## QUEENSLAND HEALTH PAYROLL SYSTEM
## COMMISSION OF INQUIRY

## Statement of Witness

| | |
|---|---|
| *Name of Witness* | Brendan James Pollock |
| *Date of Birth* | Known to Crown Law |
| *Address and contact details* | Known to Crown Law |
| *Occupation* | Lead Functional Expert. Architecture and Design, Payroll Portfolio |

I, Brendan James Pollock, of c/o Crown Law, State Law Building, 50 Ann St, Brisbane Qld 4000, state as follows:

### BACKGROUND

1.  I have previously provided to the Commission:

    a.  a statement dated 28 May 2013; and

    b.  written information in response to a request on 27 May 2013.

2.  I have been asked by the Commission to prepare a statement further explaining my written statement of information about defects in Workbrain at go-live.

### Career Background

3.  I started with the Shared Services Solution in late 2006, when it was a part of CorpTech, moving there from Queensland Health. I remained in the Workbrain team through go-live in the blended IBM team. I continued in the Wokrbrain team under CorpTech governance. I have recently been transitioned back to Queensland Health via a machinery of government change.

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4. My experience can be summarised as follows:

- I have experience in Queensland Health's HR/Payroll performing various roles between 1998 and 2000. At this point LATTICE and ESP had not been implemented at the sites I worked at.

- In November 2000 I commenced in the project team to implement LATTICE and ESP at Princess Alexandra Hospital.

- In July 2002 I joined the LATTICE/ESP implementation project. I was on-boarded to specifically work with the rostering system, ESP and continue its rollout across the state. I worked closely with Senior Directors and key Rostering stakeholders across multiple Hospitals and successfully implemented ESP.

- Between January 2005 and July 2006 I was in a position of Business and Product Specialist with HRMIS, supporting and maintaining LATTICE and ESP.

- I am experienced in implementing and working with ESP and LATTICE. I have Project managed upgrades of these systems and supported them.

- I co-chaired Rostering user forums' whilst in my role in HRMIS.

- I commenced in the SSS program in July 2006 as an Implementation Analyst working with all government agencies gathering requirements and facilitating workshops.

- In November 2006 I moved into the Workbrain sub team within the SSS program as a Senior Business Analyst, specifically for my HR/Payroll/Rostering business and systems background within QLD Health.

- I remained in this team during the transition from the SSS program to QHIC, in the same role as Senior Business Analyst. I continued in this role through to go-live in March 2010. During this time I was embedded in the IBM team as a customer supplied resource. My day to day workings were with IBM.

- During the time working with the product Workbrain I was able to acquire an extensive level of understanding and knowledge of how the system worked and how it should integrate with other products.

- I have continued to date work in a Senior or Lead role within the Workbrain team.

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**WORKBRAIN DEFECTS AT GO LIVE**

5.     A copy of my response to the Commission's request for written information is attached as Annexure A ('Response').

**Modules**

6.     When I refer to 'modules' in my Response I am referring to how end users or support users view the system.

7.     A module is a screen or multiple screens of like type processes. It refers to software, not hardware, i.e. multiple screens within the software; not multiple computer screens. For example, all screens relating to employee management would be one module and so would all screens relating to rostering.

**Reference 1 graph**

8.     The graph in Reference 1 outlines all defects at go-live. I referenced the defect and solution management plan in preparing this graph.

9.     The graph summarises modules for the purpose of providing information to the Commission, but does not completely reflect actual modules. For example, 'Systems Support' and 'Infrastructure' are not specific modules or screens in Workbrain. Other categories, such as 'Leave' or 'Reports' would be separate modules in Workbrain.

10.     I am aware that there were other defects after go-live, but they are not captured in this graph.

**Reference 2 graph**

11.     The graph in Reference 2 further categorises defects at go-live by reference to severity contained within the Defect Solution Management Plan (DSMP).

12.     I was not involved in the classification of defects at the time, but I was informed about decisions regarding defect severity.

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**Definitions of groups in graphs**

13. I have been asked to provide further clarity around the definitions of the groups referred to in my Response.

*Catch all for Workarounds*

14. 'Catch all for Workarounds' is a term that was used to allow time to be recorded for work performed in relation to manual workarounds that were necessary because of defects in the system. It was a generic code for work or investigation related to workarounds.

15. A defect would be logged separately and then, if a manual workaround was required, that workaround was also logged as a defect. It is possible that resulted in duplication, but there is only one defect listed in the table for 'Catch all for Workarounds'.

