QUEENSLAND HEALTH PAYROLL SYSTEM
COMMISSION OF INQUIRY

Statement of Witness

Name of Witness	Jane Lesleigh Stewart
Date of Birth	Known to the Commission
Address and contact details	Known to the Commission
Occupation	Senior Director, Payroll Portfolio
Officer taking statement	Jonathan Horton
Date taken	9 May 2013

I, JANE LESLEIGH STEWART state as follows:

BACKGROUND

1. On Tuesday 30 April 2013 I attended a meeting with Mr Horton, Counsel Assisting the Commission of Inquiry, and other attendees. The Commission has asked me to prepare a statement dealing with the matters discussed below.

2. On 9 May 2013 I attended a further meeting with Mr Horton and other attendees regarding this statement.

3. In this statement, the terms Payroll User and Payroll Officer are used interchangeably. Similarly, Payroll (as a reference to the team as a whole) and QH SSP are also used interchangeably.

Career Background

4. I am the Senior Director, Workforce Management Solutions and Operations, Payroll Portfolio, Queensland Health. I report to Mr Philip Hood, Executive Director, Payroll Portfolio, Queensland Health.

5. I lead a team that is responsible for the support and maintenance of the Payroll and Rostering Integrated Solution (SAP and Workbrain, also referred to as **the Solution**) and any associated applications. My team is responsible for the release program to improve and enhance the Solution.

6. I am responsible for the production of the final pay run process and electronic funds transfer to the bank, and for ensuring the fortnightly pay cycle batch processing and interface management is completed successfully both inside and outside of hours to ensure the

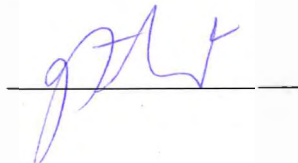Signature: _____   Witness signature: _____

successful delivery of the payroll. I also manage the relationship and service delivery of multiple external providers such as SAP and Infor and the Infrastructure provider CITEC.

7. I was a member of the Project Directorate on the QHIC Project from approximately October 2008. My role on it was to use the CorpTech Service Management Service Acceptance Criteria (**SAC**) to ensure readiness for supporting the Solution. I was not involved in the original scoping exercise.

8. I have performed this role (in various forms) since 1 October 2009. Before 17 December 2012 this team was part of Queensland Shared Services, DSITIA. My role was then Executive Director, Queensland Health Services. A machinery of Government Change effective from 17 December 2012 transferred the accountability for Queensland Health's Payroll, Rostering and Finance Business applications to Queensland Health.

9. I have experience in Queensland Health's Human Resource Management environment, performing various roles in this area between 1989 and 1997. In December 1997 I joined the LATTICE implementation project. I was involved in and led various LATTICE implementations until being asked to set up the management of the Business Systems Support Team to take handover from the project implementations for ongoing support operations for LATTICE.

10. From December 1997 until January 2006 I worked in this Support Management role (in its various forms). During this time I was also involved in ESP development and rollout, primarily from a release and support perspective. I undertook a major review of the business support model in place for LATTICE with the requirement to incorporate ESP Support and establish a sustainable organisational support structure into the future.

11. In February 2006 I became the Director of the Human Resource Management Information Systems Unit, supporting LATTICE and ESP. I led the team through the transition to CorpTech as part of the Whole of Government Shared Services Initiative, which took effect on 26 March 2006. I continued working at CorpTech from this time. During my time in CorpTech, I rotated through other Director roles in Service Management, which provided some exposure to other Whole of Government Human Resource systems.

12. I am experienced in working with ESP and LATTICE, including with implementation of these systems. I have closely observed or been involved in approximately forty (40) individual implementations, over approximately ten (10) years. That experience includes working through the issues that arise at the time of "Go Live", dealing with defects and workarounds, system failures and supporting unsupported versions of these programs.

Retrospective and non-retrospective systems

13. The distinction between "retrospective" and "non-retrospective systems" is an important one.

14. LATTICE and ESP were not retrospective systems. If changes were made to prior pay periods, such as roster changes or late processing of employee position changes (for

Signature: _____   Witness signature: _____

example, because an employee changed roles, or temporarily worked in higher duties), or back pay requests, LATTICE would not automatically recalculate the impact upon pay.

15. Instead, Payroll Officers had to manually calculate the impact upon an employee's pay using calculators, excel spreadsheets or other means, and insert either units or dollars in a lump sum amount as a current pay adjustment. Updates would also be made to ESP to reflect any roster change, but there could be no recalculation of the data sent to LATTICE for a prior pay period.

16. The process for dealing with negative prior period adjustments (for example, the overpayment of an employee because they were paid for a shift that was not in fact worked) generally involved a Payroll Officer contacting the relevant employee and informing them that there was to be an adjustment in their next pay. For large amounts, the Payroll Officer may discuss spreading that deduction across more than one pay in negotiation with the employee.

