

**Leite, Mariana**

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**From:** Leite, Mariana  
**Sent:** Wednesday, 5 February 2014 3:54 PM  
**To:** 'Paul.HAYES@rms.nsw.gov.au'  
**Cc:** Alag, Vera  
**Subject:** Verbal Offer: Manager Heavy Vehicle Programs (50200380)

**Importance:** High

Hi Paul,

I hope you are well. Just tried to call.

I would like to notify you that the Manager Heavy Vehicle Programs (50200380) can be verbally offered. As per selection report the appointee is:

Samer Soliman

As requested, I would like to advise that you can notify the unsuccessful candidates as well. Formal notification (email) will be sent to unsuccessful candidates in the next few days.

Please do not hesitate to contact me for any further information.

Kind Regards,

Mariana Leite  
Recruitment Specialist  
Workforce Selection & Supply | Transport Shared Services  
**Transport for NSW**

T 02 8574 3790  
Level 4, 2-14 Elsie Street Burwood NSW 2134



## Re: PAT scales

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**From:** SOLIMAN Samer </o=rta/ou=exchange administrative group (fydibohf23spdl)/cn=recipients/cn=solimans">  
**To:** FENECH Ange A <ange.fenech@rms.nsw.gov.au>  
**Cc:** DUBOIS Alexandre <alexandre.dubois@rms.nsw.gov.au>  
**Date:** Thu, 30 Apr 2015 16:29:55 +1000

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Good info, thanks ange.

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**From:** FENECH Ange A  
**Sent:** Thursday, April 30, 2015 03:12 PM  
**To:** SOLIMAN Samer  
**Cc:** DUBOIS Alexandre  
**Subject:** PAT scales

Hi Samer/Alex,

With the deadline approaching for Glen Doherty to provide you with some cost estimations for the upcoming WIM and PAT scale maintenance contract please note the following:

The current total of PAT scales used by RMS IVR Inspectors is 518 units. This total is expected to increase by 6-12 units in the short term as some of our regional areas have asked Glen to source out refurbished scales to increase there numbers. Keep in mind the pricing that Glen is likely to provide you will be for annual servicing, certification, transport, packaging, courier costs and maintenance of the database as well as preparing and distributing monthly reports.

Other costs that need to be factored in after the above charges are considered are costs for repairs to scales ie major & minor as well as PAT charger related costs such as new units (\$900) versus service exchange units (\$450.00) and charging leads @ \$65.00 each.

RMS also has 14 HAENNI scales based at Botany HVIS which also require annual servicing every year.

Ange Fenech  
Contracts & Projects Officer  
Compliance Branch | Safety & Compliance Division  
M [REDACTED]  
[www.rms.nsw.gov.au](http://www.rms.nsw.gov.au)  
*Every journey matters*

**Roads and Maritime Services**  
Level 10, 27 Argyle Street Parramatta NSW 2150

## RE: Delegation level

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**From:** SOLIMAN Samer </o=rta/ou=exchange administrative group (fydibohf23spdl)/cn=recipients/cn=solimans">  
**To:** JABSON Theresa T <theresa.jabson@rms.nsw.gov.au>  
**Date:** Wed, 24 Jun 2015 15:02:19 +1000

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Yes its OK, you know alex and craig have PMS some days haha.  
all good now, i discussed with them and all PO approvals are to go through me unless im not around like yesterday, in which case theepan will sign.

**Samer Soliman**  
Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** JABSON Theresa T  
**Sent:** Wednesday, 24 June 2015 2:59 PM  
**To:** SOLIMAN Samer  
**Subject:** Re: Delegation level

Large latte 1 sugar  
Had a argument /discussion with Alex d today

Sent from my iPhone

On 24 Jun 2015, at 2:58 pm, "SOLIMAN Samer" <[Samer.SOLIMAN@rms.nsw.gov.au](mailto:Samer.SOLIMAN@rms.nsw.gov.au)> wrote:

haha ! im coming with coffee for you next time i see you :)