16. At some point, Queensland Health would have decided that the defect logged for a workaround was no longer required because the matter had been resolved. The issue may have been resolved because the original defect was rectified or other system functionality improved so that the workaround was no longer required.

*Employee data management*

17. Employee data management refers to specific attributes about employees that can be managed in Workbrain. Typically, the source of employee information is within SAP, but there are some employee attributes that are managed in Workbrain.

18. For example, a skill can be assigned to an employee in Workbrain or an employee can be flagged for specific rostering purposes, such as the 'eight hour agreement' flag.

19. The 'eight hour agreement' flag is relevant to award payment/penalty rates that apply to employees if they agree to be rostered for shifts with less than the usual 10 hour break in between. That is, the employee agrees to only have an eight hour break, in which case, the employee is not entitled to penalty rates that would otherwise apply.

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20. Defects in this category may affect pay. For example, an employee to whom the 'eight hour agreement' applies may be overpaid if the flag is not addressed appropriately in Workbrain. If the system does not recognise that the employee has agreed to an eight hour break between shifts, the employee would be paid penalty rates that do not actually apply to them.

21. In the case of the outstanding defect at go-live, it was associated to the employee attribute that allowed users to 'Loan Out' employees to other teams other than their "home team" that they are assigned to in SAP.

*Infrastructure management*

22. Infrastructure management is explained in my Response. Defects in this category may affect usability, but probably do not affect pay.

23. In the case of the outstanding defect at go-live, it was a specific error within Oracle (the Workbrain database layer) that was outstanding.

*Integration*

24. Integration refers to the interfaces between SAP and Workbrain and vice versa. Defects in this category may affect pay.

25. The graphs in my Response include all defects that arose in Workbrain, whether they initiated from SAP or Workbrain

26. The movement of data from SAP to Workbrain is typically referred to as the 'import' and movement of data from Workbrain to SAP is typically known as the 'export'.

27. Employees' cost centres are allocated initially in SAP and subsequently imported to Workbrain. Once in Workbrain costing employees' time and attendance can be overridden based on variations to the roster. Time worked and associated costing was sent to SAP as a part of the export. The data was used for payroll and then the finance postings.

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*Leave*

28. Leave is explained in my Response.

29. Defects in this category may affect pay in so far as leave is relevant to pay. For example, if leave was not accruing correctly then an employee may not be paid appropriately for sick leave.

*Data migration*

30. The data within Workbrain application resides within the Oracle database.

31. The data sets to load to Workbrain were prepared by a joint IBM/Queensland Health team to my knowledge and it was a combination of new data and data from LATTICE. Data migration teams within Queensland Health and IBM were responsible for data cleansing. I did not have a great deal of involvement with those teams.

32. The data within Workbrain included migrated data from LATTICE and defects relating to data migration could affect pay.

*Reports*

33. Reports are explained in my Response.

34. A major defect in relation to reports may mean that a report did not run at all or it did not produce the required information. However, defects in this category do not affect pay.

*Rostering*

35. Rostering relates to system usability, i.e. the look and feel of navigating the system. This category covers off on the creation of baseline rosters (Staffing Requirements Template), entering rosters (Roster Load Form) and subsequent management and publication of rosters (Multi View Scheduler). Defects in this category may affect pay, but typically they did not.

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36. 'Rostering' defects could potentially cover 'lock outs' in the system, but I do not believe the defects at go-live in this category included lock outs. I am aware that before go-live there had been an issue in relation to lock outs, but it had been resolved before go-live. However, I also understand that the same issue re-surfaced after go-live.

37. I am also aware that there were publishing issues with the Multi View Scheduler in Workbrain. Once time is entered into the system and all schedule violations (rostering compliance rules set up in the system) are accepted, the data is then published. The publish function means that that time is posted to the Workbrain time sheet, from which the data is exported. The publish function experienced many issues, for example, the system would tell users that the publication was successful when it had not been. It was also sometimes say that publication was unsuccessful, when it was successful. The Multi View Scheduler issue could have affected pay if a mechanism was not available to enter in employee rosters. However, a mechanism was put in place shortly after the issue was experienced to ensure that users could enter the data they needed to ensure payment was correct.

38. The reference to 'DSMP' in my Response means the defect and solution management plan.

*Security*

39. Security refers to user access to functions within the system. Security in Workbrain determines what you see in terms of screens and who you can see in terms of employees.