17. SAP, on the other hand, is a retrospective system. It automatically recalculates payments based on any prior period changes entered into the system, and processes them in the current pay. Payroll Officers could not intervene in that recalculation process as it automatically occurred following the receipt of timesheet information from Workbrain.

18. As a consequence, when pay adjustments were made post Go-Live, they were not accompanied by the kind of communication that had been in place under LATTICE and ESP. This did not mean that the pay itself was incorrect, just that staff did not have changes explained to them, and nor did they have an opportunity to discuss a repayment plan.

19. In the period following Go Live, the custom "auto loan functionality" was built by CorpTech at the request of Queensland Health. In the interim, Queensland Health were applying a labour-intensive manual process to establish the loans manually. This was designed to stop SAP from making immediate negative pay adjustments, and instead create a "loan" to an employee.

Date effective systems

20. LATTICE was not a date effective system. It worked in pay periods, which meant that changes to rates or other pay matters would only be calculated based on the start of a particular pay period, rather than the actual date a change took effect. Manual intervention would have been required to address this.

21. SAP was a date effective system, and this improved the accuracy of payments with respect to system changes impacting payments.

Managing concurrent employees

22. LATTICE did not have the capacity to manage concurrent employees automatically. An employee could only be attached to one set of awards and entitlements at any one time, even if they were in fact working in two different roles, with different entitlements. For these employees, pay and leave balances had to be manually adjusted every fortnight.

Signature: _____   Witness signature: _____

Roster plotting

23. ESP had a module called eXpert where the roster was plotted into the system and the roster published. In Workbrain this was done in the Roster Load Form (**RLF**). There were some similarities in the way these systems operated.

24. Once the roster was published in ESP it was maintained in the ESP Schedule. In Workbrain, this was done in the Multi View Scheduler (**MVS**).

25. The roster data in both ESP and Workbrain would result in timesheet records that would be exported to the respective pay system for processing. ESP would send basic time and attendance information to LATTICE. In contrast, Workbrain would send time and attendance information that had award rules and entitlements already applied to it.

Line manager access

26. Due to the time constraints resulting from the initial six (6) month QHIC Project schedule proposed by IBM, Workbrain was not rolled out to line managers as it was not considered a long enough time frame to undertake such a large training and education exercise. Under the previous system, many line managers had access to ESP.

27. It was always intended that in Stage Two (2) of the QHIC Project, following the implementation of the urgent Interim Solution, employees and line managers would have electronic access to the system.
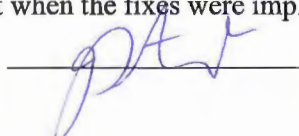
"Like for like"

28. The factors I have set out above are relevant in my view to an assessment of whether the Interim Solution was a "like for like" replacement of LATTICE. In my view, they were very different systems for the reasons I have outlined above.

SYSTEM DEFECTS PRE GO LIVE

29. In the lead up to Go Live, I was aware that there was a range of defects in the system. To me, what was important was that they were being sufficiently mitigated by the Defect Management Plan, extended support plans and warranty provisions.

30. I was involved in developing the Defect Management Plan (**DMP**) (Exhibit 98). There were daily meetings in the lead-up to Go-Live to try and develop the plan to a position were all three parties were satisfied. This was very challenging. The ongoing debates continued in relation to whether certain issues were defects or whether they should be the subject of a change request, and this resulted in a number of items being identified in the DMP as "agreed change requests" or "items in dispute".

31. All defects on the DMP were considered for workaround. This was not always viable without extensive system work to develop the complex reports needed to support such a workaround. Some defects were considered small enough in impact to be acceptable for a few pay periods whilst IBM developed the fixes. As this was a retrospective system, it was expected that when the fixes were implemented they could be applied to automatically

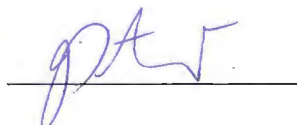Signature: _____   Witness signature: _____

calculate any back pay owing as a result of the defect. The defects were also categorised in priority order and in drops. Following Go Live the DMP was regularly reviewed and updated to reflect progress.

32. I was well aware that this was an Interim Solution and that LATTICE, after ten years of use, still had a large number of known issues and workarounds due to the complexity of Queensland Health. This informed my expectation that there would be some defects and workarounds at the time of Go Live.