**Samer Soliman**  
Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** JABSON Theresa T  
**Sent:** Wednesday, 24 June 2015 2:52 PM  
**To:** SOLIMAN Samer  
**Subject:** Re: Delegation level

Samer Need more coffee  
Thanks

Sent from my iPhone

On 24 Jun 2015, at 11:41 am, "SOLIMAN Samer" <[Samer.SOLIMAN@rms.nsw.gov.au](mailto:Samer.SOLIMAN@rms.nsw.gov.au)> wrote:

Theresa,

Excuse my bluntness, but I have no idea what you meant from your last email. I think you've reached your caffeine quota for the day :)

Anyway, I am going to submit a delegation change(to level 4) form for myself.

**Samer Soliman**

Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** JABSON Theresa T  
**Sent:** Wednesday, 24 June 2015 10:46 AM  
**To:** SOLIMAN Samer; WILLOUGHBY John  
**Subject:** RE: Delegation level

Hi John / Samer to be consistent with the new roles from the restructure  
For an staff , I understand that a Unit Manager approval must be obtained first  
But it doesn't make sense to have a Manager and staff have the same del level  
I am not sure what happened to Lesa as she is 4 but this might be due to MSCP requirements  
Correct me if I'm wrong , staff seeking PO request this must be given to Unit Manager / PM / GM ? if higher delegation is required  
Not between staff Alex and Craig in this instance  
Then it was changed to Alex del 5 and Theepan del 4  
Please sort this out asap as we have been in this issue before and its not correct in terms of the procurement delegation requirement  
Thanks Theresa

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**From:** SOLIMAN Samer  
**Sent:** Wednesday, 24 June 2015 10:32 AM  
**To:** WILLOUGHBY John; JABSON Theresa T  
**Subject:** RE: Delegation level

Yes, I suggested to Paul Hayes that 1 form should be submitted to increase to level 4 for ALL unit managers in CS.

I'll remind him again when he's back, or would you like to sign off on this consolidated form?

**Samer Soliman**

Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** WILLOUGHBY John  
**Sent:** Wednesday, 24 June 2015 10:28 AM  
**To:** SOLIMAN Samer; JABSON Theresa T  
**Subject:** RE: Delegation level

Maybe you should request 4 as well?

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**From:** SOLIMAN Samer  
**Sent:** Wednesday, 24 June 2015 10:27 AM  
**To:** WILLOUGHBY John; JABSON Theresa T  
**Subject:** RE: Delegation level  
he inherited it from my old role(systems strategy manager)

**Samer Soliman**

Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** WILLOUGHBY John  
**Sent:** Wednesday, 24 June 2015 10:26 AM  
**To:** SOLIMAN Samer; JABSON Theresa T  
**Subject:** RE: Delegation level

Samer,

Why does Theepan have a higher delegation than you?

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**From:** SOLIMAN Samer

**Sent:** Wednesday, 24 June 2015 10:26 AM

**To:** JABSON Theresa T; WILLOUGHBY John

**Subject:** RE: Delegation level

I sign all PO's from my team as the manager, as long as I have delegation to do so under the delegation manual. When I do not have delegation high enough, I request Paul Hayes or above signs...

Just standard delegation manual practise...

**Samer Soliman**

Manager Heavy Vehicle Programs

Compliance Operations

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**From:** JABSON Theresa T

**Sent:** Tuesday, 23 June 2015 4:08 PM

**To:** SOLIMAN Samer; WILLOUGHBY John

**Subject:** Delegation level

Hi Samer

Just need to bring this to your attention which we did before

Delegation for each staff

Samer 5

Theepan 4

Alex 5

Craig 5

This means that any PO raised by Alex or Craig or anyone with del 5 in HV

Will not require your signature as you have the same delegation

Will this be acceptable by you?