40. Defects in this category may affect usability, but typically not pay.

*Systems Support*

41. Systems support refers to support processes/procedures 'behind the scenes' that related to support of the system. For example, documentation that CorpTech required to support the system.

42. Defects in this category may affect usability for support users, but typically not pay.

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*Time and Attendance*

43. Defects in this category may affect pay.

44. There were two category 2 'major' defects in this category at go-live. I believe that meant that the two defects affected pay and had a documented workaround but were unable to provide the specific details of the employees affected within the defect.

**'No roster, no pay'**

45. I have been asked by the Commission what the affect of the 'no roster, no pay' policy was at the time of go-live.

46. If a roster had not been entered for an employee (full time or part time) on a cyclic roster then time and attendance records are created automatically and subsequently sent to SAP for payment without any manual intervention other than manual adjustments to the employees' roster that may occur, eg; leave or overtime.

47. If a roster had not been entered for non-cyclic employees then:

    a. for full time employees – they would be paid an exception pay based on their contracted hours; and

    b. for part time employees – they would be paid an exception pay based on their contracted hours

48. Soon after go-live system changes were required to address issues for part timers whose hours where greater or less than their contracted hours.

49. There were processes in Workbrain to pick up if there was no roster or an employee's roster did not match their contracted hours. A report was able to be run on demand by system users to validate this; however they would have required the Line Managers input to validate what employees' have or have not worked. Timeframes would have made this task challenging.

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50. This process was not dissimilar to that under LATTICE and ESP

51. An employee would be able to check if their logged hours had been put into the system with the ESS functionality. However, ESS functionality was not part of the initial system release.

52. I was approached by the Commission of Inquiry to make this statement. I make this statement voluntarily. The contents of this statement are true and correct to the best of my knowledge. I acknowledge that any false or misleading statement could be an offence against the Commissions of Inquiry Act 1950 or contempt of the Commission.

**Declaration**

This written statement by me dated ___17 June 2013___ and contained in the pages numbered 1 to ___9___ is true and correct to the best of my knowledge and belief.

_____ Signature

Signed at ___Brisbane___ this ___17th___ day of ___June___ 20 __13__

Witnessed:

_____ Signature

Name ___Catherine McLennan___

Signature: _____    Witness signature: _____

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## Annexure(s) to Statement of Witness

Items to be annexed to the statement of Brendan James Pollock taken on 17 June 2013:

   A.  Response to request for written information of Brendan Pollock.

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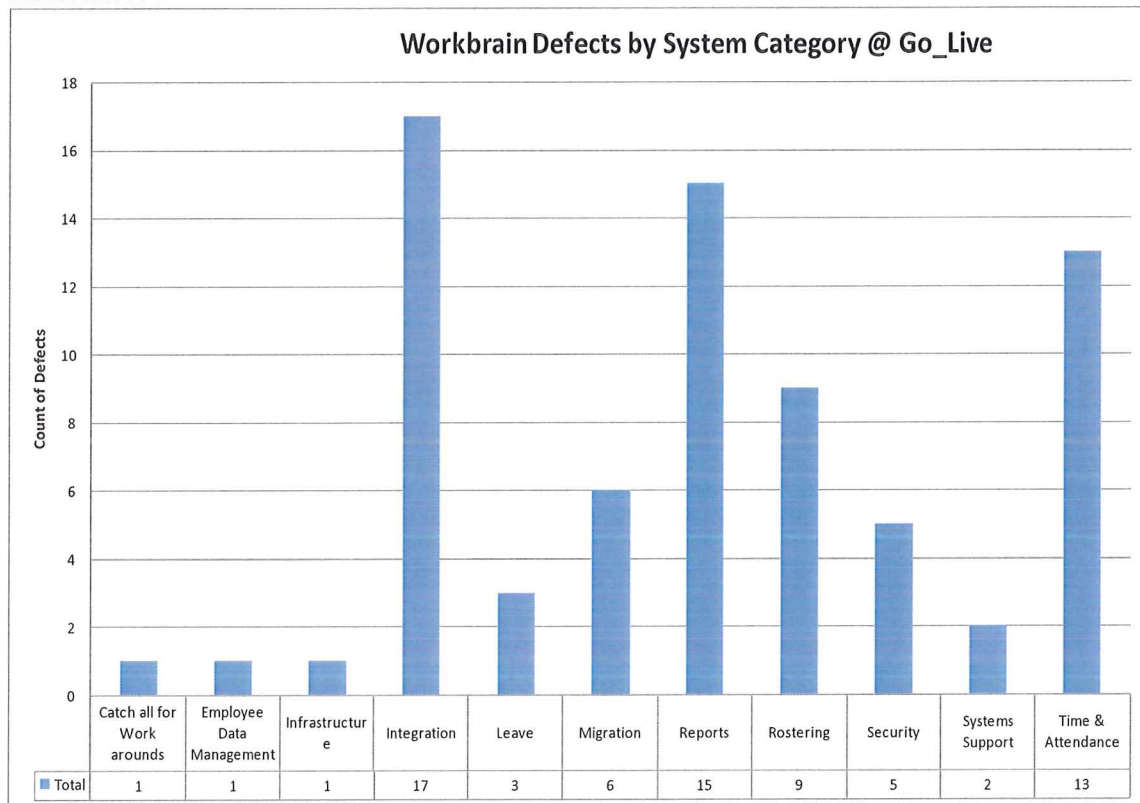
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# Annexure A