33. Each of the severity two (2) defects identified on the DMP were to be resolved during the extended support period, and any new severity two defects that arose were also required to be targeted for resolution within two days and during extended support. This obligation was derived from the warranty provisions and the extended support plan (**Annexure A**). Accordingly, I was comfortable that IBM retained accountability for resolution of these issues, and that the risk would not transfer to CorpTech. I was also comfortable that the SSP had undertaken the necessary readiness activities to manage the known defects and workarounds. My core payroll support team and the SSP State-wide Operations Team would manage the majority of the workarounds centrally. I had limited information about Queensland Health's business readiness, and it was not my role to oversee this. My role was to support the SSP payroll users. They were my target stakeholder group.

34. CorpTech was concerned about a range of issues, including integration, the performance of the pay run and how much time it would take to perform the necessary defect workarounds. To address these concerns the commencement of the pay run was moved to Sunday instead of Monday at the request of Mr Philip Hood. This was considered an acceptable mitigation strategy for that risk.

EXTENDED SUPPORT AND WARRANTY POST GO-LIVE

35. I was the CorpTech officer responsible for ensuring extended support provisions, models and procedures were in place for the first three (3) pay periods after Go-Live.

36. I worked closely with IBM, QH SSP and QHEST to develop these protocols.

37. The result was an Extended Support Plan (**Annexure A**).

38. The Extended Support Model stated that Severity Two (2) defects would be targeted for resolution by IBM within two (2) days. In addition to this, other residual actions in relation to outstanding matters from the pre-Go Live SAC still needed to be addressed by IBM. These included improvements to documentation, the delivery of a reconciliation tool and the continuation of knowledge transfer.

39. A Warranty Tracker was created in an attempt to track the functionality. Assuming everything was used from Go Live (with the exception of end-of-year functions) it was used to identify where defects were raised against a functional component. The warranty "clock" would start again once the fix was delivered. This was a time-consuming exercise, but it was necessary to manage warranty at the level IBM required.
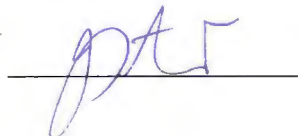
Signature: _____   Witness signature: _____

40. The support protocol was that Queensland Health would manage the initial triage of issues raised by both staff and users, and would have "floor walkers" present among those working with the preparation of the first three (3) pay runs. Potential system issues were logged with CorpTech via the SSP Support Desk, and CorpTech would escalate them to IBM. At this point, they were considered defects. IBM would act as Defect Manager and perform root cause analysis and identity solutions for release. It was understood that the actual delivery of the solution into the production environment needed to be timed around the pay run and therefore the resolution time of "two days" was accepted by all parties to relate to when the fix was available for UAT and deployment, rather than when it was in fact tested and deployed.

41. The IBM team was a blended team consisting of staff from IBM and CorpTech (known as Customer Supplied Resources). In addition, CorpTech had a separate team to support Queensland Health with other trouble shooting, supporting the pay run process and dealing with any issues IBM considered were out of the scope of their responsibilities (which regularly occurred).

42. Whilst I believe the working relationship with IBM ground staff was amicable, the disagreements in relation to what should be classed as a defect continued during this period. There continued to be precious time spent by IBM debating this, rather than getting on with fixing the issues. There was pressure from the IBM Executive to restrict commitments and the team on the ground felt restricted in their ability to be helpful beyond their strictest interpretation of the contract.

43. We were in a crisis situation and the contract needed to be put aside during that time. By that I mean, everyone needed to stop debating what was and was not in scope, and just focus on getting the Solution working. My team were restricted in their ability to fix problems, because we had been advised that any intervention we took had the potential to invalidate the warranty. Instead of just fixing the issues IBM insisted on referring back to scope.

44. Concerns over warranty were also a considerable administrative burden at a time of high time pressure. A Warranty Tracker was in use, and every time a fix or change was made the warranty "clock" had to be started, and records kept to ensure that we could keep track of what functionality was still under warranty.

45. After this situation had gone on for several months, we reached the point where both CorpTech and IBM were making changes to the Solution. CorpTech focussed on Queensland Health's new requests for change that had become necessary following the issues experienced in the first few pay runs and those matters IBM didn't consider were within scope, and IBM were continuing to address the outstanding issues on the defect management plan, and new defects as they arose.

46. The situation regarding shared responsibilities for system changes, whilst dealing with warranty conditions, was becoming unmanageable. In the end CorpTech, in consultation with Queensland Health, put together a list of fixes it regarded as priority, and these were (among other issues) crystallised in the Supplemental Agreement.

Signature: _____   Witness signature: _____
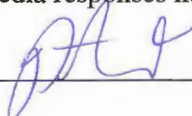
THE FIRST THREE PAY PERIODS

47.   I contributed to the preparation of many briefings in relation to post Go Live status, and I have drawn on these briefing notes to assist in my recollection of events and issues.

48.   The QHHR Solution went live on 14 March 2010. The first pay run commenced on Sunday 21 March at midday and users were unlocked at 9:57am on Tuesday. It was successfully paid on Wednesday 24 March 2010.   (Refer to Document 615 in the Contract Bundle.)