Pls review asap and let us know

Happy to go forward with this as long as you are aware

thanks Theresa

RE: Delegations

From: HAYES Paul P <paul.hayes@rms.nsw.gov.au>  
To: SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>  
Date: Thu, 04 Feb 2016 13:25:57 +1100

Thanks Samer

From: SOLIMAN Samer  
Sent: Thursday, 4 February 2016 1:24 PM  
To: HAYES Paul P  
Subject: RE: Delegations

my approval for delegation 4 attached. This delegation meets my current operational needs.

Samer Soliman  
Manager Heavy Vehicle Programs  
Compliance Operations

From: HAYES Paul P  
Sent: Thursday, 4 February 2016 1:19 PM  
To: ~Compliance Operations Branch - Compliance Systems - Managers  
Subject: Delegations

Dear Managers,

In order to comply with the current delegation manual.

I would like to confirm the following.

- Each managers current delegation Level.
- Confirmation that that delegation level meets your operational needs based on the invoices you have to sign off.

The current delegations manual defines the delegation level as follows:

Legend- Delegation Level	Level
Chief Executive	0
Director Chief Operating Officer Chief Financial Officer General Counsel	1
Group General Manager <sup>1</sup>	2
Branch Manager/General Manager/Regional Manager <sup>2</sup> Deputy General Counsel	3
Section Manager <sup>3</sup>	4
Unit Manager <sup>4</sup>	5
Supervisor/Team Leader <sup>5</sup>	6
General Staff <sup>5</sup>	7

According the default delegation, all managers should be at a level 5.

My understanding is that all managers are currently Level 4 with the exception of Frank Chan and Hellen Hartley are on delegation level 5.

If each manager who is delegated at a level above 5 could advise in regard to how that was achieved, if they know?  
(John Willoughby has provided me with the request and approval.

If you have received no formal approval that you are aware of, please submit the form so we can comply correctly with the delegations manual.

The applicable form is a 692. Please nominate the delegation level which is applicable to the amounts you have to sign for in your day to day responsibilities.

Regards,

Paul Hayes  
Principal Manager  
Compliance Systems  
Compliance Operat & Compliance  
T 02 8848 8219 M [REDACTED]  
[www.rms.nsw.gov.au](http://www.rms.nsw.gov.au)  
Every journey matters

Roads and Maritime Services  
Pod 6G 110 George Street Parramatta NSW 2150



# Establishment Form

Roads and Maritime Services

## Information

For Senior Service, please use the [Establishment Form - Senior Service](#) (click to access form).

This form is used to request the creation of a position, to change a characteristic within an existing position or to have a position abolished. The manager must complete the form and have the form approved before submission. Forms can only be processed if complete. All fields are to be completed unless otherwise specified. Guidance on how to complete the form is located on Page 3 of this document.

## Section 1: Action required (please mark the required action)

☐

**Create a position**  
Complete Sections 2 and 5

☒

**Modify a position**  
Complete Sections 3 and 5

☐

**Abolish a position**  
Complete Sections 4 and 5

## Section 2: Create a position (refer to Delegation 4005)

POSITION GROUP

Select from drop-down list

POSITION SUBGROUP

Select from drop-down list

POSITION DETAILS (complete relevant fields only)

Position title:		Location:	
Division / Business unit:		Effective from date:    day    /    month    /    year	
		Effective end date: (Temporary positions)    day    /    month    /    year	
		Cost centre:	
		Delegation level:	
Classification and grade:	Number of positions:	ANZSCO and PCAT code:	

REPORTING LINE (complete all fields)

Manager's name:	
Position title:	Position number:

## Section 3: Modify a position (refer to Delegation 4025)

CURRENT POSITION DETAILS (complete all fields)

Position title:    Manager heavy vehicle programs	Position number:    50200380
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CHANGE DETAILS (complete relevant fields only)

Position title:		Location:	
Division / Business unit:		Effective from date:    24    /    06    /    2015 day    month    year	
		Effective end date: (Temporary positions)    day    /    month    /    year	
		Cost centre:	
		Delegation level:    4	
Classification and grade:	ANZSCO and PCAT code:		
Manager's name:			
Manager's position title:		Position number:	
Position group:	Select from drop-down list	Position subgroup:	Select from drop-down list



