Survey** - Feedback comes directly into CRM as a case.

Email agents respond to emails from Freshdesk. Call agents will respond to queries from the 1800 number via phone.

Integration and Case Management

- Each customer is, able to access their LPA and or NLIS accounts via myMLA through the single sign on approach. Once contact has been made, the team will ask for their LPA or NLIS account details or PIC numbers to identify them.
- If a customer is not happy or their issue was not resolved, it will trigger a case. Feedback can be provided via the feedback button or the Customer satisfaction survey can be completed. In both cases this will trigger a case. The Data Analyst focused on customer satisfaction and feedback (Callum Tkachenko, Data Analyst) will triage the complaint and if it is a genuine issue, it becomes a case. Level 2 agents will contact the user to resolve.
- Emails received by the team are triaged by an analyst. These are reviewed to determine if they can be resolved internally and where the issue is systems related, the matter will be raised in the SysOps JIRA system.
- Cases may also be generated automatically based on poor CSAT results. These are reviewed to determine if they can be resolved internally and where the matter is systems related, they are assigned to the SysOps team for action.
- For phone calls where a system issue is identified, JIRA tickets must be raised for any interaction with the SysOps team. OCMS Team Leaders are the only parties authorised to raise JIRA tickets directly.
- Cases raised verbally (e.g. via phone) bypass Freshdesk and go straight to the bespoke CRM. Email-based cases, however, are tracked in Freshdesk. All of the Freshdesk information is logged automatically into the CRM. Freshdesk is the ticketing system, CRM is the repository for the information.

Additional Notes

- The current team is highly results-driven and committed to continuous improvement.
- There is an acknowledged challenge in managing parent and child ticket relationships within the current systems.
- Freshdesk has been effective to date, but the team is open to transitioning to an enterprise-wide system if required.

#	Pain Points - ISC Customer Experience/Service	Type
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1.	There is no way of reconciling the JIRA ticket number back to OCMS/Freshdesk (ticket numbers are different in each system). For example, OCMS CRM case no 123, becomes incident SRC 38627 in the SysOps Jira system, then becomes LB783 on a Jira board and could end up as an Epic etc. None of this is fed back to OCMS.	● Pain Points
2.	There is usually no response back to customer. Customers are rarely updated due to the disconnect between OCMS systems and Jira incident/request classifications	● Pain Points

4.6.3 Future State

#	Requirements/Opportunities - ISC Customer Experience/Service	Type
1.	Currently mostly deal with producers, however when we go into the high value queue they will expect the update - they will want the close loop mechanism.	✓ Requirements
2.	Also, for Sale yards, processors, integrators (high value), we need a dashboard so that we can check that the query has been closed.	✓ Requirements
3.	CRM should be heart of everything. If a customer calls George Basha (Operations Analyst) and/or Peter Quigley (3 rd Party Integration Analyst) it never gets captured. Need a fully integrated system across Customer Experience and Sysops	✓ Requirements
4.	We are open to moving our Freshdesk system to an enterprise-wide solution however are not open to relinquishing our Bespoke CRM which works well	☀ Opportunities

4.7 ISC Communications Team

4.7.1 Service Details

Service: Communications
Owner: Communications Manager
Contact: Sheree Young

4.7.2 Current State

Sheree Young, Communications Manager, leads ISC's Communications team and reports to Natasha Tere (General Manager Operations). Her team consists of five members, including internal communication officers and an external communications agency contact. The team manages communications related to regulatory changes, system updates (e.g., NLIS, ENVD), and emergency messaging to livestock producers.

Requests arrive primarily via email. Sheree (Communications Manager) manually logs and tracks tasks in a spreadsheet, assigning them to her team and updating progress weekly in meetings. For large projects, each task may have its own tab and extensive email correspondence. Spreadsheets are also used for reporting to senior management.

#	Pain Points - ISC Communications	Type
1.	Manual tracking using spreadsheets introduces risk of data loss, duplication, and version control issues.	● Pain Points
2.	Multiple email threads make it difficult to consolidate communications and determine task status.	● Pain Points
3.	Spreadsheets cannot effectively flag delays or track accountability.	● Pain Points
4.	Reporting is difficult and often incomplete.	● Pain Points
5.	Managing a spreadsheet with tabs per project becomes unmanageable as complexity increases.	● Pain Points

4.7.3 Future State

#	Requirements/Opportunities - ISC Communications	Type
1.	Centralised task tracking system to replace spreadsheets.	✓ Requirements
2.	Ability to link tasks with related communications, documents, and forms.	✓ Requirements
3.	Automated alerts or reminders for overdue items.	✓ Requirements
4.	System to support collaboration, visibility, and handover during absences.	✓ Requirements
5.	Improved reporting tools for tracking workload, progress, and completion rates.	✓ Requirements
6.	Any future system must have the functionality to generate detailed information, such as screenshots, that can be used to develop how-to guides and other communication materials, which are needed to ensure users effectively navigate the system.	✓ Requirements
7.	Adopt a task management or project tool with dashboards, assignees, and due dates (e.g. a new modern ITSM platform, or Jira Service Management).	☀ Opportunities
8.	Enable integration with email to create tasks directly from incoming requests.	☀ Opportunities
9.	Improve auditability of communications and progress using automated workflows.	☀ Opportunities
10.	Support campaign collaboration and resource assignment across internal and external teams.	☀ Opportunities
11.	Introduce shared work queues and dashboards to support transparency and cross-coverage.	☀ Opportunities

4.8 ISC Manager, Policy and Compliance

4.8.1 Service Details

Service: Audit, Policy and Compliance
Owner: Manager, Policy and Compliance
Contact: Elizabeth Bradley

4.8.2 Current State

Elizabeth Bradley is Manager, Policy and Compliance. She reports directly to Natasha Tere (General Manager of Operations) and she has 4 direct reports; Verity Sutter (Project Manager, Research & Development), George Basha (Operations Analyst) and 2 other team members (one is currently on maternity leave).

Elizabeth (Manager, Policy & Compliance) and her team are part of the ISC Operations team and their remit is to run the LPA operations.

They are conduit between the business, industry, government and stakeholder engagement and they are primarily responsible for the following:

- LPA and audit process
- Audit and approval of NLIS tags
- ISO9001 International Standards Organisation - Quality Management System
- Implementation of new policy, new legislation and new requests which are received from the various stakeholders.

The team is tasked with implementing new policies in relation to their program framework. This includes ensuring that the required changes are made to the LPA & NLIS systems, incorporating the new rules into the governance procedures and making sure that the producers are, able to adhere to the new policies within the required timeframes. New policy implementation timeframes can be very long and changes to the various requirements can occur before implementation is finalised.

Elizabeth (Manager, Policy and Compliance) and her team collaborate closely with:

- Customer Service and Customer Experience (Kevin Keys) - Feedback from producers
- ISC System Operations (Marcelo Sanchez)
- Digital and Technical teams (Inn Inn Er) & Product Strategy (Martin Lonergan) - For all product enhancements
- Communications Team

Their work involves high volumes of manual coordination across shared inboxes, Excel sheets, email chains, and SharePoint folders. Information is not centrally managed which results in duplication and difficulty tracking performance or coverage. When changes or urgent actions arise, they are often lost or delayed in inboxes. There is no system of record for audit compliance tracking, nor a shared calendar for visibility of workloads across teams.

#	Pain Points - ISC Manager, Policy and Compliance	Type
1.	No centralised system for tracking internal audit or project schedules, contractor progress, or status of ongoing work. Information is scattered across emails, inboxes, Excel, SharePoint and Confluence - resulting in reporting difficulties and progress control issues	● Pain Points

#	Pain Points - ISC Manager, Policy and Compliance	Type
2.	Product development tasks are often duplicated or missed due to lack of shared task ownership.	● Pain Points
3.	Urgent requests or escalations are delayed due to fragmented communications and approval processes.	● Pain Points

4.8.3 Future State

#	Requirements/Opportunities - ISC Manager, Policy and Compliance	Type
1.	Shared calendar and task-tracking system to support visibility and handover across teams.	✓ Requirements
2.	Centralised audit management solution, with records of upcoming and completed audits. (relates to both Internal audits and LPA Audits)	✓ Requirements
3.	There is no way to easily report on project progress or contractor completion metrics. Require dashboard-style reporting for coverage, contractor activity, and compliance.	✓ Requirements

5 MLA - IT & Corporate Processes

5.1 Overview

- MLA use the HelpMaster Pro system to manage ticketing requests for several different teams. There are 3 instances which cut across different areas of the business. Workflow management (i.e. raising and assigning work requests) for the following teams:
- Instance 1
 - MLA IT Helpdesk i.e. IT incident/request tickets
 - Communications
- Instance 2
 - Contracts
 - Office Services
 - Member Services
- Instance 3
 - Human Resources (HR)

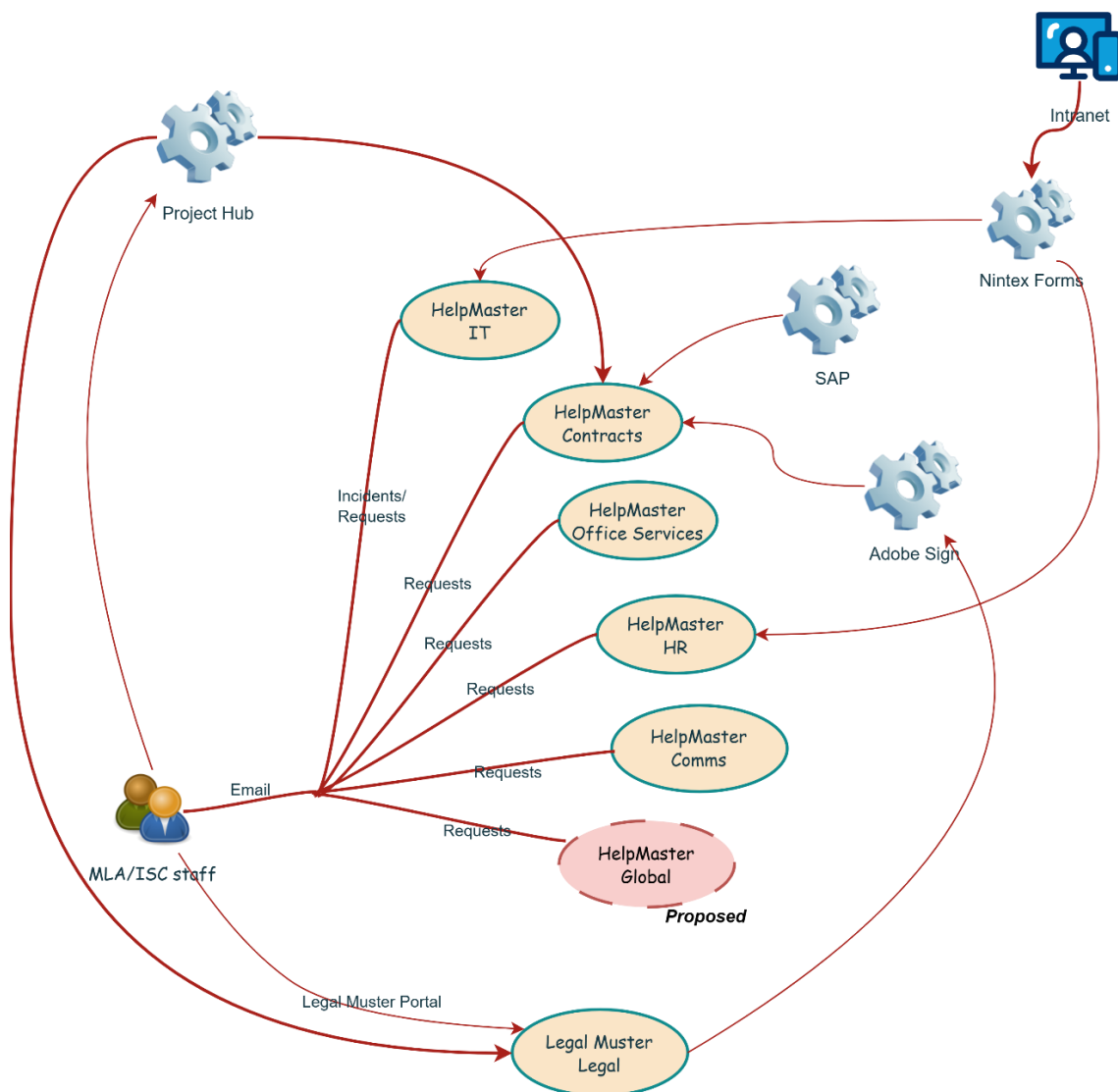
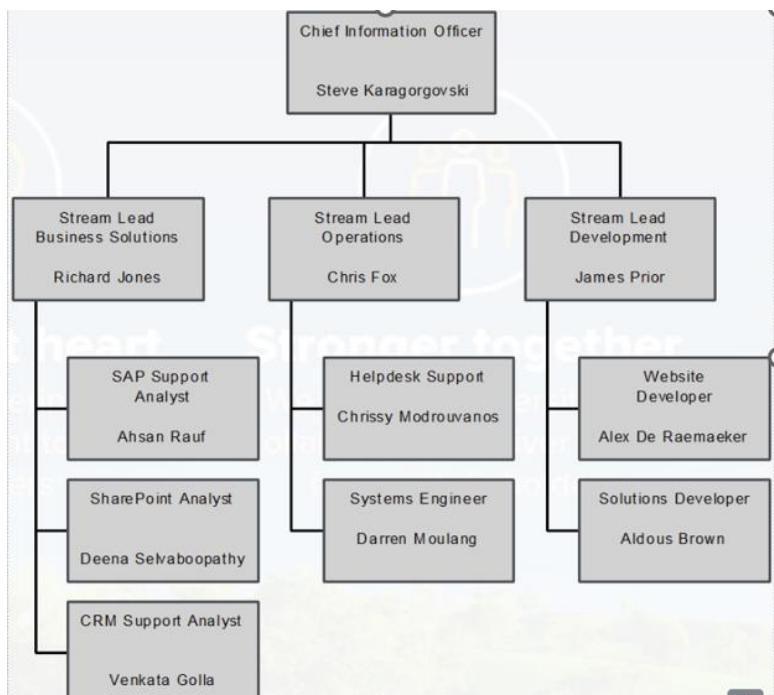


Figure 4: The MLA HelpMaster Pro Landscape

The MLA CIO Steve Karagorgovski has three direct reports:

- Stream Lead - Business Solutions (Richard Jones) who has 3 direct reports. His team support MLA systems.
- Stream Lead - Operations (Chris Fox). Who has 2 direct reports. His team look after help desk and manage MLA's IT infrastructure.
- Stream Lead - Development (James Prior). Who has 2 direct reports. His team look after development of MLAs Websites and other Software.