## Workbrain Overview

Workbrain is structured into like type modules based on a hire to retire framework focussing on workforce management. Eg: multiple screens within Workbrain are primarily for Rostering purposes, whereas other like type screens are for Employee Data Management.
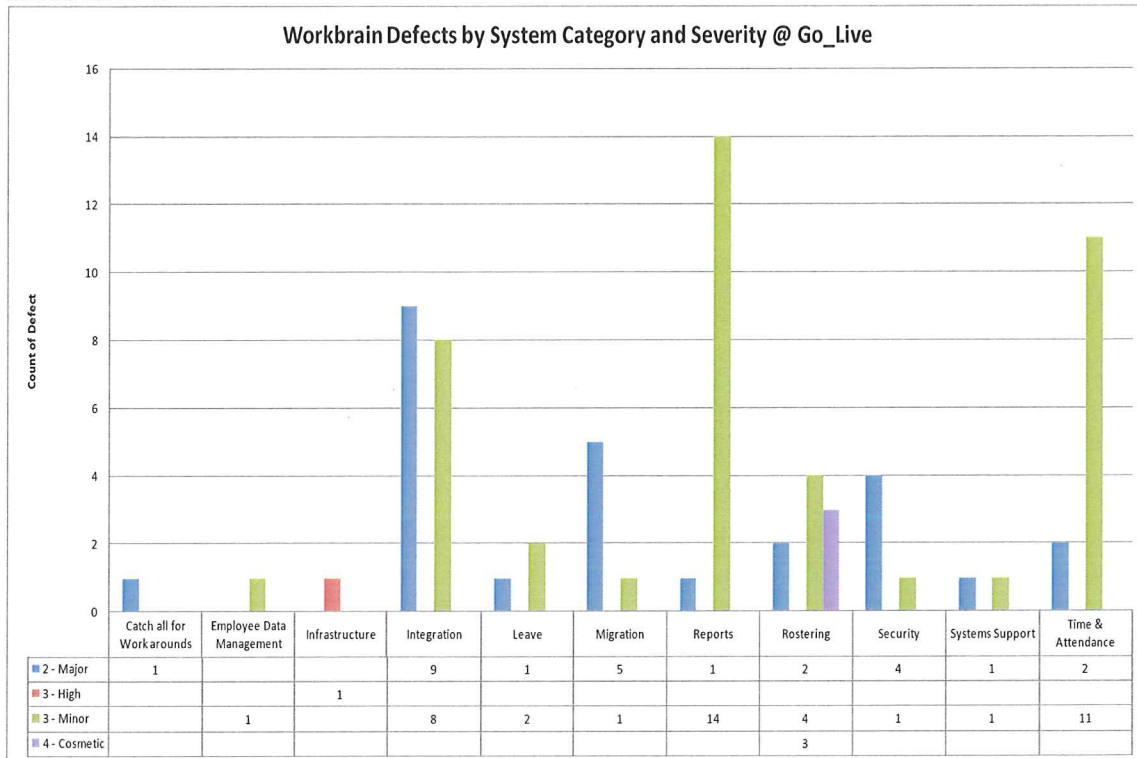
All WorkBrain and interface between SAP and WorkBrain defects at go-live have been grouped into logical high-level groups aligning to the rostering framework and the application.
- Graph "Reference:1" shows the count of defects within each of these modules.
- Graph "Reference:2" shows the same grouping and count of defect by severity of the assigned defect.

