


HEALTH PAYROLL SYSTEM COMMISSION OF INQUIRY

ADDENDUM STATEMENT OF BARBARA JEAN PERROTT

I, BARBARA JEAN PERROTT (married name KULPA) of (Address known to Commission) state as follows:

1. I have been asked about some further details of the matters which were the subject of my first statement in this matter, particularly in relation to some of the information from Darrin Bond.
2. I have been asked about the allegation that I “engaged” Terry Burns. The situation was that in the period leading up to April 2007, I was the leader of the Policy and Program Office (PPO) and Mr Waite was the Executive Director of CorpTech. It was evident to both Mr Waite and myself, that there were serious problems with the progress of the Shared Service Solutions (SSS), and its ability to achieve its original goals was, in my mind, questionable. This view had been supported in a recent “health-check” report prepared by Mr Gary Uhlmann of Arena Consulting into the Shared Service Solutions program to that point and was also the spoken view of many others involved in the leadership of the Shared Service Initiative. The Report had identified a number of key risks and issues which were of immediate concern. At that time, Arena and another contracting company, Information Professionals, requested a meeting with myself and Mr Waite to introduce Mr Terry Burns who they believed may be qualified to assist us in reviewing the current SSS program and recommending appropriate remedial action. Mr Burn’s Curriculum Vitae attested to his experience in conducting risk assessments of large IT projects that were evidencing points of failure. Accordingly, this meeting resulted in Mr Waite and myself making a joint recommendation to our superiors to contract with Mr Burns to conduct a brief review of the SSS Program and to make recommendations for improvement. Mr Burns was eventually contracted through Arena Consulting. Although this was a decision of myself and Mr Waite, my signature will appear on the contract. This was in accordance with the division of duties relating to our “joint accountability for the SSS Program”. That is, approval of governance arrangements was the responsibility of the Executive Director, PPO.
3. Later, there was a second contract with Mr Burns in July 2007. The key requirement of this second contract was for him to establish a Solution Design Authority within CorpTech. Previously, in his review of the SSS, Mr Burns had identified a weakness in


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the SSS program's ability to manage/contain the "scope" of the design of the system. He believed that this was a major contributor to the slippage regarding time and cost. He cited the urgent need for a Solution Design Authority within CorpTech for the purpose of establishing stricter controls around scope management of what was originally intended through the "standard offering". The standard offering was the scope of the design of the new system which was agreed in 2003/04. However, this scope of work had changed over time with the implementation of some of the programs and needed to be re-evaluated before the whole process could move forward. Given his past experience, a short-term contract for Mr Burns, for the purpose of tightening-up our processes for "scope-management" seemed plausible. The contracting of Mr Burns to do that work was my decision as the then Executive Director of Corp Tech.

4. I have been asked about the suggestion that I directed Mr Bond to give Mr Burns any information he needed. Other than for the purpose identified in section 3 above, I don't recall any specific direction in those terms. Mr Burns was, by the time he was appointed, the equivalent of a peer of Mr Bond. I may well have said to Mr Bond something to the effect that we all had to work together on the project as it then was and I wanted him to cooperate in the task set for Mr Burns.
5. I have been asked about a meeting of the Evaluation Panel where Mr Burns said something about readjusting the scoring of the tenderers. I don't recall being at such a meeting although it is possible that I may have been there. I do note that the evaluation report describes the process of evaluation including the moderating of scores. Hence, it is possible that there was a meeting of the Evaluation Panel members where the moderating of scores was discussed. I certainly don't remember any particular emphasis by Mr Burns on rescoring of tenders.
6. I have been asked about an occasion where Mr Bond may have come to me with concerns about what was said at the above meeting. I don't remember Mr Bond coming to me with that particular concern. I do remember during this whole period from the appointment of Mr Burns onwards, that Mr Bond was uncomfortable with changing from the old model of delivering the "in-house" SSS program through the engagement of a large number of "time-and-material" contractors to the prime contractor model. He expressed his discomfort with the new approach to me on more than one occasion. At that stage, I had a high level of sympathy for Mr Bond's predicament. He had lead the SSS Program to the best of his ability within difficult times. However, I was also clear that in taking account of all of the prevailing evidence and feedback from stakeholders, continuing with the SSS program in its current form was not tenable.