**Section 4: Abolish a position** (refer to Delegation 4020)**POSITION DETAILS** (complete all fields)

Position title:	
Position number:	Effective date:      /      / day      month      year


**REASON FOR ABOLISHING POSITION** (select one reason)

<input type="checkbox"/> End of temporary appointment/contract	<input type="checkbox"/> Restructure	<input type="checkbox"/> Redundancy	<input type="checkbox"/> Other reason ▶ _____
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**Section 5: Approval** (forms cannot be processed without approval)**YOUR DETAILS**

Name: Samer Soliman	Contact number: 0416185434
Position title: Manager heavy vehicle programs	

**DELEGATED MANAGER'S DETAILS**

Name: Peter Wells	Signature: 
Position title: Director Safety & Compliance	
Delegation level: 1	
Date: 26 / 6 / 15 day      month      year	


**Please scan and email the completed forms, together with a copy of the approved submission/business case to [HROperations@rms.nsw.gov.au](mailto:HROperations@rms.nsw.gov.au)**

**Office use only**

Objective reference	Date received	Establishment officer name	Work complete?	Reviewing officer name	Date actioned
			<input type="checkbox"/> Yes <input type="checkbox"/> No		

Peter,

This is aligned to previous approvals in compliance systems as a result of last year's restructure and has my endorsement.

John Willoughby   
PM / Compliance Systems.



## RE: High Speed Vehicle profiling (FPS)

E18\_0281 AS-2-1-PR-0001 D10565822

**From:** SOLIMAN Samer <"o=rta/ou=exchange administrative group (fydibohf23spdl)/cn=recipients/cn=solimans">  
**To:** Steven Down <steven.down@sick.com.au>  
**Date:** Wed, 20 Jul 2016 12:25:28 +1000

Thx Steve.

I cant fully commit to purchasing the equipment upon a successful proof of concept due to the government requirement to gain 3 quotes for goods/services over \$30k. Is there any other way you can provide the unit for trial?

Samer Soliman  
Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** Steven Down [mailto:steven.down@sick.com.au]  
**Sent:** Monday, 18 July 2016 3:09 PM  
**To:** SOLIMAN Samer  
**Subject:** RE: High Speed Vehicle profiling (FPS)

Hi Samar.

I finally have some feedback on budget pricing for this product.

Each system would be approximately the same price as the Vehicle profiling system so budget price is \$65K Installation would be managed in much the same way where RMS would need to do the mechanical and electrical install then sick would do the commissioning and calibration.

Mounting would normally be done on a gantry over the road however it this is not available it is possible to mount using posts on ether side of the road on single lane applications.

Does this sound feasible to you? If so I will push forward in obtaining some loan equipment.

As mentioned previously we would need to define:  
- Criteria of successful proof of concept,  
- Proof of concept period  
- RMS to purchase system on successful trail.

Let me know what you think

Cheers  
Steven

Steven Down  
Industry Specialist | Intralogistics and Transport

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SICK Pty Ltd | Unit 1, 17 Stanton Rd | [REDACTED] NSW, 2147 | AUSTRALIA  
Phone +61 3 9457-0600 | Mobile +61 [REDACTED] | Fax +61 3 9457-2023 | [steven.down@\[REDACTED\]](mailto:steven.down@[REDACTED]) | <http://www.sick.com.au>

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From: SOLIMAN Samer <Samer.SOLIMAN@rms.nsw.gov.au>  
To: Steven Down <steven.down@[REDACTED]>  
Date: 20/06/2016 01:35 PM  
Subject: RE: High Speed Vehicle profiling (FPS)

really hard to say without knowing the cost or how the system functions.