The key systems managed by the MLA IT team include (but are not limited to):

- Microsoft SharePoint
- Dynamics CRM
- SAP Financials
- Nintex Automation Cloud
- Microsoft Intune (Endpoint Management Platform)
- MLA Project Hub
- myMLA Membership System (via Member Services), and
- HelpMaster Pro (MLA's primary ticketing platform)

5.2 MLA IT Helpdesk

5.2.1 Service Details

Service: IT Helpdesk
Owner: Stream Lead Operations
Contact: Chris Fox

Contributors: Chris Fox, (Stream Lead Operations) (Details), Richard Jones, (Stream Lead Solutions) (Overview)

5.2.2 Current State

5.2.2.1 Overview

Chris Fox (Stream Lead Operations) leads the IT Infrastructure team and has been with the organisation for over five years. He reports directly to MLA's Chief Information Officer, Steve Karagorgovski, and manages a small but versatile team comprising Chrissy Modrouvanos (Helpdesk Officer) and Darren Moulang (Systems Engineer). Chris (Stream Lead Operations) and his team provide operational support across a wide array of critical corporate systems, including hardware and software (in particular the Microsoft 365 suite).

The Helpdesk plays a vital role in day-to-day issue resolution, system support, and triage for broader business operations. Chris's (Stream Lead Operations) institutional knowledge and strategic awareness position him as a key voice in discussions around MLA's future service management direction.

5.2.2.2 Ticketing and Workflow Process

Tickets are submitted through one of two methods:

1. **Self-Service Portal** (preferred) - which automatically authenticates the user.
2. **Email to helpdesk@mla.com.au** - currently the dominant method.

Once received, HelpMaster Pro generates an unassigned ticket which Chrissy (Helpdesk Support) triages. If she can resolve the issue directly, she does so; otherwise, she assigns it to a specific person or relevant support stream (e.g. Infrastructure, CRM, SAP). If an email is addressed to a specific person (e.g., "Hi John..."), Chrissy (Helpdesk Support) will forward it directly to that person. Status updates are communicated via email, and final notifications include clickable links to view ticket progress.

Although HelpMaster Pro includes modules for change management and knowledge base functionality, these are currently unused. Knowledge sharing relies on ad hoc documents like "How Do I" or "How Can I" guides. There's a growing recognition that MLA's current toolset lacks the flexibility and scale needed for modern service delivery, particularly when dealing with cross-functional processes like onboarding, procurement, and communications.

5.2.2.3 Observations and Constraints

- The portal is underused, despite being the preferred channel - most users rely on email.
- HelpMaster Pro possesses the functionality for automated workflow, asset management, and integrated service catalogues, however these features have not been enabled/implemented.
- Cross-departmental collaboration is difficult due to the multiple instances of HelpMaster Pro. For example, IT cannot forward tickets to HR through HelpMaster Pro, forcing users to restart the process themselves.
- While MLA leverages Microsoft Intune for provisioning new hardware, this process is not tracked within the ticketing system.

- Teams like Contracts, Comms, and Office Services would benefit from greater ticket visibility and a streamlined interface.

Chris (Stream Lead Operations) supports the idea of converging onto a unified ITSM platform to streamline MLA-ISC interactions and provide standardised services (onboarding, offboarding, procurement, ticket triage) across all corporate support functions.

#	Pain Points - MLA IT Helpdesk	Type
1.	Overreliance on email: Although the HelpMaster Pro portal is available, most users default to email, leading to manual triage and missed opportunities for automation or service catalogue alignment.	● Pain Points
2.	Manual triage workload: All tickets require Chrissy's (Helpdesk Support) review, with no AI support or automated routing, which becomes a bottleneck for the helpdesk.	● Pain Points
3.	Lack of cross-department routing: Tickets addressed to HR or other non-IT functions cannot be forwarded through the system. This forces IT to ask the user to re-submit queries, which is inefficient.	● Pain Points
4.	Underutilised features: Change management and knowledge base functions exist within HelpMaster Pro but are no longer actively used, resulting in lost opportunities for process maturity	● Pain Points
5.	No asset tracking or procurement workflow: Hardware provisioning (e.g. laptops) is performed using Microsoft Intune but is not tracked within the helpdesk system.	● Pain Points
6.	Disjointed systems: - MLA teams such as Contracts, HR, and Comms operate separate HelpMaster Pro instances or processes, preventing smooth collaboration or escalations e.g. smooth reassignment to the correct teams. - ISC requests incorrectly routed to MLA are rejected via the triage process and the requestor is asked to resubmit to ISC SysOps (a couple of times each month)	● Pain Points
7.	Fragmented project-support visibility: Project Hub is used for legal and financial tracking but does not provide visibility into IT milestones or support activity, reducing end-to-end transparency.	● Pain Points
8.	Lack of SLA reporting: HelpMaster Pro does not support dashboards or performance tracking, limiting service accountability and improvement efforts.	● Pain Points

5.2.3 Future State

#	Requirements/Opportunities - MLA IT Helpdesk	Type
1.	Mobile-friendly ticketing and self-service: A solution with a native app would allow users to log and monitor tickets easily, particularly for staff working offsite.	✓ Requirements
2.	Integrated procurement and onboarding workflows: Ideally, service requests such as laptop ordering or onboarding would be captured in a single system with approval chains and automated task assignment.	✓ Requirements
3.	AI-assisted ticket handling: Intelligent routing or auto-triage features would reduce workload and improve response times.	✓ Requirements
4.	Dynamic knowledge base: An up-to-date, searchable resource hub would empower users to resolve issues themselves and reduce low-complexity ticket volumes.	✓ Requirements
5.	Service catalogue: A standardised, published list of IT and business support services would bring clarity to users and consistency to the helpdesk team.	✓ Requirements
6.	Platform consolidation: There is strong potential to unify MLA and ISC on a single ITSM platform to enable standardised processes, better reporting, and seamless inter-team collaboration.	☀ Opportunities
7.	Improved user experience: A consistent portal and self-service model would remove guesswork for end users, reduce ticket friction, and improve satisfaction.	☀ Opportunities
8.	Cross-functional workflow enablement: Replacing email and form-based routing with system-managed ticket flows across HR, IT, and Contracts would increase speed, compliance, and visibility.	☀ Opportunities
9.	Dashboards and SLA insights: A modern ITSM platform could deliver real-time performance dashboards and SLA metrics to leadership, driving accountability and continuous improvement.	☀ Opportunities
10.	Implement a CMDB to increase visibility into IT assets and relationships to support incident management, change management and impact analysis (Even better if the system could connect to MS Intune or Action1 to link to assets)	☀ Opportunities

5.3 MLA Business Solutions

5.3.1 Service Details

Service: MLA Business Solutions
Owner: Stream Lead Business Solutions
Contact: Richard Jones

5.3.2 Current State

5.3.2.1 Overview

Richard Jones leads the Business Solutions team at MLA and brings over two decades of institutional knowledge and hands-on experience supporting MLA's core business systems. With deep insight into the organisation's operational needs and system landscape, Richard (Stream Lead Business Solutions) plays a pivotal role in bridging business processes with technology platforms.

The Business Solutions Stream Lead, Richard Jones, has 3 direct reports:

- SAP Support Analyst
- SharePoint Analyst
- CRM Support Analyst

His team supports key systems including SAP Financials and Concur, Microsoft SharePoint, Dynamics CRM, and assists with issue triage from the myMLA Membership System, in collaboration with the Member Services team.

The Business Solutions team acts as a specialist escalation point for complex queries raised through the MLA IT Helpdesk (HelpMaster Pro). They also serve as a key touchpoint across multiple business functions and have a unique understanding of how interdependencies across IT, Contracts, HR, Office Services, and Communications impact workflows.

Through his cross-functional exposure, Richard has formed a strategic view on the limitations of fragmented service systems and advocates for greater alignment, visibility, and integration across teams - particularly within MLA.

5.3.2.2 Related Systems

HelpMaster Pro works alongside various internal systems and platforms, including:

- Project Hub - Used to create and manage a project. Manages approvals, including budgetary. Emails the Contracts instance of HelpMaster Pro to initiate contract process.
- Adobe Sign - Used for Contracts workflows and document management.
- Nintex Automation Cloud - Used to manage form-based workflows
- SAP - Currently emails the Contracts instance due to legacy Project requirements however is in the process of being decommissioned

Note:

There is currently 37 Concurrent User Licenses in HelpMaster Pro. They sync with Active Directory. The users are assigned to the separate instances, so that a user with access to one won't have access to a different instance.

Richard (Stream Lead Business Solutions) provided an overview of the IT, Contracts, Office Services, HR and Comms teams interactions with HelpMaster Pro. This feedback is incorporated below in the relevant sections.

#	Pain Points - MLA Business Solutions	Type
1.	Someone raises an IT ticket e.g. there is spelling error on the website. Help desk tell them to email the Marketing team. If all teams across MLA were using the one system, then the ticket could be easily re-assigned.	● Pain Points
2.	Even with ISC and their help desk, when we have issues and we go to ISC. They cannot see the ticket; we need to raise a separate ticket.	● Pain Points
3.	Let's say we want an email "thanks for logging a ticket in the IT system, please see details below". If you want a separate message, for say the comms team and a separate message for marketing team it is easily configurable, but not easily maintainable - it can get a little out of control with lots of custom message templates.	● Pain Points
4.	Tickets and requests related to projects don't get recorded in Project Hub. Everything is in HelpMaster but not in Project Hub	● Pain Points

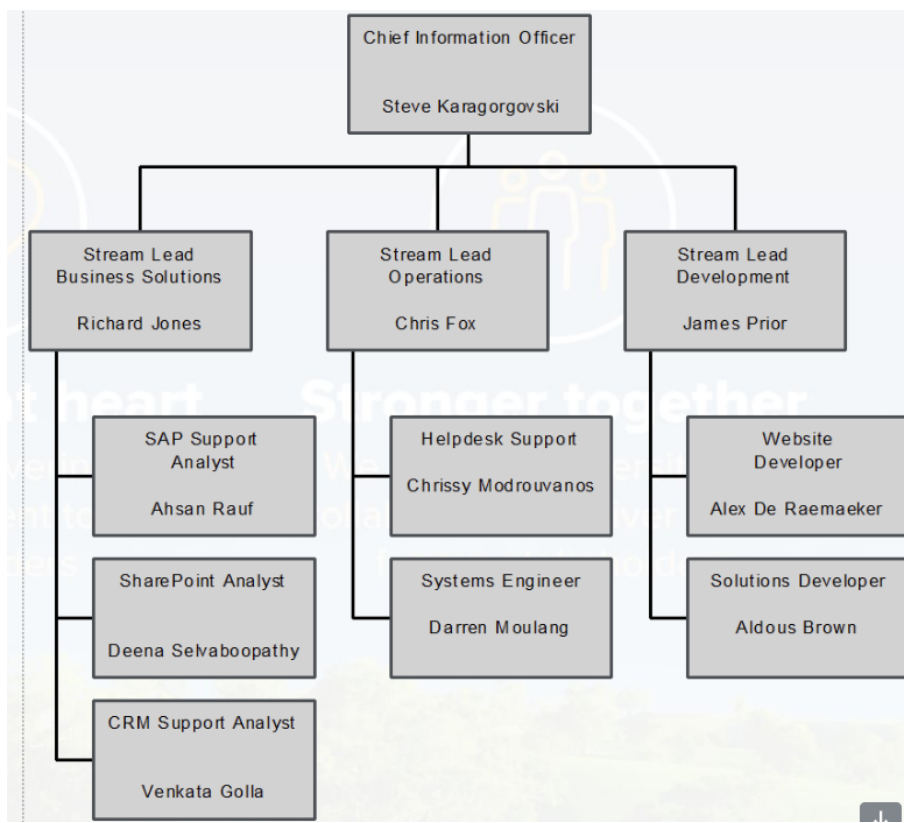
5.3.3 Future State

#	Requirements/Opportunities - MLA Business Solutions	Type
1.	System should be very configurable - have the ability to customise workflows and add custom fields and custom forms. This is a Must Have, as all of the implementations of Help Master have many different workflows and custom fields.	✅ Requirements
2.	I feel like having one system across the board would provide benefit. You hear someone call reception and they follow up with someone, but there is no audit trail / visibility	☀ Opportunities
3.	Enable structured HR ticketing (e.g., onboarding/offboarding) with approval workflows	☀ Opportunities
4.	The MLA development team use DevOps for changes to Dynamics and a MLA Confluence instance for documentation. ITIL4 unlike ITIL3 supports DevOps styled development. Adopting a modern ITSM platform which aligns itself with ITIL4 in this case could have benefits	☀ Opportunities

5.4 MLA Development Team

5.4.1 Service Details

Service: MLA Development
Owner: Stream Lead Development
Contact: James Prior



5.4.2 Current State

Role

James Prior, Stream Lead Development Manager, reports to Steve Karagorgovski (CIO, MLA). James has a background as a full-stack .NET developer.

Direct Reports

- Alex De Raemaeker - Website Developer (front-end)
- Aldous Brown - Solutions Developer (back-end)

Responsibilities

- Manage and support ~75-80 MLA websites, mobile apps, and digital tools.
- Provide consultative input for new project initiatives.
- Use HelpMaster Pro (MLA's internal IT ticketing system) for incoming requests, which are initially triaged by Chrissy (Help Desk Support) via helpdesk@mla.com.au.

- Project-related updates are entered into Project Picasso, a separate system maintained by Richard Jones (Stream Lead Business Solutions) and Bart Woolley (Process Improvement – Project Hub).

Other Notes

- Low ticket volume, but most tasks are complex (e.g., bugs or development work).
- Minimal interaction with Member Services (approx. once per year).
- No engagement with ISC SysOps.