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7. I have been asked about my saying to Mr Bond that Terry Burns' recommended way forward was the best solution for government for the Initiative. I don't recall ever using those particular words, but it is certainly correct that I would have said something along the lines that the decision of government had been made and it was our job to deliver the solution in that way. I don't recall ever saying that Terry Burns "was going to lead this now". It is certainly true that all of those involved, including Mr Bond and Mr Burns, were expected to work together. I also note that at that stage, they were peers, with both of them having discrete roles and with neither having a leadership role over the other.
8. I have been asked about the allegation that I suggested to Mr Bond that he look at his career and it might be a good opportunity to move to somewhere else. I do remember that, I had weekly catch-up meeting with all of my direct-reports, which included Mr Bond. I do remember specifically speaking to Mr Bond in the second half of 2007 generally about his situation. This was because he appeared to be very stressed. He had worked extremely hard on the previous system of implementing the SSS program, and it had now been changed. This was obviously not ideal from his perspective and it was something that he was unhappy about. I remember speaking to him about whether he wished to take time off, or job swap, or seek a secondment to another department. I was aware that he had worked extremely hard and had a high degree of commitment to the SSS Program and it was understandable that he may have been generally unhappy with the present direction that the project had taken. I considered it part of my position to give him what amounted in effect to career counseling. I suggested to him that if it was too difficult for him to remain in his position amidst the changes that I would support a number of options should he choose. These options included suggestions such as taking some leave, short/medium term secondment to another area, or the exploration of any SES transfers that may be available. I had previously discussed these possibilities with my superiors, seeking their agreement, with the intention of supporting Mr Bond in what was appearing to be a difficult situation for him. I was fully aware of the knowledge and skill gap that would be created should Mr Bond choose to move from CorpTech, however, at that time it was his best interests that were my concern. Should he have chosen to remain with CorpTech, he would have been the ideal candidate to lead the Solution Design Authority once it was established.
9. Since beginning the process of speaking to the Commission of Inquiry staff about these matters and the providing of my statements, I have been thinking about how the process occurred and what went wrong. I have prepared what amounts to a Powerpoint presentation setting out some relevant points which in my view may assist the

B. J. Perrett



Commission of Inquiry in its work. These are set out in a four page document which is Exhibit BJP-1 to this statement.

10. I have also been asked about a meeting with Marcus Soulak and Terry Burns on 24th July 2007 concerning the pre-procurement process. I have been asked whether an assurance was given to the Accenture representative, Mr Soulak, to the effect that participation in the RFI process would definitely lead to a contract for Accenture. I have no memory of such a conversation, and it would be contrary to the RFI process. I have also been asked whether I received a 100 page submission at that stage from Accenture. I don't have a clear memory of any documents that I received from Accenture concerning the RFI process at that stage. My preference was to receive a simple presentation and perhaps slides from the companies interested in providing information at that stage, but not necessarily written submissions. It is possible that Accenture did, however, deliver a written submission. I am not aware of any possibility of such a written document could have been leaked to any competitors. This is, of course, one of the things which we were careful to avoid.
11. I voluntarily make this statement to the Commission of Inquiry. 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 (Qld)* or contempt of the Commission.



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6/3/13




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CHALLENGING THE ASSUMPTIONS

*Was it ever achievable?
The Wisdom of Hindsight?*

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Purpose

The purpose of this presentation is to:

- Provide a context for the decision to tender for a Prime Contractor to deliver the formerly named SSS Program
- Highlight some factors which may have contributed to the failure of the QH payroll go-live
- Lift the debate from the failure of individuals to a more systemic failure of the implementation program which became more apparent as time progressed