Samer Soliman  
Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** Steven Down [mailto:steven.down@[REDACTED]]  
**Sent:** Monday, 20 June 2016 1:33 PM  
**To:** SOLIMAN Samer  
**Subject:** RE: High Speed Vehicle profiling (FPS)

Thanks Samer

Ill get back to you

Any comment on what the potential sales would be over the next year so I can give an indication in my business case? Im not asking for commitment, just indication of the potential future sales

Cheers  
Steven

Steven Down  
Industry Specialist | Intralogistics and Transport

---

SICK Pty Ltd | Unit 1, 17 Stanton Rd | Seven Hills, NSW, 2147 | AUSTRALIA  
Phone +61 3 9457-0600 | Mobile + [REDACTED] | Fax +61 3 9457-2023 | [steven.down@\[REDACTED\]](mailto:steven.down@[REDACTED]) | [http://www.\[REDACTED\]](http://www.[REDACTED])

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From: SOLIMAN Samer <Samer.SOLIMAN@rms.nsw.gov.au>  
To: Steven Down <steven.down@[REDACTED]>  
Date: 20/06/2016 01:17 PM  
Subject: RE: High Speed Vehicle profiling (FPS)

my comments in-line below in red text.

**Samer Soliman**  
Manager Heavy Vehicle Programs  
Compliance Operations

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**From:** Steven Down [mailto:steven.down@ ]  
**Sent:** Monday, 20 June 2016 1:03 PM  
**To:** SOLIMAN Samer  
**Subject:** RE: High Speed Vehicle profiling (FPS)

Hi Samer

Cost is variable dependant on location, number of lanes etc.

Can you advise

- Where you are thinking of installing. - Marulan South HVSS - in the **screening lane**.
- approximate vehicle dimensions (Max / Min) - same heavy vehicle range of dimensions as the current trial at marulan
- Speed range. - 20km/h - 100km/h

I'll see if I can get some indicative pricing.

I'll also discuss internally potential for loan equipment, I will need to make a business case to try and get this over the line. Would RMS commit to purchasing loan equipment after successful trial? What kind of quantities would you expect RMS to purchase (before end of 2017) if system trial is successful. **Yes, if trial is successful, RMS can commit to purchasing at least one unit as long as the cost is under the limit to go to open tender. Again, I will need to know the cost if the unit to confirm.**

Cheers  
Steven

Steven Down  
Industry Specialist | Intralogistics and Transport

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Phone +61 3 9457-0600 | Mobile +61 3 9457-2023 | Fax +61 3 9457-2023 | [steven.down@](mailto:steven.down@) | <http://www.>

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From: SOLIMAN Samer <Samer.SOLIMAN@rms.nsw.gov.au>  
To: Steven Down <steven.down@>  
Date: 20/06/2016 12:24 PM  
Subject: RE: High Speed Vehicle profiling (FPS)

approximate cost of this system?

FYI - RMS generally do not fund 'trials' as we did with the current SICK installation. We usually get loan devices to prove concept, then move to further procurement, so its a hard sell from my side to get funding for a trial.

**Samer Soliman**  
Manager Heavy Vehicle Programs  
Compliance Operations

---

**From:** Steven Down [mailto:steven.down@ ]  
**Sent:** Monday, 20 June 2016 10:07 AM  
**To:** SOLIMAN Samer  
**Subject:** RE: High Speed Vehicle profiling (FPS)

Hi Samer

Unfortunately it's not likely that I can get you a loan device as these systems will be site specific and I don't think there will be one available.

A more favourable approach from our side would be

- Reduced price for trial system
- RMS to pay 30% on delivery of goods
- RMS to pay 70% on completion of trial
- Trial success Criteria to be negotiated between RMS and SICK along with trial duration
- RMS to install hardware
- SICK to commission and calibrate system (any required road closures to be managed by RMS)
- Trial methodology to be negotiated.

If this model is acceptable to RMS I can take it to our team internally for approval. Alternately let me know if you want to make variations and we can discuss.