#	Pain Points - MLA Development Team	Type
1.	Reassigning ticket ownership is difficult. HelpMaster Pro makes it unintuitive to change the owner of a ticket, especially when logged on someone else's behalf.	● Pain Point
2.	Duplicate tickets from email threads. Including helpdesk@mla.com.au in email chains leads to multiple duplicate tickets-sometimes 5 to 10 per thread-that require manual closure.	● Pain Point
3.	Fragmented tracking between BAU and projects. BAU tasks are tracked in HelpMaster Pro, while project work is updated in Project Picasso, causing confusion and administrative burden.	● Pain Point
4.	Agency platforms add complexity. External vendors (e.g., KPMG, Niteco) use their own systems like Jira or Confluence, requiring team members to update multiple platforms.	● Pain Point

5.4.3 Future State

#	Requirements/Opportunities - MLA Development Team	Type
1.	Modernise ITSM platform. Adopting a modern solution could resolve usability issues (e.g., ticket reassignment and duplicate suppression) and simplify daily workflows.	☀ Opportunity
2.	Integrate with external platforms. Leveraging plugins or APIs for common tools (e.g., Jira, Confluence) would streamline collaboration with third-party agencies.	☀ Opportunity
3.	Unify BAU and project tracking. Bringing both work types under one system would reduce duplication and increase clarity for the team.	☀ Opportunity
4.	Must allow intuitive ticket reassignment. Users need the ability to easily reassign ticket ownership in a logical, streamlined way.	✅ Requirement
5.	Must detect and suppress duplicate tickets. The system should identify email threading and suppress duplicates from shared addresses like helpdesk@mla.com.au.	✅ Requirement
6.	Must support integrations. The platform should provide APIs or out-of-the-box connectors for external systems such as Jira and Confluence.	✅ Requirement

5.5 MLA Contracts

5.5.1 Service Details

Service: Contracts
Owner: Finance and Contracts
Contact: Atry Andersen (Finance)
 Stephanie Miller (Contracts)

5.5.2 Current State

Stephanie Miller (Contracts) and Atry Andersen (Finance) provided insights into their experience using HelpMaster Pro. Stephanie (Contracts), with a legal background, highlighted challenges with the way tickets are distributed within the team. There is no way to ensure tickets related to specific projects are routed to the most knowledgeable person, which results in frequent internal communication to confirm ownership.

They noted both positive aspects and several limitations of HelpMaster Pro, particularly around user interface, system reliability, and inefficiencies when managing tickets in bulk. The wish list reflects a desire for better integration with core platforms like SAP, Project Hub, Outlook, and SharePoint.

#	Pain Points - MLA Contracts	Type
1.	Lack of clear ticket ownership creates confusion over who should handle project-specific queries.	● Pain Points
2.	Opening and processing tickets is slow and requires opening them individually.	● Pain Points
3.	The cloud version lacks flexibility in queue customization.	● Pain Points
4.	System crashes occur regularly.	● Pain Points
5.	Poor user interface and unattractive, unbranded email notifications.	● Pain Points
6.	Attachments cannot be sent directly from the system to non-users.	● Pain Points
7.	Disconnected ticketing and Outlook - emails may not upload properly into HelpMaster.	● Pain Points
8.	Two control sets required, adding unnecessary complexity for users.	● Pain Points

5.5.3 Future State

#	Requirements/Opportunities - MLA Contracts	Type
1.	Flexible, dynamic queue and ticket view management.	✓ Requirements
2.	System stability and improved performance to prevent crashes.	✓ Requirements

#	Requirements/Opportunities - MLA Contracts	Type
3.	Streamlined ticket ownership assignment based on keywords, project codes, or user rules.	✓ Requirements
4.	Better Outlook integration and reliability in email capture.	✓ Requirements
5.	One control field for entering SAP/project codes, rather than two.	✓ Requirements
6.	Improved attachment handling and native emailing functionality.	✓ Requirements
7.	Integrate intelligent routing rules based on ticket metadata (e.g. sender, keywords, project ID).	☀ Opportunities
8.	Introduce customizable queue views in both cloud and desktop environments.	☀ Opportunities
9.	Enable in-system email functionality with attachments and templates.	☀ Opportunities
10.	Add Microsoft Teams presence and SharePoint integration for document access.	☀ Opportunities
11.	Allow bulk actions (tagging, categorisation, linking) from within ticket queues.	☀ Opportunities

5.6 MLA Communications Team

5.6.1 Service Details

Service: Communications
Owner: Group Manager, Strategic Communications
Contact: Marguerite Cuddihy

5.6.2 Current State

Marguerite Cuddihy (Group Manager, Strategic Communications) leads the MLA Strategic Communications team, which includes writers and designers. Her team collaborates closely with Paul Hutton (Group Manager, Digital), where Marguerite's (Group Manager, Strategic Communications) team creates content and Paul's (Group Manager, Digital), team is responsible for publishing. The content includes factsheets, social media tiles, and updates across MLA's platforms.

Requests typically arrive via email or HelpMaster Pro. In structured requests, a form is submitted that creates a ticket. However, the quality of submitted forms varies, often lacking the necessary detail. This results in additional work for the team.

#	Pain Points - MLA Communications	Type
1.	Forms submitted through HelpMaster Pro often lack necessary detail, requiring additional manual effort.	● Pain Points
2.	The HelpMaster Pro form format is inflexible and slow to update, requiring IT support for changes.	● Pain Points

#	Pain Points - MLA Communications	Type
3.	The system does not flag overdue tasks or issue due warnings.	● Pain Points
4.	Tasks are not assigned to individuals, making team planning difficult.	● Pain Points
5.	Reporting functionality is limited; performance tracking is not transparent.	● Pain Points
6.	Email update options require manual checkbox selection, increasing risk of missed updates.	● Pain Points
7.	Ticket closure is a manual process, and the system often keeps tickets open incorrectly.	● Pain Points

5.6.3 Future State

#	Requirements/Opportunities - MLA Communications	Type
1.	A more flexible and dynamic form builder that can be updated without IT intervention.	✓ Requirements
2.	Automated flagging of overdue or due tasks to support prioritisation.	✓ Requirements
3.	Auto-assignment of tickets to individuals based on roles, workload, or project association.	✓ Requirements
4.	Improved reporting and dashboard feature to track team and ticket performance.	✓ Requirements
5.	Streamlined closure processes to reduce administrative overhead.	✓ Requirements
6.	Implement a ticketing system with form validation and required field enforcement to ensure complete submissions.	☀ Opportunities
7.	Use role-based routing or rules to auto-assign tickets.	☀ Opportunities
8.	Enable proactive alerts and reminders for overdue or approaching deadlines.	☀ Opportunities
9.	Integrate reporting tools or dashboards to support internal and board reporting.	☀ Opportunities
10.	Simplify status update workflows and allow batch updates where appropriate.	☀ Opportunities
11.	The proposed ITSM/ESM platform should have 'monday.com' styled functionality (refer to Appendix sections for further details)	✓ Requirements

5.7 MLA Human Resources

5.7.1 Service Details

Service: Human Resources
Owner: HR Manager
Contact: Rachelle O’Keefe

Contributors:

- Richard Jones (Stream Lead, Business Solutions)- Overview
- Rachelle O’Keefe (HR Manager) - Details
- Ella Bricta (HR Officer) - Details

5.7.2 Current State

The HR Department at MLA consists of a single functional team with four staff members. The team is responsible for a broad range of HR functions, including general queries, onboarding, performance management, and learning and development.

Rachelle currently serves as the Acting HR Manager, overseeing general HR operations such as leave entitlements (parental, annual, sick, and long service), performance development, and training and learning initiatives. She has stepped into the role while the permanent HR Manager is on maternity leave.

Ella, the HR Officer, acts as the first point of contact for general HR enquiries and is responsible for coordinating onboarding activities.

The team also includes two HR Business Partners, Jennifer and Joanne, who support strategic and operational HR across the organisation.

5.7.2.1 Ticket Management Process

- **Query Intake:** HR queries from both MLA and ISC staff are typically emailed to the HR email address which logs the request in HelpMaster Pro. A ticket number is generated and HR is notified.
- **Triage & Resolution:**
 - Ella (HR Officer) receives the ticket notification via email. In approximately 70% - 80% of cases, she will respond to the queries and will close the ticket.
 - For all remaining tickets (approx. 20% - 30% cases), Ella will manually forward the HelpMaster Pro query to the appropriate HR team member (typically the HR Business Partners) for action.
 - The current process, inherited by Ella (HR Officer), is to close the ticket in HelpMaster Pro once the ticket is assigned. The HR team prefer the process to be changed so that the ticket is kept open until completed/resolved i.e. closed by the person it has been assigned to.
 - HR periodically runs reports to identify any queries that remain open.

5.7.2.2 Current Systems Used

- **HelpMaster Pro** - For logging and managing HR-related tickets.
- **Elmo** - Used for Human Resource activities (being phased out to be replaced by a Dayforce solution)

- **Nintex Forms** - Used for submitting staff change requests, including:
 - Onboarding
 - Offboarding
 - Changes in salary, title, or other employment details
- **Preceda** - Current payroll system (being phased out to be replaced by a Dayforce solution).
- **Project Hub** - Used to raise projects requiring budget approval (e.g. Dayforce implementation).
- **Adobe Sign** - Used for employment contract issuance and signatures.

5.7.2.3 Planned System Changes

- Dayforce HR and Payroll will be implemented by 2026, consolidating HR, Payroll and associated activities into a single platform.
- Preceda payroll will be decommissioned, and MLA will adopt Dayforce for both payroll and HR functions.
- Elmo HR will be phased out in line with Dayforce's rollout.

5.7.2.4 Onboarding Workflow

1. HR issues contracts using Adobe Sign. Once signed, key stakeholders (HR, Payroll, Manager) receive confirmation.
2. The new employee is then provided with:
 - Payroll forms
 - Fair Work Commission documentation (approx. 5-6 documents)
3. HR submits a Nintex form, which:
 - Triggers a ticket in HelpMaster Pro
 - Notifies Office Services, IT, and other relevant parties
4. Ella (HR Officer) follows up by sending the employee a welcome email with relevant links.
5. New employees are also enrolled in Elmo to complete learning policies and development modules.

5.7.2.5 Challenges with External Contractors

- There is a **significant gap in the onboarding process for contractors (mainly ISC contractors)**, especially those from large consulting organisations.
- Contractors are often onboarded directly by IT without HR's knowledge or involvement.
- HR is frequently informed after contractors have already started work and received equipment.
- As a result, HR finds it difficult to complete essential onboarding tasks such as induction and compliance checks.

#	Pain Points - MLA Human Resources	Type
1.	Manual ticket handling: Tickets are manually assigned and closed in HelpMaster Pro	● Pain Points
2.	No end-to-end visibility: HR has no assurance that queries have been resolved before tickets are closed and would like this process changed	● Pain Points
3.	Disconnected onboarding for contractors (mainly ISC Contractors): HR is often bypassed when IT onboards external contractors.	● Pain Points
4.	Fragmented systems: HR is spread across multiple tools-HelpMaster Pro, Elmo, Nintex, Adobe Sign, Preceda, and Project Hub-with little integration.	● Pain Points
5.	Lack of automation in workflow routing: Assignments are handled manually through email forwarding.	● Pain Points
6.	Duplicate data entry across platforms: Onboarding and forms processing happen in parallel systems, increasing administrative overhead.	● Pain Points

5.7.3 Future State

#	Requirements/Opportunities - MLA Human Resources	Type
1.	Integrated onboarding workflows that capture HR, IT, and Office Services tasks in a single process.	✓ Requirements
2.	Visibility and accountability in ticket resolution-HR requires tickets to not be closed until resolved.	✓ Requirements
3.	Automated notification and confirmation steps in workflow routing (e.g., confirmations before ticket closure).	✓ Requirements
4.	Support for contractor onboarding workflows that include both IT and HR touchpoints.	✓ Requirements
5.	Use Dayforce as a source of truth for employee and contractor status, synchronising it with the ITSM platform.	☀ Opportunities
6.	Digitise onboarding across functions-integrating HR, IT, Office Services, and Security with automated tasks and approvals.	☀ Opportunities
7.	Replace manual ticket logging and closing with a structured HR service request form and routing logic.	☀ Opportunities
8.	Implement pre-start notification workflows for contractors, ensuring HR is looped in before equipment provisioning.	☀ Opportunities
9.	Streamline compliance (e.g., workers comp, Fair Work documentation) via templated onboarding packs and checklists.	☀ Opportunities

10.	Phase out Nintex forms and consolidate onto a modern forms engine integrated into the service catalogue.	☀ Opportunities
11.	Track onboarding SLA and feedback metrics to improve service quality and response times.	☀ Opportunities

5.8 MLA Legal

5.8.1 Service Details

Service: MLA Legal
Owner: General Counsel
Contact: Mariam Hussein

Contributor: Adrian Scardilli (Senior Legal Counsel)

5.8.2 Current State

Team Overview

- Legal team currently comprises 5 staff:
 - Mariam (General Counsel), Adrian (Senior Legal Counsel), Tony (Junior Legal Counsel)
 - 2 Paralegals
 - 2 Senior Legal Counsel roles currently being recruited, which will increase the team to 7.

Current System Use & History

- The Legal team does not use HelpMaster Pro but is familiar with it when the Contracts team reported through to Legal, describing it as clunky, transactional, and unsuitable for legal workflows or confidential matters.
- The team currently relies on a bespoke intake system called Legal Muster, primarily for matter tracking which consists of a suite of Nintex forms, built in-house 3-4 years ago, as a front door for legal requests. This replaced an earlier, ad hoc system of texts, emails, and calls.
- The team is very open to using another system to make matter intake, matter management and record keeping easier but it has to be better than the current system, Legal Muster.
- The original Legal Muster solution contained detailed intake questions but was simplified due to business pushback-now it only asks, "How can we help you?", making triage and filtering difficult and more time consuming.
- Once submitted, legal matters are routed to all legal staff via SharePoint workflows as per an agreed business partnering allocation, and paralegals triage the submissions for assignment.

Observations & Challenges

- SharePoint's search functionality is poor, leading to duplicate storage and manual workarounds (e.g. "key email" folders).
- Closed matters often still show as "open" in the system and dilutes the accuracy of monthly LM data & insights reports that are sent to the Executive team.
- About two years ago, a replacement system called "Legal Approval Tab" was nearly implemented in collaboration with Bart Woolley (Process Improvement – Project Hub), but was scrapped at the last moment due to misalignment with team needs.
- Security and confidentiality are critical. Mariam (General Counsel) noted concerns when she was previously able to see Office Services team tickets in HelpMaster Pro.

- There is inconsistent adherence to process, with users bypassing Legal Muster by emailing, messaging via Teams or via legal@mla.com.au which is a hidden email address used specifically for legal approvals in the HUB. These matters are still handled but eventually redirected back into the formal process.

Future Considerations

- Any system change will require Senior Leadership Team (SLT) and key users buy-in and support to be effective. Adrian (Senior Legal Counsel) made it clear that a system that suits the Legal team is not one that necessarily suits the user base - and vice-versa
- The team needs workflow checks to ensure only appropriate matters reach Legal. Ideally, each request should be reviewed and approved by the relevant Senior Leadership Team member before being submitted. The workflow should be flexible, in that, the business can select another nominated SLT member when their SLT is on leave. Currently this takes time and means IT need to change the workflow in the back end - something that grates the business.
- VIP queries via the Executive team often bypass all systems entirely and are handled via phone or email - with no official record kept.