Reference: 1



**Workbrain Defects by System Category @ Go_Live**

| | Catch all for Work arounds | Employee Data Management | Infrastructure | Integration | Leave | Migration | Reports | Rostering | Security | Systems Support | Time & Attendance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 1 | 1 | 1 | 17 | 3 | 6 | 15 | 9 | 5 | 2 | 13 |

Reference: 2

## Workbrain Defects by System Category and Severity @ Go_Live



| | Catch all for Workarounds | Employee Data Management | Infrastructure | Integration | Leave | Migration | Reports | Rostering | Security | Systems Support | Time & Attendance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 2 - Major | 1 | | | 9 | 1 | 5 | 1 | 2 | 4 | 1 | 2 |
| 3 - High | | | 1 | | | | | | | | |
| 3 - Minor | | 1 | | 8 | 2 | 1 | 14 | 4 | 1 | 1 | 11 |
| 4 - Cosmetic | | | | | | | | 3 | | | |

## References

To identify, categorise and analyse the defects, reference has been made to the QHIC Extended Support Procedures; section - 3.2.2.1 Defect Severity Definition 1000208-Defect and Solution Management Plan –v034 0.xls (DSMP)

# Definition of groups in graphs

## Catch all for Workarounds

It was determined that a place holder defect would be logged/tracked that allowed provision to create ad-hoc reports to support workarounds for other logged defects.

## Employee data management

System users have the ability to manage and maintain specific employee attributes such as employee rostering skills.

Employees who are on cyclic rosters are managed within this process by allocating them to a cyclic shift pattern.

The defect associated with this was of a minor nature.

## Infrastructure

Workbrain infrastructure is classed as a 3 tier application comprising of an Oracle database, report servers, batch servers, application servers and web servers. These components are seamless to end users.

## Integration
This focuses on SAP and Workbrain Integration only.

### SAP to Workbrain
- Jobs - a catalogue of jobs employees can be rostered against
- Cost centres - catalogues of cost centres and internal orders employees can be rostered against
- Team - a catalogue of SAP organizational structure an employee can be assigned and rostered against
- Employee - all employee master data to allow an employee to be rostered and maintained. e.g. payroll ID, name, terms of employment etc

### Workbrain to SAP
- Attendance - employee attendance data
- Absence - employee absence data
- Leave balance- employee leave balance (delta)
- Off Cycle – provision of the above 3 to be initiated on an ad-hoc basis rather than a scheduled interim or final payrun. e.g: to support terminations and Pay in Advance.

## Leave
System users responsible for entering employee leave do so via a leave request form or a subsequent leave cancelation request form. Leave accrual and balances are also within this module.

There are approx 69,000 system leave requests processed in the system every fortnight (based on average over past 5 pay periods)

## Data Migration
At go-live there were several scripts that migrated data from the legacy systems to Workbrain and SAP. These scripts were only used at go-live.

## Reports
System users have approximately 30 reports to support business and system processes, ranging from reports that detail rosters and employee time and attendance and employee leave details to employee biographical information.

Provided the data within the report is accurate, reporting defects are a usability or formatting issue.

## Rostering
Employees' ad-hoc, non-cyclic rosters are built in Workbrain.

There are approximately 42,000 part-time and full-time employees who are on non-cyclic rosters. These rosters need to be entered into Workbrain each fortnight. In addition approximately 35,000 part-time and fulltime employees are on cyclic rosters. Where there are exceptions to their cyclic time worked, edits are made for these employees within the timesheet.

Once these employees' rosters are entered and published via the Multi View Scheduler (MVS) within Workbrain, it is then classed as time and attendance i.e. time actually worked..

The defects in the DSMP associated within Rostering were primarily around system useability.

## Security
Defines what a user can do and see within the application.

## Systems Support
Functionality or documentation that the systems support team (Corptech) required to support the Workbrain application.

## Time and Attendance
Users who are responsible for managing time and attendance post roster publication do so within the Workbrain timesheet or MVS. Workbrain pay rules primarily are the awards engine/interpretation that automatically calculate employee premiums/penalties and allowances relating to time worked.

There are a significant amount of changes in relation to time and attendance edits made every pay fortnight.

Defects relating to pay rules will have an over or under payment issue, this can be mitigated with a workaround. According to the DSMP all pay rule defects at go live had a documented workaround.

All stats and figures relating to system metrics are as of 24/05/2013