Cheers  
Steven

Steven Down  
Industry Specialist | Intralogistics and Transport

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SICK Pty Ltd | Unit 1, 17 Stanton Rd | Seven Hills, NSW, 2147 | AUSTRALIA  
Phone +61 3 9457-0600 | Mobile +61 3 9457-2023 | Fax +61 3 9457-2023 | [steven.down@](mailto:steven.down@) | <http://www.>

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From: SOLIMAN Samer <Samer.SOLIMAN@rms.nsw.gov.au>  
To: Steven Down <steven.down@>  
Date: 20/06/2016 08:58 AM  
Subject: RE: High Speed Vehicle profiling (FPS)

this is great, and what ive been looking for. Yes, there are applications in the screening lanes of HVSS's and also at all key dimension-sensitive infrastructure such

as tunnels, bridges, galston gorge etc.  
If you could get your hands on a loan unit for RMS to trial, this is likely to get legs.

Samer Soliman  
Manager Heavy Vehicle Programs  
Compliance Operations

From: Steven Down [mailto:steven.down@ ]  
Sent: Monday, 20 June 2016 12:03 AM  
To: SOLIMAN Samer  
Subject: High Speed Vehicle profiling (FPS)

Hi Samer  
As per our discussion on Friday SICK has just released a high speed vehicle profiling system.  
I have attached below some preliminary information about the system.  
Once I have further information ill send it over to you. Do you have any applications for this in the near future?

FPS

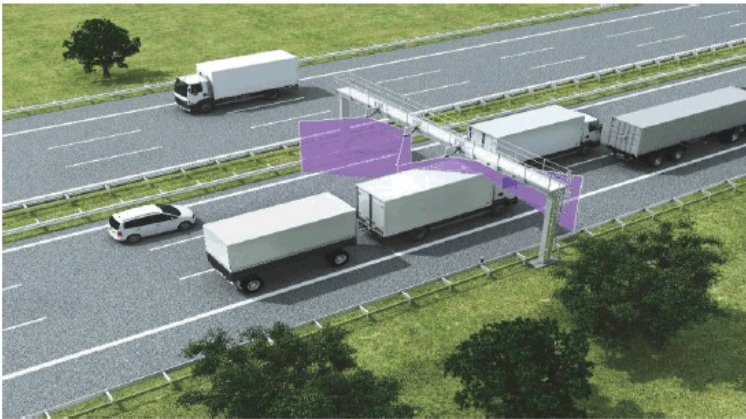
Single or multi lane

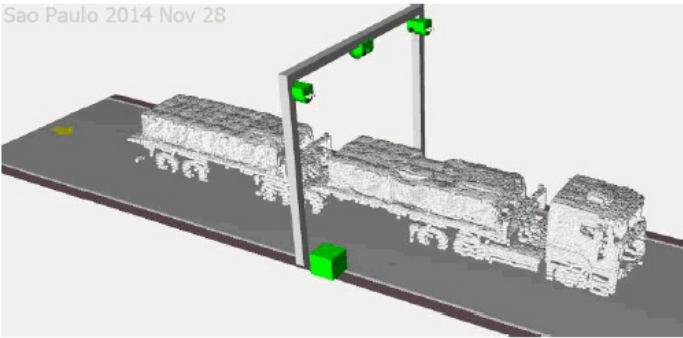
Free flow traffic

Length, width and / or  
height measurement and  
combination of other modules  
e.g. axle counting

+ / +++ / ++

up to 120km/h





30km/h	Measurement Accuracy ( $\pm 2\sigma$ )	Minimum Object size
Length	$\pm 400\text{mm}$	130mm
Height	$\pm 30\text{mm}$	130mm
Width	$\pm 50\text{mm}$	130mm

120km/h	Measurement Accuracy ( $\pm 2\sigma$ )	Minimum Object size
Length	$\pm 1.000\text{mm}$	500mm
Height	$\pm 30\text{mm}$	130mm
Width	$\pm 100\text{mm}$	130mm

	Minimum Vehicle size	Maximum Vehicle size
Length	1.0m	22.0m
Height	0.6m	5.0
Width	0.6m	3.5m

If you have any questions please don't hesitate to ask  
I would appreciate your feedback.  
Cheers  
Steven