#	Pain Points - MLA Legal	Type
1.	System shows closed matters as open. Workflow statuses are unreliable, leading to confusion about whether legal issues have been resolved or are still active. It also leads to inaccurate data in the LM data & insights reports sent to the executive team.	● Pain Point
2.	Poor searchability in SharePoint. Matter history is hard to retrieve, resulting in duplicated effort and manual storage of key legal emails in shared folders.	● Pain Point
3.	Process circumvention by staff. Despite having Legal Muster, users continue to send requests via email or Teams, leading to fragmented workflows.	● Pain Point
4.	Oversight risks with shared systems. In testing, Mariam (General Counsel) could see Office Services tickets in HelpMaster Pro, raising red flags around confidentiality and access control	● Pain Point
5.	Simplified forms hinder triage. The current intake form only asks, "How can we help you?"-which increases back-and-forth communication and slows down matter resolution.	● Pain Point
6.	VIP requests go undocumented. High-priority or sensitive queries are often handled outside the system via calls or direct emails, leaving no official record.	● Pain Point

5.8.3 Future State

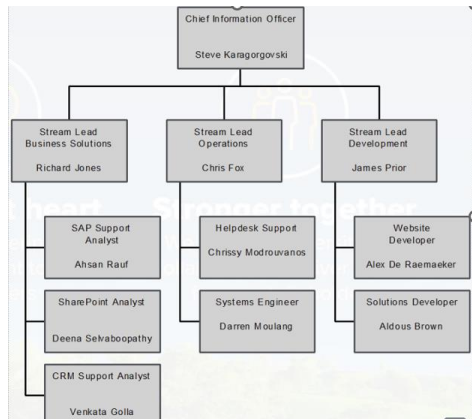
#	Requirements/Opportunities - MLA Legal	Type
1.	Implement or integrate with a modern platform. Adopting an ITSM platform (or enhancing Legal Muster) could support better triage, confidentiality, workflow approvals, and tracking.	☀ Opportunity
2.	Reintroduce structured forms for triage. Rebuilding smart forms with logical fields (e.g. matter type, urgency, business area) would reduce ambiguity and streamline responses.	☀ Opportunity

#	Requirements/Opportunities - MLA Legal	Type
3.	Introduce business gatekeeping. Embedding workflow approvals within business units could reduce irrelevant legal requests and ensure Legal only receives valid matters. Also, giving the business the ability to select another SLT member to approve their matter (in their nominated SLT members absence without the need for IT help, would make it easier for the business to use and reduce time wasted.	☀ Opportunity
4.	Strengthen confidentiality safeguards. Future platforms must ensure strict access controls and audit trails to protect sensitive or privileged matters.	☀ Opportunity
5.	Gain SLT and key users sponsorship. System adoption will depend on business-wide compliance. Engaging senior leaders to enforce use will be critical to success.	☀ Opportunity
6.	Implement a modern enterprise-wide ITSM platform (across MLA and ISC) which replaces Legal Muster and facilitates cross team collaboration	☀ Opportunity
7.	Confidentiality and access control - The system must prevent non-legal staff from accessing unrelated or sensitive tickets - Full audit logging and privilege-level access required	✅ Requirement
8.	Searchability The system must facilitate efficient and effective retrieval of all legal documents, when required	✅ Requirement
9.	Smart intake with triage options - Forms should capture structured information (e.g. subject, business area, urgency) - Logic-based routing and auto-assignment to paralegals or legal staff	✅ Requirement
10.	Business approval workflow - Add a gatekeeping layer requiring approval by a business unit leader before a matter reaches Legal - Reduce inappropriate submissions and legal overhead	✅ Requirement
11.	Matter tracking and dashboard visibility - View matter status, assignee, history, and priority at a glance - Closed/open states must reflect real progress - Ability to produce automated data & insights reports for the Executive team on legal team intake and turnaround times against SLA's.	✅ Requirement
12.	Notification and reminder system - Alerts for new submissions, overdue tasks, or required triage - Notify requestors of progress or action required	✅ Requirement
13.	User engagement strategy - Adoption requires training and buy-in from SLT and key users who will become subject matter experts (SME's) and can support and train their broader teams. - Communication plan to reinforce consistent use of the new process	✅ Requirement

5.9 MLA Member Services

5.9.1 Service Details

Service: Member Services
Owner: Member Services Manager
Contact: Kayla Ludman



5.9.2 Current State

Kayla Ludman is responsible for Member Services within MLA and sits under the Communications team, reporting to Mary Johnson and Brad (Media and Stakeholders). Although she operates as a team of one with no direct reports, Kayla (Member Services) supports a large volume of queries from MLA's extensive membership base of over 50,000 levy-paying producers.

Members engage with Member Services primarily via:

- **Email** (membership@mla.com.au),
- **Phone** (1800 023 100 / 02 9463 9333), and
- **Website feedback forms** that route to the member services inbox.

When a query is received, Kayla (Member Services):

1. Updates the MLA CRM system with the details.
2. Resolves the issue if possible or,
3. Escalates technical problems to Richard Jones (Business Solutions) and MLA IT via email,
4. Also forward emails to NLIS/LPA, MSA digital team etc to follow up.

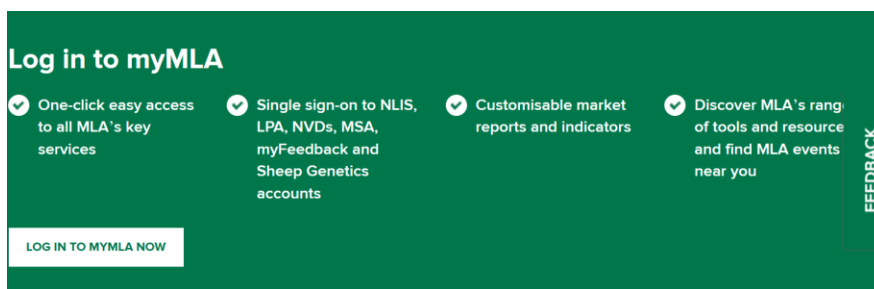
If escalation is required, the query is:

1. Flagged in the CRM using a red button,
2. Flagged in the Member Account in the CRM in the Notes section, which also has a WIP box to tick.

Although this internal process supports some visibility, no formal ticketing system is in use to track or manage query workflows.

Currently, HelpMaster Pro is only used by Kayla (Member Services) for interactions with the Communications team - for example, coordinating marketing collateral or website updates. It is not used for logging or managing member-related queries, which limits traceability.

Importantly, members access a variety of platforms (NLIS, LPA, NVD, MSA) via single sign-on, and Member Services serves as the first point of contact for membership enquiries when issues arise with any of these systems. In these cases, Kayla (Member Services) contacts the relevant ISC or MSA team directly via email. Once the issue is resolved, she updates the CRM and notifies the member manually.



#	Pain Points - MLA Member Services	Type
1.	No formal ticketing system. Limits query traceability, escalation tracking, and accountability	● Pain Point
2.	Reporting is difficult and lacks automation. Senior management visibility is poor due to manual data handling	● Pain Point
3.	Queries span MLA, ISC, and MSA - all using different systems. Inconsistent tools and workflows make it hard to manage member issues end-to-end	● Pain Point
4.	HelpMaster Pro not used for any member interaction. Creates a silo between communications work and membership query management	● Pain Point
5.	Key person risk - Kayla (Member Services) is the only resource in Member Services. No structured backup, leading to potential service disruption	● Pain Point

5.9.3 Future State

#	Requirements/Opportunities - MLA Member Services	Type
1.	CRM used for flagging queries, but not as a service management tool. A proper ITSM platform with CRM integration would provide audit trails and clearer ownership	✅ Requirement

2.	Introduce end-to-end workflow visibility and ticket tracking. Needed for accountability and status updates	✅ Requirement
3.	Centralised portal/with Service Catalogue to log, route and manage member queries across MLA, ISC, and MSA. Could eliminate email fragmentation and provide real-time visibility across organisations	☀ Opportunity
4.	Use HelpMaster Pro or a unified ITSM system to manage incoming member service requests. Would enable SLA management, escalation tracking, and analytics	☀ Opportunity
5.	Introduce shared dashboards or real-time updates for member query resolution. Improves transparency and improves experience for members and internal teams alike	☀ Opportunity
6.	Create backup support plan or rotating resource pool for Member Services. Mitigates continuity risk and ensures coverage during absences	☀ Opportunity

5.10 MLA Group Risk and Compliance Manager - Corporate Services

5.10.1 Service Details

Service: Risk and Compliance - Corporate Services
Owner: Group Risk and Compliance Manager
Contact: Sean Yeo

5.10.2 Current State

Reporting To: Chief Operating Officer
Team Size: 2 (Sean (Group Risk and Compliance Manager) + 1 direct report)

Core Responsibilities

Sean leads MLA's Risk and Compliance Team, which covers:

- Internal audits
- MLA Group Crisis Management
- Compliance management
- Modern slavery risk management
- Privacy management (Shared with IT and legal)
- Risk Management

Current State of Workflows

- The team does not use HelpMaster Pro as a ticketing tool for its own workflows.
- HelpMaster Pro is only used when Sean (Group Risk and Compliance Manager) needs to lodge internal queries with HR, IT, Contracts, or Office Services.
- All Risk and Compliance queries are sent to a group email inbox, which is monitored by one team member who assigns items based on area of expertise.
- Delegations of responsibility are clear and well understood, with low query volume that is easily managed via email.

Response Management

- No formal ticketing or workflow tools are used within the team.

- There is no central register kept of queries received or resolved.
- The team has an internal SLA to respond within 3 days, though task completion may take longer depending on complexity.
- Regardless of completion timelines, initial acknowledgment is always provided, followed by progress updates as needed.

Project Work

- The Risk and Compliance team uses Microsoft Dynamics Project Hub to manage project-related tasks and approvals.
- The Risk and Compliance team uses the CRM Hub to perform modern slavery risk assessments
- The team reviews assigned items and communicates directly with project managers if clarification is needed.
- Tasks often take more than 3 days to complete.
- The team logs back into Project Hub to complete sign-off once her review is finalised.

Collaboration and Communication

- Team collaboration is strong, with clear role boundaries and shared accountability.
- Occasionally, staff will bypass formal channels and raise queries through Microsoft Teams rather than email, which causes minor disruptions.

Reporting

- There is no requirement for board or senior management reporting on operational queries.
- The team's activities are self-managed, and volume remains steady and manageable.

#	(Manageable) Pain Points - Risk and Compliance - Corporate Services	Type
1.	Staff occasionally raise queries via Teams instead of the shared email, disrupting workflow tracking.	● Pain Points
2.	No centralised register or system to track or report on Risk & Compliance queries.	● Pain Points
3.	Lack of structured workflow tools means manual coordination is required.	● Pain Points

5.10.3 Future State

#	Requirements/Opportunities - Risk and Compliance - Corporate Services	Type
1.	Consistent query intake channel (email preferred) and strong internal delegation model.	✓ Requirements
2.	A lightweight tracking or query register could help improve visibility without adding overhead.	✓ Requirements
3.	Continued use of Project Hub for structured project approvals and visibility.	✓ Requirements

#	Requirements/Opportunities - Risk and Compliance - Corporate Services	Type
4.	Consider introducing a simple logging tool to track historical queries and response times.	☀ Opportunities
5.	Reinforce internal guidance to use email over Teams for formal Risk & Compliance matters.	☀ Opportunities

5.11 MLA International Markets

5.11.1 Service Details

Service: International Markets
Owner: Senior Business Administrator, International Markets
Contact: Catherine Stokes

5.11.2 Current State

The International Markets team is responsible for favourably positioning Australian red meat in global markets by promoting its superior product integrity and positive image through the Aussie Beef and Lamb brand. The International Markets team works in two key areas:

- improving and defending market access by supporting trade liberalisation and removing technical trade barriers
- growing demand for Australian red meat through delivering business development and brand building activities.

Role and Reporting Line

Catherine Stokes (Senior Business Administrator – International Markets) is part of the International Markets business unit at MLA, reporting to Josh Anderson (Group Manager, International Markets). Her primary focus is on process optimisation and global projects.

Team Overview

- The team operates globally across 7 international offices and several smaller market locations, including serviced offices or work-from-home arrangements (office locations including US, Beijing, Shanghai, Jakarta, Dubai, Tokyo, Seoul, UK, Singapore).
- Global team includes 4 Sydney-based staff and 1 each in Brisbane and Singapore.
- A recent hire in Sydney will focus on market insights.

Key Responsibilities

- Coordinate centralised branding and strategic oversight for international market projects.
- Manage delegations, strategic planning, and budgeting for the broader business unit.
- Act as a central advisory body, while local marketing teams execute the campaigns.

Current Challenges

- There is no central coordination system for incoming requests across regions.
- The team manages requests through at least 8 shared email inboxes; many created ad hoc for new projects or websites.
- Scope creep has made it difficult to track incoming requests and team workloads.
- Incoming inquiries often lack key details (e.g. sender's name) and aren't linked to CRM records.
- Staff handle inquiries in multiple languages, adding complexity to routing and responding.

System Gaps

- The team currently has no helpdesk or ticketing system in place.
- Existing CRM tools are not fit for purpose, resulting in teams building their own CRM workarounds.
- Emails and requests are not recorded against accounts, creating silos and missed insights.

Vision for Improvement

- Implement a ticketing/helpdesk system to improve visibility, manage workload, and streamline responses to both internal and external stakeholders.
- Reduce reliance on email by redirecting web forms and general inquiries into structured queues.
- Introduce smarter triaging and leverage local admin staff to support workload distribution.
- Use AI to detect spam, assist in triage, and possibly implement chatbot functionality.