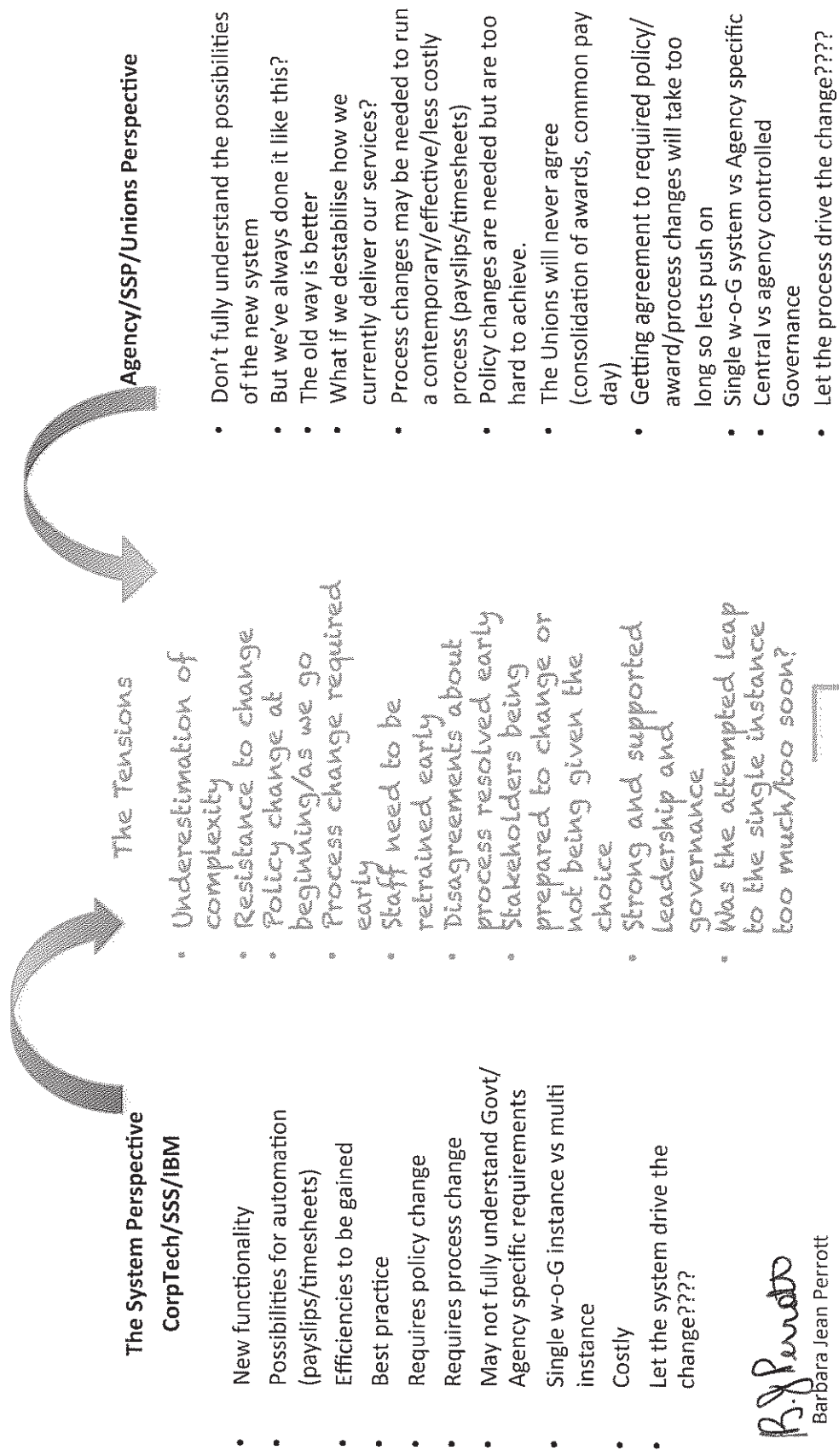
NOTE: These are my personal opinions upon reflection. However, I believe that they would also be the view of many involved in the Shared Service Initiative.


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Why did it take so long?



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The Wisdom of Hindsight!



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Was it achievable even for a Prime Contractor?