Steven Down  
Industry Specialist | Intralogistics and Transport

SICK Pty Ltd | Unit 1, 17 Stanton Rd | Seven Hills, NSW, 2147 | AUSTRALIA  
Phone +61 3 9457-0600 | Mobile [REDACTED] | Fax +61 3 9457-2023 | [steven.down@\[REDACTED\]](mailto:steven.down@[REDACTED]) | [http://www.\[REDACTED\]](http://www.[REDACTED])



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## Open-tender panel review and sign off

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Where: quiet room  
When: Tue Oct 17 13:00:00 2017 (Australia/Sydney)  
Until: Tue Oct 17 13:30:00 2017 (Australia/Sydney)  
Organiser: SOLIMAN Samer </o=rta/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=solimans">  
Required Attendees: SOLIMAN Samer <samer.soliman@rms.nsw.gov.au>  
HAYES Paul P <paul.hayes@rms.nsw.gov.au>  
Attachments:  
RE\_ HVP Unit Business Plan  
17\_18.msg (29.7 kB)

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<<...>>

## RE: HVP Unit Business Plan 17/18

**From:** SOLIMAN Samer </o=rta/ou=exchange administrative group (fydibohf23spdl)/cn=recipients/cn=solimans">  
**To:** HAYES Paul P <paul.hayes@rms.nsw.gov.au>  
**Date:** Mon, 16 Oct 2017 09:38:01 +1100

Morning mate,

Do you have time today or tomorrow for 30min? The first of the open-tender panels(AGENDA ITEM 1 IN THE EMAIL BELOW) are ready for establishment. Need to sit down with you for review and sign-off.

**Samer Soliman**  
Manager Heavy Vehicle Programs

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**From:** SOLIMAN Samer  
**Sent:** Monday, 4 September 2017 11:00 AM  
**To:** HAYES Paul P; WEEKS Roger J  
**Cc:** ~Compliance – ComplianceSyst – HV Prog.  
**Subject:** HVP Unit Business Plan 17/18

Good Morning Roger, Paul,

Attached is the final HVP Business Plan for 2017/2018 financial year. We have commenced work on this program of works and the improvements mentioned in the notes below.

**Notes:**

- 1) HVP agenda and contracts have been reviewed and key efficiencies and cost savings can be gained by implementing 2 new panel contracts(via open tender) to carry out the majority of work HVP perform including infrastructure building/maintenance, ITS maintenance, technology development(for ITS and software solutions that have potential for compliance resource/technology cost savings that is outside of IM&IT scope).  
Open-Tender panels provide efficiencies/cost savings by:
  - a. enabling procurement of the best/competitive pricing(especially in these niche compliance market industries);
  - b. converting reactive work(*resulting in many small-scope contracts required to be raised as the requirements arise*) into proactively managed programs(*resulting in a small amount of tightly controlled contracts, reducing risk to RMS*) with measurable outcomes such as our innovation/cost savings program. This primarily improves contract management and hence reduces risk to RMS.
- 2) The required toilet at Daroobalgie has been included in the HVP Plan.
- 3) I have allowed a small tolerance in this plan for reactionary/emergency projects/requirements as these always arise due to unexpected failures or ministerial/senior management requests.

The regulatory program reports are also attached - linking our business end-to-end, enabling clear measurable's which will support safer roads and cost savings via providing innovation options for senior management:

**Regulatory Program <-> Deliverable Project <-> Contract Management <-> Budget Management.**

**Samer Soliman**  
Manager Heavy Vehicle Programs



# **RE: Letter of Acceptance - Supply of parts for PAT SAW 10A Series 1 portable weigh scales [17.0000302935.1100- 0008]**

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**From:** SINGH Jai </o=rta/ou=exchange administrative group  
(fydibohf23spdlt)/cn=recipients/cn=sinjai">

**To:** Novation <novationengineering@bigpond.com>

**Date:** Mon, 07 May 2018 14:40:23 +1000

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Hi Steve,

Quick question - are the delivery of parts going to be scattered?

Accuweigh advised they received handles last week however nothing else.

Regards,  
Jai