#	Pain Points - MLA International Markets	Type
1.	Overload of monitored inboxes. At least 8 shared email inboxes are actively monitored, with more added as projects launch-leading to fragmented communications and scope creep.	● Pain Point
2.	Lack of global coordination. No centralised system exists to manage similar workstreams across global teams, reducing visibility and consistency.	● Pain Point
3.	Inquiries lack structure and traceability. Many incoming emails are detailed but miss basic information like names, making responses inefficient and hard to track.	● Pain Point
4.	CRM is not fit for purpose. Emails are not linked to CRM records, and teams have started building their own CRM-like tools to work around limitations.	● Pain Point
5.	No formal ticketing or triage process. All requests are handled manually via email, resulting in ad hoc delegation, no tracking, and no queueing.	● Pain Point

5.11.3 Future State

#	Requirements/Opportunities - MLA International Markets	Type
1.	Consolidate communication channels. Redirect traffic from websites and project channels into ticket queues with structured data capture.	☀ Opportunity
2.	Standardise stakeholder interactions. Web forms can qualify incoming requests before reaching a human, ensuring the team gets usable, actionable information.	☀ Opportunity
3.	Helpdesk ticketing system • Support up to 50 users • Handle both external and internal stakeholder requests • Provide visibility and tracking across multiple locations	✅ Requirement
4.	Email and website integration • Capture web form submissions directly into the ticketing system	✅ Requirement

#	Requirements/Opportunities - MLA International Markets	Type
	- Standardise form inputs (e.g., name, email, phone) - Reduce and eventually replace direct-to-staff email workflows	
5.	Spam filtering and duplicate suppression - AI or rule-based filtering to stop junk from generating unnecessary tickets - Avoid multiple tickets from repeat or irrelevant sources	✓ Requirement
6.	Multilingual presentation (optional/nice to have). Data entry will remain in English however menu's etc could be in the local language	✓ Requirement
7.	System must be capable of accepting multilingual incoming requests and responses in the same language	✓ Requirement
8.	Queue configuration per region - Centralised triage queue for whole of business unit incoming enquiries should allow access for multiple staff to monitor at any one time - Each office should have at least 2-3 queues: one triage and one or two specialist queues - Configurable by office to support global team dynamics	✓ Requirement
9.	Optional AI and chatbot capabilities Support future integration of AI-assisted triage or chatbot modules to respond to FAQs or collect more details automatically	✓ Requirement
10.	The proposed ITSM/ESM platform should have 'monday.com' styled functionality (Refer to Appendix for further details)	✓ Requirements

5.12 MLA International Markets - USA

5.12.1 Service Details

Service: International Markets - Regional Manager USA

Owner: International Markets - Regional Manager USA

Contact: Paul da Silva

5.12.2 Current State

Paul da Silva has been recently hired in the MLA International Markets team as the Regional Manager for USA. He is new to the organisation. Based on his initial observations, he was not comfortable with using project hub to manage the marketing activities run by the USA International Markets team.

Instead, he is using Monday.com, which allows multiple templates for each campaign based on locations. It also has excellent reporting capability. On any given day he is able to run a report to see where tasks across his team are at.

5.12.3 Future State

Whatever system is picked as a solution (for ISC & MLA), we need to make sure that the new system integrates well and does not interfere with Monday.com

5.13 MLA Process Improvement (Project Hub)

5.13.1 Service Details

Service: Process Improvement (Project Hub)

Owner: Process Improvement Manager

Contact: Bart Woolley

5.13.2 Current State

Bart Woolley works in MLA's Process Improvement team and is responsible for managing all internal projects. He is also the owner of Project Hub, a tool he established which has significantly evolved since its inception. Originally developed from a simple idea, Project Hub has grown into a central platform used by both MLA and ISC whenever a project or investment has a budget allocation. These include Capex, IT development, R&D, marketing initiatives, and umbrella legal agreements.

Project Hub is built in Microsoft Dynamics and currently does not integrate with other systems, though integration with SAP is scheduled to occur in the coming weeks. As of now, the platform requires manual progression through each project stage.

Project lifecycle stages include:

Marketing

- Idea
- Budget Proposal
- Launch Approval
- Contract
- Out for signing
- Expense Allowed

R&D

- Idea
- Proposal
- Approve / Review
- PRC/MLT, Board
- Contracts
- Out for signing
- Expenses Allowed

Once a project is approved, it is manually created in SAP, and a SAP Code is assigned. This step is also expected to be automated.

After project activation, Project Managers and Project Officers update the system. Project Hub then sends automated emails to relevant parties, such as the Contracts team (who use HelpMaster Pro) and the Legal team (who use Legal Muster) when tasks are assigned to them. If a task is not completed, the system continues to send reminders until action is taken, functioning similarly to a ticketing system.

Project Hub facilitates communication between the Legal, Contracts, and Project Management teams. When information is entered into the system, it triggers an email notification to the respective team. Once the task is completed, that team responds within Project Hub, which in turn sends an email to the Project Manager.

Additional key features of Project Hub include:

- A Comments and Suggestions tab, where all relevant information is recorded under the project's J code

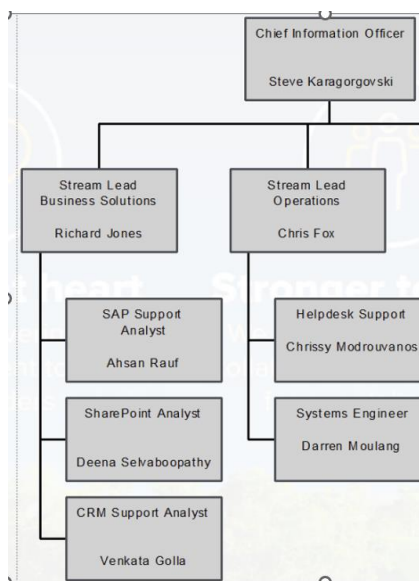
- Ability for the Contracts team to route documents for signing, with all activity logged
- Email integration, allowing users to automatically link correspondence to specific projects
- Storage of all project-related materials within a single digital package

#	Pain Points - MLA Process Improvement (Project Hub)	Type
1.	Emails and reminders act as a basic ticketing mechanism, but Project Hub lacks richer workflow automation, such as escalation paths or SLA tracking.	● Pain Point
2.	Integration with the Contracts team (via HelpMaster Pro) exists but is not seamless. Workflow handover and feedback loops could be improved.	● Pain Point

5.13.3 Future State

Not applicable, as there are no Future State requirements.

5.14 MLA SharePoint Analyst



5.14.1 Service Details

Service: SharePoint Analyst - Nintex Forms

Owner: SharePoint Analyst, IT Business Solutions

Contact: Deena Selvaboopathy

5.14.2 Current State

Deena Selvaboopathy's role is SharePoint Analyst, IT Business Solutions, reporting to Richard Jones, Stream Lead, Business Solutions (MLA). His primary focus is the management and support of Nintex Forms (a third-party product integrated with Microsoft SharePoint).

Deena (SharePoint Analyst, IT Business Solutions) supports a suite of approximately 45 Nintex Forms within MLA's Microsoft SharePoint environment. These forms are used by both MLA and ISC staff, in areas including HR, IT Communications etc and the suite continues to grow.

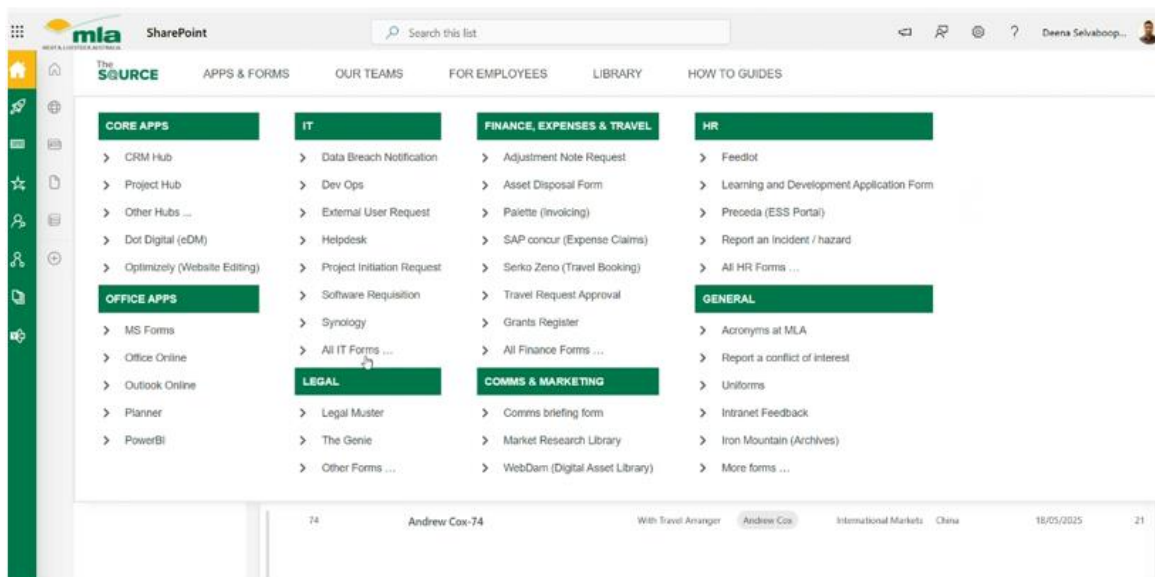
SharePoint serves as the front-end portal/menu for accessing forms and links to other systems. Not all SharePoint menu items link directly to Nintex Forms, some redirect to external systems.

Nintex Forms serve as custom digital versions of paper-based work forms. Each form typically incorporates intricate workflow rules, supporting actions such as:

- Task assignment via email
- Status updates
- Approval routing

Email outputs from the Nintex forms are routed as follows:

- ~5 forms are sent to the IT HelpMaster Pro instance
- ~5 forms are routed to the HR HelpMaster Pro instance
- The remaining forms send notifications to group email addresses configured in the system either providing updates or requesting action or approval from the recipient



5.14.3 Future State

No future state requirements or opportunities were provided.

5.15 MLA Finance

5.15.1 Service Details

Service: Finance
Contact: Ben Blinham

Contributor: -

5.15.2 Current State

Not captured.

Ben Blinham, due to prior pressing commitments, has sent his apologies and is unable to contribute to this assessment at this time.

5.15.3 Future State

Future state requirements are to be revisited/captured during the implementation phase of any selected ITSM solution.

5.16 MLA Office Services Team

5.16.1 Service Details

Service: Office Services
Contact: Marissa Marshall and Bruce

5.16.2 Current State

The Office Services team consists of two receptionist/facilities management staff. General office maintenance requests are raised as emails and received by HelpMaster Pro to be actioned by the Office Services Team.

5.16.3 Future State

As per Steve Karagorgovski (CIO, MLA) the assumption is that the balance of MLA requirements, will cover Office Services' requirements. Future state requirements are to be revisited/captured during the implementation phase of any selected ITSM solution.

5.17 Meat Standards Australia

Meat Standards Australia (MSA), is a part of MLA. MSA ensures the eating quality of beef and sheep meat through standards-based grading. It helps producers, processors, and retailers deliver consistent, high-quality meat to consumers.

MSA have their own CRM (Microsoft Dynamics) to interface with the public and they use HelpMaster Pro to raise tickets with the relevant MLA teams.

6 ITIL Best Practice Assessment

6.1 Introduction

The ITIL Best Practice Assessment exercise conducted as part of this discovery is intended to provide a high-level, indicative measure of ISC's alignment with the ITIL framework. It is not designed to be an exhaustive or fully comprehensive audit. Rather, it serves as a high-level diagnostic tool to identify key strengths, gaps, and areas for improvement within ISC's current ITSM practices. The results should be interpreted as directional insights to inform future planning and investment decisions, rather than as definitive compliance findings.

The exercise was not performed for MLA IT as this team only follow ITIL loosely.

6.2 The Assessment

The assessment evaluates an organisation's level of ITIL adoption across key practices. Each item is scored from 0 to 3.

Scoring:

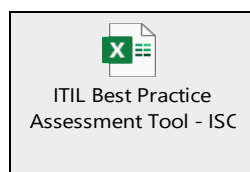
- Fully Implemented 3 points
- Partially Implemented 2 points
- Minimally Implemented 1 point
- Not Implemented 0 points

The assessment consists of 60 questions, with a maximum possible score of 180 (60 x 3). While weighting the importance of each question (i.e. the from 1 to 5) can optionally be applied, this was not performed in this exercise but could be incorporated in future assessments.

At the conclusion of each process category, a compliance score is calculated and visually represented. An overall compliance score is also provided.

6.3 The Results

The completed checklist is included below.



6.4 ITIL v3 Maturity Assessment - Summary of Findings

6.4.1 ITIL Process Maturity Scoring

The Assessment returned a score of 47%, which based on the Scoring Criteria falls in the **Below 50%: Limited ITIL adoption; requires substantial improvements** category.

Scoring Criteria:

- 90 - 100%: Highly mature ITIL implementation
- 70 - 89%: Moderate ITIL adoption with improvement areas
- 50 - 69%: Basic ITIL adoption; significant gaps
- Below 50%: Limited ITIL adoption; requires substantial improvements

6.4.2 Overall Maturity Profile

This table outlines the number and percentage of questions that scored between 0 to 3, and how that translated to a score/percentage out of 180

Score	# of Items per score	% of Items per score	Out of 180
Score 3 (Fully Implemented / Mature)	21	35%	3 x 21 = 63
Score 2 (Partially Implemented)	8	13%	2 x 8 = 16
Score 1 (Minimal Practice)	5	8%	1 x 5 = 5
Score 0 (Not Evident)	26	43%	0 x 26 = 0
Total	60	100	84/180 = 47%

Observation: Strong operational maturity in incident, problem, request, and release management. Strategic, design, and continual improvement practices are significantly underdeveloped.

6.4.3 Key Strengths (Score = 3)

- **Operational Excellence**
 - Incident Management, Problem Management, SLAs, Service Request Fulfillment
 - Transition Processes (e.g., Release & Deployment, Communication, Performance Monitoring)
- **Service Portfolio & Supplier Oversight**
 - Defined service catalogue, availability planning, vendor management
- **ITIL Alignment**
 - Adoption of the ITIL lifecycle, best practice documentation, stakeholder involvement

These show robust foundations in *execution, stability, and support processes*.

6.4.4 Moderate Capability (Score = 2)

- Governance (framework in place, partial risk visibility)
- Customer expectations understood (but not fully embedded)
- Financial management and design-time security considerations
- Change and knowledge management
- Cultural indicators of improvement (but not yet systematic)

These areas show **intent** and **partial frameworks**, but need stronger integration into process workflows and governance structures.

6.4.5 Significant Gaps (Score = 0-1)

- **Strategy & Continual Improvement**
 - No evidence of documented improvement initiatives, structured reviews, or benchmarking
 - No regular maturity assessments or strategic planning cycles
- **Service Design**
 - No capacity planning, architectural compliance, or user experience design
 - No service design packages (SDPs) or proactive planning for future services
- **Operational Gaps**
 - No event monitoring or anomaly detection
 - No access management or OLA (Operational Level Agreement) tracking
 - Third-party operational oversight is absent

These indicate reactive service management practices and underinvestment in design, governance, and foresight.

6.4.6 Recommendations

The following recommendations are made on the assumption ISC remain aligned to the ITIL3 framework.

6.4.6.1 Elevate Strategy & Improvement

- Create an ITSM strategic roadmap, updated annually
- Establish a CSI register, with lessons learned, KPIs, and improvement actions
- Perform annual ITSM maturity reviews aligned to ITIL

6.4.6.2 Strengthen Design & Planning

- Enhance the Service Catalogue to ensure all services are consistently defined, tiered, and accessible across ISC and MLA. This supports better communication with stakeholders and clearer service accountability.
- Integrate the Service Catalogue into service design and transition processes to streamline onboarding, SLAs, and service-level reporting.
- Introduce capacity planning dashboards and design templates (Catalogue and CMDB both benefit from capacity visibility)
- Incorporate UX feedback, risk assessments, and architecture reviews in service development
- Build awareness of IT services among users via a communication plan

6.4.6.3 Close Operational Control Gaps

- Implement a centralised CMDB to support change impact analysis, incident correlation, configuration accuracy, and compliance. Start by prioritizing critical services and automating discovery where possible.
- Link CMDB records with the Service Catalogue to maintain alignment between what is offered and what is technically supported.
- Implement event management (e.g., predictive monitoring, AIOps)
- Enforce access policies and track OLA compliance
- Develop a formal approach for managing third-party services

6.4.7 Final Note

ISC have a strong base of operational practices, but improvements in strategic planning, service design, and CSI discipline are essential to scale and modernise ITSM capability. The improved Service Catalogue can be positioned as a near-term (quick win) and the CMDB as a mid-term initiative, especially if automation and integration are planned.

Given ISC's focus on Agile and DevOps, adopting ITIL 4 would better align ITSM with modern delivery practices. ITIL 4 supports fast-paced, collaborative environments by integrating Agile, Lean, and DevOps principles-making it a strong fit for continuous improvement and value-driven service delivery.

7 Assessment Summary and Recommendations

7.1 Overview Summary

ISC and MLA currently operate a siloed, fragmented and manually intensive IT, and Enterprise/Corporate, service management (i.e. ITSM & ESM) landscape across multiple platforms including JIRA, Freshdesk, HelpMaster Pro, Legal Muster and various email and Excel-based workflows. This type of environment leads to poor service visibility, inefficiencies, limited scalability, and inconsistent stakeholder experiences.

As MLA is funded through government levies and serving critical national industries, both ISC and MLA must present a professional, modern, and auditable IT service capability, not just internally, but also to government funders, auditors, and the broader red meat producer community.

Transitioning to a unified, enterprise-grade ITSM platform with enterprise/corporate capabilities should lead to benefits including:

- Enable seamless collaboration between business units, producers, and partners
- Replace technical debt and manual effort with smart workflows and automation
- Support formal ITIL4 alignment (better suited to DevOps and Agile delivery)
- Position MLA/ISC as mature, efficient and credible government-facing entities

7.2 Current State Challenges

As part of the discovery phase, a comprehensive register of over 300 individual pain points, requirements, and improvement opportunities was compiled*.

These were mapped to the following key themes:

- Siloed BUs & Teams (ISC SysOps, ISC Customer Service and various MLA)
- Fragmented Processes, Systems & Tools (Jira, Freshdesk, HelpMaster Pro, Legal Muster)
- Manual/Bottlenecked Workflows
- Lack of Automation & AI
- ITIL Compliance, including
 - Service Catalogue
 - CMDB
- Reporting & Metrics Deficiency
- Stakeholder Experience Challenges
- Reputational Exposure (Risk, Compliance, Audit Failures)
- Role Dependency & Access Control

*Refer to Appendix A regarding access to the raw data.

7.2.1 Siloed BUs & Teams (SysOps, Customer Service, MLA)

- ISC SysOps uses JIRA, with no integration to ISC Customer Services' Freshdesk or MLA's multiple instances of HelpMaster Pro systems.
- MLA teams operate 5 separate instances of HelpMaster Pro (with the requirement to add a 6th for the Global team).
- Legal relies on a bespoke "Legal Muster" tool, incompatible with enterprise workflows.

This results in 'invisible' tickets, poor traceability, and duplicated effort and not closing customer feedback loops.

7.2.2 Fragmented Processes, Systems & Tools

- Disconnected systems and workflows across Jira, HelpMaster Pro, Freshdesk, Project Hub, Outlook, SharePoint, and CRM tools are causing duplication, manual effort, and inconsistent visibility across BAU and project workstreams. Staff often need to re-enter data or update multiple systems manually, reducing efficiency and increasing the risk of errors.
- Informal and inconsistent intake channels such as email, spreadsheets, phone calls, and ad hoc requests lead to unstructured workflows, lack of traceability, and difficulty in tracking progress or assigning accountability. Many tasks are not logged or prioritised effectively, delaying resolution and limiting transparency.
- Fragmented communication and handover processes impact escalations, approvals, and onboarding. Without integrated workflows between teams (e.g. IT and HR) or shared dashboards, critical updates are missed, contractor onboarding is delayed, and service consistency suffers.

These issues highlight the need for a unified platform and consistent processes to streamline operations, reduce inefficiencies, and enable a holistic view of service performance.

7.2.3 Manual, Bottlenecked Workflows

- Key triage roles (e.g., Marcelo Sanchez/SysOps, Chrissy Modrouvanos/MLA IT) manually review and route almost every ticket.
- Ticket prioritisation is inconsistent, based on priority, not severity thus limiting SLA alignment.
- Tasks like IT contractor onboarding, procurement, and audit scheduling lack system support.

Knowledge is siloed and success depends on a few individuals (including George Basha and Peter Quigley), creating operational risk.

7.2.4 Lack of Automation and AI Support

- Manual Triage & Routing: Tickets are classified and assigned manually by senior staff, creating bottlenecks and delays, especially during peak periods or staff absence.
- No Chatbot or Self-Service AI (for ISC SysOps and MLA): Basic and repetitive requests (e.g. password resets, access requests) require human handling, increasing workload and slowing down response times instead of being resolved via chatbot or AI-guided portal flows.

- No Intelligent Alert Filtering or Correlation: High volumes of system alerts (~200+ per week) are not filtered or grouped by AI tools, making it hard to detect priority incidents or identify root causes quickly.

These gaps highlight an opportunity to reduce manual workload, improve response times, and proactively manage service disruptions through intelligent automation.

7.2.5 Reporting & Metrics Deficiency

- Lack of Real-Time Dashboards: Teams rely on manual data extraction and spreadsheets, limiting visibility into current SLA performance or backlog trends.
- Inconsistent KPI Definitions: SLAs, MTTR, and other key metrics are either undefined or not standardised across teams, making performance benchmarking unreliable.
- Limited Stakeholder Reporting: Executives and service owners lack timely, consolidated reports to support decision-making or demonstrate service improvements.

These deficiencies reduce transparency, hinder accountability, and limit the organisation's ability to drive continuous improvement.

7.2.6 Stakeholder Experience

- Producers, abattoirs, and state agencies experience inconsistent support across NLIS, LPA, eNVD, myMLA systems.
- Service requests often fall through the cracks due to untracked handoffs between teams and systems.
- Customer feedback loops are mostly missing or manual.

MLA and ISC appear disjointed and often reactive - undermining trust internal customers and in the case of ISC with farmers and government.

7.2.7 Reputational Exposure Due to Outdated or Fragmented ITSM Practices

As a high-profile government-funded organisation, MLA is expected to demonstrate world-class digital maturity and governance. However, the current use of fragmented tools and inconsistent service practices may:

- Undermine stakeholder trust
- Limit visibility and accountability at the executive level
- Diminish the perception of professionalism through unbranded or inconsistent service portals

Failure to address these issues could expose MLA to reputational risk, reduce confidence from levy payers and government partners, and impact its ability to attract and retain stakeholders.

7.2.8 Role Dependency & Access Control Issues

- Ticket management and portal access are restricted to a handful of individuals, creating bottlenecks, especially during absences or urgent escalations. This includes limitations in permissions to close or assign tickets and constrained access to platforms like NLIS/LPA.

- Key-person risk is high in several areas due to reliance on individuals with deep domain knowledge or unique client relationships (e.g. George, Peter, Kayla), without structured backups, documented runbooks, or formal delegation paths.
- There is limited cross-training, succession planning, and access role flexibility across both IT and business functions, impacting continuity, service resilience, and response times during leave or turnover events.

Current support operations are overly reliant on a few critical individuals. Addressing this through expanded access controls, structured cross-training, and formalised delegation will reduce service risk and improve operational resilience.

7.2.9 Low ITIL Adoption & Maturity

- ITIL3 alignment is informal; ITIL4 is not in use despite its Agile/DevOps relevance.
- Problem management, root cause analysis, and CAB/change management processes exist however require further improvement, structure and formalisation
- There is no unified official service catalogue or CMDB.

Limited standardisation leads to weakened compliance, scalability, and service transparency.

7.3 MoSCoW Prioritisation of Themes

Furthermore the 300+ pain points, requirements and opportunities were evaluated and prioritised by Service Owners using the MoSCoW method, which classifies needs into the following categories:

- Must Have - Critical for success and non-negotiable
- Should Have - Important but not vital for immediate implementation
- Could Have - Desirable enhancements that may be considered if time and resources permit
- Won't Have (this time) - Deemed out of scope for the current initiative

This prioritisation helped to distinguish between core/mandatory requirements and supplementary or lower-impact improvements. The register presented the relative priority of each thematic area, determined by the number of associated entries recorded during the assessment. This thematic prioritisation supports informed decision-making around solution design, vendor evaluation, and phased implementation planning.

Please note: This register provides a directional and indicative view based on preliminary interpretation. The mapping is not an exact science, and multiple valid interpretations of the underlying data are possible.

Following this initial exercise, the prioritised register was further reviewed by the Executive Team/Steering Committee to ensure alignment with strategic objectives and to apply a broader business lens to the operational input. The resulting register may be found here: [Process Priority Register](#).

7.4 Solution Pathway Options

Based on the findings of the ITSM platform assessment, a number of solution pathways have been identified to improve service management maturity at ISC and MLA. The following table outlines a tiered set of options, from minimal change to full enterprise transformation, along with associated benefits, risks, and strategic considerations. Each option is aligned to the organisation's future direction, including a gradual or full adoption of the ITIL 4 framework to better support Agile and DevOps practices.

Level	Solution	Features/Comments
Paper	- Do nothing - Defer changes to a later time	✓ No immediate investment ● Risk of continued inefficiencies and missed opportunities
Bronze	- Improve current ITSM landscape as is, addressing low hanging fruit - Migrate towards ITIL4 framework (suits DevOps/Agile)	✓ Quick wins ✓ Low cost, but also ● Low benefit ● Does not address deeper structural issues
Silver	- Build enterprise-wide front end (portal) with service catalogue that you step through and leads you to the correct team/tool e.g. ISC requests routed to Sysops (JIRA), MLA to MLA IT (HelpMaster Pro) - Adopt ITIL4 framework (suits DevOps/Agile)	✓ Centralised "one-stop shop" for service requests ✓ Improves user experience and service routing ● Development and maintenance costs for bespoke solution, increase in technical debt ● Underlying disparate systems and fragmented processes mostly remain unchanged

Level	Solution	Features/Comments
Gold	- Implement a modern, enterprise-wide ITSM platform to replace JIRA (ISC), HelpMaster Pro (MLA), and Freshdesk (Customer Service) & potentially Legal Muster. - Leverage the platform's delivered workflows to automate non-ITSM processes (e.g., internal ISC and MLA corporate processes). - Adopt the ITIL 4 framework to better align with Agile and DevOps operating models.	✓ Organisation-Wide Standardisation Unifies disparate platforms (Jira, HelpMaster Pro, Freshdesk, Legal Muster) into a single system, improving visibility, reducing duplicated effort, and enabling consistent processes across all business units. ✓ Scalable Workflow Automation Delivered workflows can be extended beyond IT (e.g. onboarding, procurement, audit scheduling), reducing manual handoffs and improving efficiency across HR, Legal, and Operations. ✓ Modern, ITIL4-Aligned Operations Adopting ITIL4 brings formal structure to incident, change, and problem management - better aligning with Agile and DevOps practices while increasing audit-readiness and compliance. ● High Implementation Cost and Complexity Enterprise-grade platforms typically require significant investment in licensing, configuration, integration, training & ongoing support. ● Change Management Overhead Teams across MLA and ISC will need to transition from familiar legacy tools and adopt new processes - requiring dedicated change support and training. ● Extended Time to Realise Full Benefits The breadth of this transformation means benefits may not be immediate. Full rollout across teams, data migration, and process redesign could span several months.

7.5 Recommended Option

To achieve meaningful and lasting improvement, the following course of action is recommended:

- Pursue a Gold-level transformation: Replace the current fragmented toolsets and manual workflows across ISC and MLA with a unified, enterprise-grade IT Service Management (ITSM) platform with Enterprise Service management (ESM) capabilities.

This will support greater consistency, automation, visibility, and scalability across the organisation.

7.5.1 Recommended Path Forward

To ensure the selection of an ITSM platform that aligns with ISC and MLA's operational needs, strategic objectives, compliance obligations, and budget constraints, a structured, evidence-based procurement approach is recommended. This approach is designed to minimise risk, ensure vendor alignment, and maximise long-term value from the chosen solution.

The proposed process involves two key phases:

- Phase 1 - Vendor Capability Assessment**

Engage a carefully selected shortlist of ITSM vendors to complete a **Vendor Capability Matrix**. This matrix should be built around the prioritised pain points, requirements, and opportunities identified during the assessment, using the

MoSCoW prioritisation method. This step will provide an initial, structured comparison of vendor capabilities across critical domains. This preliminary step is intended to streamline the downstream RFP process by:

- Enabling early identification of vendors with the strongest alignment to our requirements
- Reducing the number of vendors progressing to full RFP, saving time and effort for all stakeholders
- Ensuring the formal RFP phase is more targeted, efficient, and informed

• Phase 2 - Formal RFP Process

Use the outcomes of the Vendor Capability Matrix to refine the initial vendor list. Proceed to issue a formal **Request for Proposal (RFP)** to the most suitable candidates. This stage will involve a deeper dive into technical, functional, commercial, and service delivery aspects of each vendor's offering.

This two-step approach ensures a transparent, rigorous, and fit-for-purpose vendor selection process. It enables ISC/MLA to confidently move toward implementing an ITSM platform that enhances service delivery, supports automation, improves reporting and visibility, and lays a strong foundation for future scalability and maturity.

7.6 Vendor Shortlisting Process

7.6.1 Phase 1 - Vendor Capability Assessment

The following vendors have been shortlisted for initial evaluation based on their relevance and ratings in the *Gartner Peer Insights* for IT Service Management (ITSM) platforms ([source](#)). This list represents a mix of tools and platforms that span a range of capabilities, market positions, and maturity levels:

Application	Tool vs Platform	Gartner Ranking
ServiceNow	Platform	1
TOPdesk	Tool	2
Solarwinds	Tool	3
Servicedesk plus	Tool/Platform	4
SymphonyAI	Platform	5
Jira	Tool	6
Freshservice	Tool	7
SysAid	Tool	8
EasyVista Service Manager	Platform	9
Ivanti Neurons for ITSM	Platform	10
HelpMaster Pro	Tool	> 67 (incumbent)
Zendesk	Tool/Platform	> 67 (internal recommendation)

Each vendor will be invited to complete a **Vendor Capability Matrix**, a structured questionnaire designed to assess functional and strategic capabilities across priority areas such as automation, service catalogue maturity, integration, and alignment with ITIL practices. This assessment will help inform which vendors are most aligned to ISC/MLA's needs and should proceed to the formal RFP stage.

7.6.2 Phase 2 - Formal RFP Process

Following the Vendor Capability Assessment, a refined shortlist of vendors will be invited to participate in the formal Request for Proposal (RFP) process. This structured approach is designed to evaluate and compare potential ITSM solutions against ISC/MLA's operational, strategic, technical and budgetary requirements.

The RFP document will outline key objectives, functional and integration requirements, service expectations, and evaluation criteria. Vendors will be asked to submit detailed proposals covering capabilities, implementation plans, pricing, and relevant experience.

Responses will be assessed against clear criteria, with the process potentially including product demonstrations, clarifications, and stakeholder Q&A. This ensures an objective, transparent comparison of solutions, not just on features, but also on vendor capability, scalability, and long-term fit. The process will ideally conclude with the selection of a preferred vendor and the commencement of contract negotiations. During this time MLA will work with the select vendor to plan and prepare for any pre-implementation activities e.g. data migration planning, integration scoping, resource allocation, and change management initiatives. This phase will also involve refining timelines, identifying key milestones, and confirming governance structures to ensure a smooth transition into the implementation stage.

8 APPENDIX A - Pain Points, Requirements and Opportunities Master Register

The master register of all above-mentioned Pain Points, Requirements and Opportunities may be found in the separate Excel file:

- ITSM Platform Assessment - PPRO Register (2025.mm.dd).xlsx

9 APPENDIX B - Interview Register

The below is a register of the discovery workshops/meetings and follow up key calls/meetings.

#	Date	Stakeholder	Entity	Area	Summary
1.	27 March 25	Marcelo Sanchez	ISC	IT -Systems Support	First Interview
2.	31 March 25	Peter Quigley	ISC	Strategy Planning & Adoption team	First Interview
3.	1 April 25	Richard Jones	MLA	IT - Business Solutions	First Interview
4.	1 April 25	George Basha	ISC	Operations Analyst	First Interview
5.	1 April 25	Inn Inn Er	ISC	IT - Data Digital	First Interview
6.	1 April 25	Rachel O'Keefe & Ella Brichta	MLA	HR	First Interview
7.	3 April 25	Kevin Keys & Callum Tkachenko & John Lumaban	ISC	Customer Experience/Service	First introduction meeting (cut short due to IT issues)
8.	3 April 25	Joel Wilson	ISC	Project Management	Overview presentation
9.	8 April 25	Charlie Christodoulou	ISC	Database Administrator	First Interview
10.	8 April 25	Kevin Keys & Callum Tkachenko & John Lumaban	ISC	Customer Experience/Service	First Interview
11.	8 April 25	Joe Sulaiman	ISC	Solution Delivery	First Interview
12.	8 April 25	Chris Fox	MLA	IT - Infrastructure	First Interview
13.	9 April 25	Eric Chen	ISC	Product Strategy	First Interview
14.	9 April 25	Irene Sobotta	ISC	Product Strategy	First Interview
15.	9 April 25	Marguerite Cuddihy	MLA	Strategic Communications	First Interview
16.	9 April 25	Atry Andersen & Stephanie Miller	MLA	Finance & Contracts	First Interview
17.	10 April 25	Sheree Young	MLA	Communications	First Interview
18.	10 April 25	Natasha Tere	ISC	Operations ISC	First Interview
19.	11 April 25	Sean Yeo	MLA	Risk & Compliance	First Interview
20.	11 April 25	Elizabeth Bradley	ISC	Quality Compliance	First Interview
21.	14 April 25	Marcelo Sanchez	ISC	ISC - SysOps	Deeper Dive

#	Date	Stakeholder	Entity	Area	Summary
22.	14 April 25	Callum Tkachenko	ISC	Customer Experience/Service	Deeper Dive
23.	14 April 25	Richard Jones	MLA	IT - Business Solutions	Deeper Dive
24.	15 April 25	Chris Fox	MLA	IT - Infrastructure	Deeper Dive
25.	15 April 25	Kayla Ludman	MLA	Member Services	First Interview
26.	15 April 25	Peter Quigley	ISC	Integration Analyst	Deeper Dive
27.	16 April 25	George Basha	ISC	Operations Analyst	Deeper Dive
28.	16 April 25	Inn Inn Er	ISC	Data Digital	Deeper Dive
29.	16 April 25	Rachel O'Keefe & Ella Brichta	MLA	HR	Deeper Dive
30.	16 April 25	James Prior	MLA	IT - Development	First Interview
31.	17 April 25	Mariam Hussein & A Scardilli	MLA	Legal	First Interview
32.	17 April 25	Catherine Stokes	MLA	International Markets	First Interview
33.	23 April 25	Martin Lonergan	ISC	Product Strategy	First Interview
34.	23 April	Bart Woolley	MLA	IT - Project Hub	First Interview
35.	28 April	Joe Sulaiman	ISC	Solution Delivery	Deeper Dive
36.	29 April	Kevin Keys	ISC	Customer Experience/Service	Deeper Dive
37.	29 April	Paul da Silva	MLA	International Markets	First Interview
38.	8 May	Deena Selvaboopathy	ISC	IT - Nintex forms	First Interview
39.	15 May	Renelle Jeffrey	ISC	Program Manager - Digital Adoption	First Interview

10 APPENDIX C - System Inventory

This section lists systems that were encountered during the discovery journey (which may serve as an input to later phases).

#	System/Tool	Purpose	Owner or Key Contact
1.	Adobe Sign	Cloud-based e-signature solution that allows users to securely send, sign, track, and manage documents electronically.	MLA
2.	Amazon Managed Services	ISC Monitoring tool	ISC
3.	Atlassian Confluence	ISC Document collaboration and knowledge management	Marcelo Sanchez (ISC)
4.	Atlassian Jira	ISC ITSM platform	Marcelo Sanchez (ISC)
5.	Atlassian Jira Product Discovery	A specialized tool designed to assist product teams in capturing, organizing, and prioritizing ideas, ultimately facilitating the development of impactful products	Marcelo Sanchez (ISC)
6.	Dayforce HR/Payroll	HR & Payroll system replacing ELMP HR & Preceda Payroll	MLA
7.	ELMO HR	HR	MLA
8.	eNVD	National Vendor Declaration system for Livestock Consignments	George Basha (ISC)
9.	Freshdesk	Customer Service email inbox/ticketing system	Kevin Keys (ISC)
10.	HelpMaster Pro	MLA ITSM platform	Richard Jones (MLA)
11.	Ingenious Chatbot	Chatbot used by OCMS/Customer Service Management	ISC/Kevin Keys
12.	ISC 3 rd Party Integrator APIs	3 rd Party Integrator APIs into ISC key systems	Peter Quigley (ISC)
13.	Legal Muster	Bespoke application acting as a portal to Legal Services	MLA Legal/ Mariam Hussein
14.	LPA	Livestock Production Assurance system	George Basha (ISC)
15.	Microsoft Dynamics CRM	CRM	MLA
16.	Microsoft Forms	Forms	MLA
17.	Microsoft Teams	Collaboration	MLA
18.	Monday.com	Marketing project management tool	MLA/Paul da Silva
19.	myMLA	myMLA Membership System	MLA/Member Services
20.	New Relic	ISC Monitoring tool	ISC
21.	Nintex Forms	Forms	MLA

#	System/Tool	Purpose	Owner or Key Contact
22.	NLIS	National Livestock Identification System for the identification and traceability of cattle, sheep and goats	George Basha (ISC)
23.	OCMS Bespoke CRM	Bespoke CRM used by OCMS/Customer Service Management	ISC/Kevin Keys
24.	Outlook	Email	MLA
25.	Preceda Payroll	Payroll	MLA
26.	Project Hub	Project Management	Richard Jones (MLA)
27.	Project Picasso	-	Project Picasso (MLA)
28.	SAP Financials	Financials	MLA
29.	SharePoint	Document collaboration and knowledge management	MLA

11 APPENDIX D - User/Licence Details

Platform	# Users	Comments	# of Agents
Jira	192	Access for users is granted directly from the Jira instance. There isn't any integration for user management.	4 admin 50 Service Desk team members - From the 50 above, 2 are members of the SysOps team (support engineers)
HelpMaster Pro	37	There are 37 Concurrent User Licences, which sync with Active Directory. The Users are assigned to the separate instances - so a user with access to one instance won't have access to a different instance	37
Freshdesk	Managed by OCMS	Freshdesk is managed entirely by OCMS - it is on the ISC/MLA active directory. OCMS hold the licenses for the product for ISC (which ISC pay the ongoing charges for). Kevin Keys assumes OCMS would not have a problem with ISC taking control of those licenses in the future.	- Customer Service: ~ 5 - Ops Team: ~ 2

12 APPENDIX E - Current Service Catalogue

Current Service Catalogue fyi only.

CONFLUENCE LINK

<https://integritysystems.atlassian.net/wiki/spaces/SRC/pages/2572321331/Service+Catalogue>

This document provides an overview of the service catalogue, designed to guide you in interacting with the ISC Jira Service Desk for IT service and support. By following the outlined steps, you can ensure a seamless and efficient experience.

ISC Support provides the following services:

1. Service Requests
2. Incidents
3. Problems
4. Changes with Approval
5. Changes via CAB with Approval
6. Report a Product API Issue
7. eNVD Digital Consignment Incident
8. AWS Help
9. Access Request with Approval
10. AWS Console Access with Approval

1. Service Requests

What You Can Request: Request for information or advise. For access to an ISC service please use the "Access Request" option under "Need Approval"

Your Journey:

1. Submit a request via the Jira Service Desk portal.
2. Provide any required details (e.g., request type, specific needs).
3. If approval is needed, the system routes the request for manager approval.
4. The service desk team fulfills your request or assigns it to the appropriate team for execution.
5. Verify the resolution provided.
6. Receive a notification once the request is resolved.

2. Incidents

What You Can Report: Any unplanned interruptions or degradation of IT services.

Your Journey:

1. Report an incident via the portal or email with details of the issue.
 2. Receive updates as the service desk investigates and categorizes the incident.
 3. If needed, the ticket is escalated to specialists for resolution.
 4. Temporary fixes or workarounds are shared while the issue is resolved.
 5. You'll be notified of the resolution and may be asked to confirm the issue is fixed.
 6. The incident ticket is closed once resolved.
-

3. Problems

What You Can Expect: Root cause investigations for recurring issues.

Your Journey:

1. If related to a known issue, submit details when prompted by the service desk.
 2. Updates are shared on the investigation's progress.
 3. The root cause is identified, and a permanent solution is implemented.
 4. Receive a notification once the problem is resolved and verified.
-

4. Changes with Approval

What You Can Request: Changes to IT systems requiring approval (e.g., configuration updates).

Your Journey:

1. Submit a change request via the portal with necessary details.
 2. The request is reviewed and routed to approvers for validation.
 3. Receive updates on the approval process and scheduled implementation.
 4. The service desk team implements the change and verifies success.
 5. You'll be notified when the change is complete.
-

5. Changes via CAB with Approval

What You Can Expect: High-impact or critical IT changes requiring CAB review and approval.

Your Journey:

1. Relevant change requests are submitted and prepared for CAB review.
 2. Approval decisions are communicated, and successful requests are scheduled.
 3. Receive updates on the implementation progress.
 4. Once complete, you'll be notified of the change's success.
-

6. Report a Product API Issue

What You Can Report: Problems or errors encountered with a product API.

Your Journey:

1. Log the issue via the service desk portal, including error messages or logs.
 2. The service desk investigates and updates you on progress.
 3. If needed, the issue is escalated to the API team for resolution.
 4. Receive updates on workarounds or final resolutions.
 5. Confirm resolution before the ticket is closed.
-

7. eNVD Digital Consignment Incident

What You Can Report: Issues with the eNVD digital consignment system.

Your Journey:

1. Report the issue with details of the consignment problem.
 2. Receive updates on triage and escalation to the support team if needed.
 3. The issue is resolved, and guidance is provided to prevent recurrence.
 4. Confirm the issue is resolved before closure.
-

8. AWS Help

What You Can Request: Assistance with AWS services and resources.

Your Journey:

1. Submit your request specifying the AWS service or issue.
2. The service desk provides updates as they investigate or escalate the issue.
3. Receive resolutions or guidance from the AWS support team.
4. Confirm the resolution and provide feedback if needed.

9. Access Request with Approval

What You Can Request: Access to specific systems or applications requiring approval.

Your Journey:

1. Log the request, specifying the system or application and justification for access.
 2. Approval is sought from the relevant approver.
 3. Once approved, access is provisioned.
 4. Verify access functionality and confirm resolution.
-

10. AWS Console Access with Approval

What You Can Request: Access to the AWS Management Console requiring approval.

Your Journey:

1. Submit the request with details of the AWS account and required permissions.
 2. Approval is obtained from the relevant manager or account owner.
 3. Access is granted, and permissions are validated.
 4. Confirm access functionality before the ticket is closed.
-

General Guidelines for Customers

1. **Clarity:** Provide detailed information when submitting requests or issues.
2. **Communication:** Check the portal for updates on your tickets.
3. **Feedback:** Share feedback to help improve service quality.

13 APPENDIX F – Additional Meetings

13.1 MLA Communications – Monday.com

Contributors: Paul Hutton (MLA Group Manager for Digital), Marquerite Cuddihy (MLA Group Manager, Communications), Carly Mortimer (MLA Communications Manager) – Reports to Marquerite

13.1.1 Overview

- MLA Comms requires a solution to manage comms team workflow effectively. The team is currently evaluating Monday.com as a potential option.
- There is an opportunity to incorporate this capability within the broader ITSM platform solution.
- A meeting was held to gather and understand the specific requirements.
- The needs of the MLA Comms team will be considered during the evaluation and selection of the ITSM platform to ensure it supports their comms workflow requirements.

The Communications team is actively seeking a solution to streamline and automate their briefing and workflow processes. They have identified Monday.com as a potential platform to address key challenges, including:

- Inefficient manual processes
- Lack of a centralised system for task intake and tracking
- Over-reliance on key individuals
- Limited visibility into task status and ownership
- Difficulty scaling and onboarding new teams

Monday.com has been highlighted for its capabilities such as centralised intake forms, automated task assignments, real-time dashboards, and AI-powered insights i.e. features that collectively aim to improve efficiency, enhance collaboration, reduce operational risk, and support future scalability.

The team has expressed interest in ensuring that the discovery and scoping work being conducted by the ITSM platform assessment project considers these requirements. Should the proposed ITSM solution address these pain points effectively, the Communications team is open to pausing discussions with Monday.com. Otherwise, they intend to continue exploring Monday.com as a standalone solution.

13.1.2 Working Relationship

Marguerites team (which includes Carly) creates content and Paul's team delivers it into the Digital world, whether it be social media, email or website. Both teams currently use HelpMasterPro to manage their teams workflow.

13.1.3 Current & Future State

- **Briefing Form** – Help Master Pro is quite clunky and it has quite a long form which needs to be completed. The team would like a streamlined briefing form and streamlined process so that in the quickest way possible, the team can be informed of the work required, so that they can commence working asap.
- **Intuitiveness of the System** – HelpMasterPro is difficult to use and as a result it is very difficult to train new users. Intuitiveness of the system is very important. Everyone should have the ability to use it intuitively without too much training. That is the new system needs to be simple and easy to use.
- **Visibility of Task Status** – Managers and staff do not have any visibility of task owners, task status and task deadlines. Managers cannot see what staff are working on, they cannot see what is delayed, cannot determine whether staff are at capacity or not and therefore cannot re assign tasks to different members of

the team. Tasks should be worked on consecutively, but in practice this does not take place. **Example:** Paul, Carly and I, who all have direct reports, should have an oversight of where tickets are sitting, who's at capacity if we need to rearrange it, knowing that tickets are coming as well. Now with Help Master, if Carly must write content for a social tile and then Trish, someone else in my team must design the tile, Trish doesn't know that that tile request is coming to her until it lands at her desk. And that we're seeing as a real bottleneck because Trish might not have capacity to do that for four days, but it needs to be posted by Paul's team in three days for the event next week. So people know work is coming further downstream. So it's that lack of visibility that makes us look bad. But also makes the stakeholders get frustrated.

- We would like visibility of task status, owners and deadlines to both for the people who are expecting the task, but also management.

13.1.4 Requirements

- Briefing Form - When you complete the form, the system needs to fire off multiple tickets. It must be a multi-threaded approach because we all need to be working on tasks in parallel with each other.
- Intuitiveness of the System – The new system needs to be simple and easy to use.
- The new system should allow visibility of task status, owners and deadlines to both for the people who are expecting the task, but also management
- Currently HelpMasterPro can only be used by MLA Staff. It would be good to have a system which can be used by externals (external people access to the forms so they can brief us as well)
- Enterprise Wide System

13.2 MLA International Markets - Monday.com

Contributor: Catherine Stokes (Senior Business Administrator – International Markets)

13.2.1 Overview

- MLA International Markets requires a solution to manage events effectively. The team is currently evaluating Monday.com as a potential option.
- There is an opportunity to incorporate this capability within the broader ITSM platform solution.
- A meeting was held to gather and understand the specific requirements.
- The needs of MLA International Markets will be considered during the evaluation and selection of the ITSM platform to ensure it supports their event management requirements.

13.2.2 Current State

- Project Hub is available, but it is not suitable for our needs. Project Hub is more of a governance and compliance system. It is not a project management system
- Events Hub is similar to project hub (built in Microsoft dynamics). It is an off the shelf Dynamics solution which is internally developed. The Events hub does not allow for events management. You can send invitations, receive rsvp's. There is a level of automation but you cannot manage the entire project. You cannot collaborate across geographical areas and with externals. We have 8 different regions and multiple different events (and the number is growing) and we need to be able to manage all of these events. We also use externals to assist with various events, which cannot be supported by Events Hub.
- Events hub is hard to follow and use, and there is no real support or training.
- All events and projects are currently being managed via emails. The process is manual and it is difficult to monitor
- Lack of visibility on staff workload, leading to inability to manage staff properly. Staff are spread out in different locations; some are at capacity / very busy with work and others are not so busy. There is no way of monitoring and therefore the workload cannot be redistributed at management level.
- HelpMaster Pro forms – Currently being used by Communications team are good, but you need to have the full form completed before you can raise a ticket, which is a timewaster. Some teams will lodge a form for one task only (instead of waiting for the whole form to be completed) -which will result in 10 separate tickets as opposed to 1 ticket.

13.2.3 Future State

- As a business unit we made a formal request to IT to roll out Monday.com across the whole business unit.
- Monday.com allows us to invite externals and bring them onboard and can be used across geographical areas.
- Monday.com is user friendly and intuitive to use.
- Monday.com allows visibility across the whole team and whole project. Workloads can be managed and reassigned, bottlenecks can be identified early on etc.
- Event numbers are increasing and the budgets remain tight, so the Middle Eastern team are no longer using external agencies, they are completing tasks internally (as it is cheaper) and they are using project hub. But this system is not a project management system, and they are finding it very difficult – Monday.com will allow teams like the Middle East to do things inhouse instead of external and ultimately save money
- We receive grants from the government – Investment NSW funding in Australia. We also receive grants in South East Asia, Korea and Japan. Monday.com will allow us to manage the whole project with them and have the ease of oversight.

13.2.4 Types of Events

Domestic

Easter Show. We bring international chefs to Australia to cook and learn about Australian Red Meat

International

Aussie Red Meat Academy - training innovation and ambassador program, which involves in person, butchery training sessions, food innovation sessions and show cases Australian Red Meat. In person activity, media are invited to them, they are at conference spaces and external events and multiple locations. We showcase in restaurants, or Hotels (such as Hilton Hotel). The chefs cook Australian Red Meat. We also engage with the larger Supermarkets and large food services like McDonalds. E.g. internal meat tasting in Costco (Taiwan. We have pop up grill activities in spring fair in Japan where we give consumers a sample of the product and we draw people in

13.2.5 Additional information/contacts

- Bart Woolley – he is trying to tailor Events Hub to make it more user friendly for Comms & IM
- Kelly Hawley - Easter Show - event management component – manages mostly domestic events

13.2.6 Likely scenario in the coming months

We will probably go with the cheaper option which is to continue using Monday.com in the 2 regions which are USA and China. We will also commence using it in Australia until a lasting solution is found.

13.3 MLA International Markets (USA) - Monday.com

Contributor: Paul da Silva - International Markets - Regional Manager USA

13.3.1 Overview

- The MLA International Markets team require a solution across all regions to manage events effectively.
- MLA International Markets USA region is currently using Monday.com.
- A meeting was held to gather and understand the specific requirements of the USA team, as there is an opportunity to incorporate this capability within the broader ITSM Platform solution.

13.3.2 Current State

- The MLA International Markets USA team are currently using Monday.com.
- Another option which has recently become available is Microsoft Planner Premium.
- The initial feedback for Microsoft Planner Premium, is favourable as it is more capable than initially expected and it is deeply integrated with Microsoft tools like Outlook and Teams, which is a key advantage.
- However, Microsoft Planner Premium may lack additional service modules and strategic level views offered by Monday.com.
- The team are currently considering whether to use Microsoft Planner Premium across all international regions until a broader ITSM Platform Solution is found.
- It was noted that a crucial point to consider is the difficulty of transitioning the International Markets team members from the current system (Monday.com) to Microsoft Planner Premium and then to a new company wide platform. There would be a need to train people on multiple systems over time, which is unsettling and then transferring of information between systems will be very time consuming and difficult.

13.3.3 Future State

- **Robust templating capabilities** - Ability to easily refine existing templates and reuse successful past projects as new templates. It's also important to be able to share these templates with both internal team members and external partners in a controlled manner, allowing for specific visibility restrictions.
- **Visualisation is key for our workflow** - The team are particularly interested in timeline views and Gantt chart views that clearly display dependencies, tasks, and dates. The ability to see these visual representations is crucial for project management.
- **Dependency Management** – This is a significant factor. Ideally, when a date for a task with dependencies is adjusted, the system should automatically update the subsequent dependent tasks. This functionality would greatly reduce administrative overhead, allowing the team to focus more on project execution rather than system updates.
- **Ability to define and assign tasks** within generic templates is also important. The team would like to be able to create roles, such as print partners or design partners, within these templates.
- Finally, when a template is deployed to create a new project, the team are looking for a feature that allows them to quickly assign the same individuals to their respective roles in the new project, particularly in scenarios where the same advertising campaign is being used.

13.3.4 Types of Events

- The team typically handle a wide range of initiatives, including various events and campaigns, as well as social media management. These are generally outbound efforts or PR activities aimed at generating interest and responses. Once the contact information is available, this can lead to targeted email marketing, telemarketing campaigns, or invitations to events.
- The team also manage a significant number of these activities simultaneously across different locations. While some activities might be similar and recurring, the sheer volume can be challenging. Each initiative can involve around 40 tasks, and with up to 30 of these happening concurrently over various timelines, the workload can become overwhelming.

13.4 ISC IT Landscape & Considerations Overview - ISC Enterprise Architect (Leo Munz)

13.4.1 Overview

Leo is a Solutions Architect and advisor, with a particular focus on disaster resilience and recovery. While this has been his main area of focus, he has a wealth of experience in the typical key domains:

- Architecture Strategy – Define technology direction and standards.
- Solution Design – Design scalable, business-aligned systems.
- Resilience Planning – Architect for disaster recovery and business continuity.
- Cyber Security – Embed security in system and infrastructure design.
- Technology Evaluation – Assess and recommend tools and platforms.
- System Integration – Ensure effective data and platform interoperability.
- Documentation & Oversight – Maintain architecture artefacts and guide major initiatives.

13.4.2 Future State

- He believes the best approach to implementing a new system is a staged approach. Start by identifying and addressing the most pressing or painful issues surfaced during discovery. Then select a tool or platform that offers long-term value and can carry business operations forward. He notes that ISC is a service provider to MLA, and because this is a function MLA cannot outsource, the two organisations are fundamentally different - with different requirements.
- In his view, business-driven needs come first, followed by systems, people, and processes. From there, an architectural path can be formed and executed.
- Ultimately, there will be one system or platform chosen. It will be important to determine which systems stay and which go. Once the new system is selected, the most critical consideration is how well it integrates with the remaining systems. If integration is poor, then the right outcome hasn't been achieved.
- Leo believes Jira will likely remain due to its linkage with code repositories and related security considerations, which must be considered.
- There are several tools in place - monitoring, visualisation, dashboards, and build tools - some more comprehensive than others. All of them must integrate well with the systems they report on. This becomes an integration challenge, and the tools must be capable of scaling up and delivering reporting that adds value to organisational leadership. While the systems themselves are polished and mature, their effectiveness depends on the quality and integration of the data that feeds into them.
- He emphasises the importance of having the right framework. He also notes that documentation at ISC is currently very limited, and that a large platform alone cannot solve this. There needs to be a way to categorise information efficiently across multiple teams.
- In summary, the platform alone is not the issue - a broader process review is also required.

13.4.3 Requirements

- A platform that integrates with ISC's architectural framework and enables effective information dissemination across the organisation.

- ISC currently uses three different monitoring platforms and dashboards, but there is no way to link them. Existing tools are not highly efficient. Greater clarity is needed around how dashboards are built and what data sources are feeding into them - particularly from a security audit perspective, where documentation is lacking.
- A proper Configuration Management Database (CMDB) is required.
- A proper Service Catalogue is required.
- There is a need for comprehensive systems, technology, and integration documentation.

13.5 Amazon Managed Services

Contributors: Michael Guidi (Account Manager), Saswa Mohapatra (AMS relationship manager), Seb Kasprzak (Solution Architect), Keyur Patel (AMS team member)

13.5.1 Summary

A meeting was held with the AWS Amazon Managed Services (AMS) team to understand current integrations with MLA's AWS-managed environments and to explore how AMS should inform the ITSM platform evaluation process.

- AMS currently manages MLA/ISC's AWS infrastructure, handling proactive security management, incident detection, patching, backups, scheduling, and general platform operations. Issues are often resolved autonomously within strict SLAs - critical incidents receive a response within 15 minutes.
- There is no direct integration between MLA's current ITSM platforms (e.g. Jira) and AMS. Requests must be logged manually via the AWS Console, creating disjointed workflows and limiting operational visibility.
- Common examples of manual requests raised through the AWS Console include:
 - **Tagging support** – required for backup, patching, and automation logic.
 - **Network troubleshooting** – e.g., resolving access issues with jump boxes.
 - **Enabling automated scheduling** for AWS resources.
 - **Webhook setup** for third-party tools like Kong to interact with AWS.
- To assist with integration planning, the AMS team provided examples of available out-of-the-box integrations that align with modern ITSM platforms:
 - **[AWS Health in ServiceNow – AWS Service Management Connector](#)**: Offers a real-time dashboard for monitoring AWS resource performance and service availability directly within the ITSM tool.
 - **[Align the ServiceNow Connector to Industry Best Practices](#)**: Demonstrates how the Service Management Connector supports ITIL-aligned processes by bridging people, platforms, and workflows.
- These bidirectional connectors are available for platforms like ServiceNow and Jira, enabling users to create and update AWS service requests directly within their ITSM system - reducing reliance on console access and improving traceability.
- AMS noted that integrating AWS services directly into the ITSM platform would also support MLA's ability to scale AWS adoption across non-technical teams by reducing the dependency on AWS Console access.
- Currently, AMS sends incident updates via email to a designated address, which MLA's Jira system ingests automatically. While this provides basic integration, it lacks structure, control, and end-to-end visibility.
- An internal "AMS Board" exists in ISC's Jira instance, created and maintained manually by the SysOps team. While used for reference and collaboration, it is not synced with AWS tools and reflects a broader lack of ITSM integration maturity.
- AMS also recommended exploring integration with:
 - **AWS Health Dashboard** – for proactive status communication

- **AWS Service Catalogue** – to streamline self-service provisioning
 - **AWS Config** – to enrich CMDB capabilities and governance
- The AMS team offered support in assessing implementation partners, particularly for vendors operating on the AWS Marketplace or with AWS Advanced Partner status.
- Given MLA's existing AWS Marketplace procurement framework, acquiring an ITSM platform through Marketplace may unlock financial incentives, simplified procurement processes, and alignment with MLA's private offer terms.
- The AMS team emphasised their desire to be actively involved in the vendor evaluation process to ensure that shortlisted ITSM platforms are technically compatible with AWS and capable of leveraging existing integration points and out-of-the box value add functionality