49.   No retrospective processing was required for the first pay.

50.   This pay was considered successful. Three key issues were escalated during the first pay period. As at 28 March 2010, 151 incidents had been logged with the CorpTech Service Desk for investigation.

   a.   The Multi View Scheduler (**MVS**) in Workbrain experienced performance and latency issues. This module is used to maintain the changes to the roster after it has been plotted originally into the Roster Load Form in Workbrain. This impacted the productivity of the Payroll users, and therefore would have impacted some pay outcomes for employees. I do not know the exact number of employees affected.

   b.   On a daily basis SAP needs to send employee detail information to Workbrain for rostering purposes. This is referred to as the Employee Import, and is also required to be completed before Workbrain sends the "time worked" information back to SAP via the Workbrain Export. Due to the significant volume of processing in the first pay period, the Workbrain Import process took much longer than planned. My recollection is this had flow on effects to the interim pay run process overnight, resulting in payroll reports that would otherwise be finished out of hours still processing in the morning and impacting the performance of SAP.

   c.   Because of Workbrain performance issues with the MVS, Workbrain crashed for a short period of time on Thursday 18 March. The system crashed for two (2) minutes, but impacted users for approximately an hour. When this happened, transactions that were being processed but had not been committed at the time may have been lost. At the time, Workbrain could not diagnose whether or not data had in fact been lost, but it was likely. This further exacerbated the frustration of the payroll users, and reduced their productivity.

51.   The second pay period saw a continuation of the issues experienced in pay period 1, however the performance issue with the MVS was getting worse and the workarounds that were initially being used were replaced with a solution fix which at this point appeared to be relatively successful. The general performance of Workbrain (by which I mean the speed at which it operated, and the tendency to lock out users, etc.) was deteriorating and required urgent specialist attention that did not appear to be available among the team that was present on the ground. My recollection is that fixing this was very complex, and IBM were requested to urgently seek the expert assistance needed to resolve the issues.

Signature: _____   Witness signature: _____

52. The overnight batch processing timings to complete interim pay runs were also getting slower, particularly as the number of records being processed grew because of the volume of processing and the fact that retrospectivity issues became relevant for the first time. These issues did not directly impact pay, but contributed to delays in data being available to payroll users, impacting their productivity.

53. During the second pay period integration issues started to surface. This only arose now, because it was the first time that retrospective processing was occurring in the system. In practical terms, the retrospective processing would have amounted to any prior period adjustments that required processing for pay period one (1). These integration issues were attended to quickly by CorpTech, and subsequently IBM, and workarounds and emergent fixes were applied quickly to mitigate the impacts to pay.

54. The second pay run commenced at midday on Sunday 4 April and users were unlocked at 11:29am on Tuesday 6 April. As of 8 April 2010, 332 incidents were logged with CorpTech service desk for investigation.

55. During the third pay run, error correction processing for the SSP was taking much longer, as more and more processing, including retrospective processing, occurred in the system. Workbrain performance issues (in particular, the slowness of the system) continued, however they were being managed to minimise their impact and IBM had specialists on the ground to try and identify the root cause.

56. A new issue in Workbrain appeared in relation to transferring (also known as "publishing") the information from the MVS to the timesheet. If the information does not transfer from the MVS to the timesheet properly, it is not exported to SAP for payment. This had pay impacts. CorpTech quickly identified reports that were available to manage this issue to reduce the impact to employees' pay.

57. During pay period 3, there was a decision of QH SSP and CorpTech to give the SSP as much time as possible for error correction before commencing the third pay run, to ensure the pay was as accurate as it could be.

58. As a result, the third pay run commenced at 3:00 pm on Sunday 18 April in lieu of 12 midday and the users were unlocked at 12:01pm on Tuesday 20 April. The electronic funds transfer (**EFT**) occurred at 11.47am. I worked that night; Mr Philip Hood was also present. A critical issue was experienced in the final stages of the pay, which prevented CorpTech from initially completing the pay run. The IBM-associated staff working that night were unable to resolve the issue and Mr Hood gave permission to contact CorpTech experts who were not rostered on for that night. We worked through the issues with two CorpTech SAP experts to eventually complete the pay run. It was very stressful, and I believe that without CorpTech SAP expertise that night the pay run was at significant risk of not delivering the EFT files to the bank on time. Failure to do so would have meant that employees were not paid.

59. Overall, my recollection of the first three pay runs is that it was chaotic, with daily briefings, draft media responses needed and constant distractions to the job at hand. I was

Signature: _____   Witness signature: _____

working closely with the IBM team and Ms Janette Jones on incidents as they arose, and on prioritising defect fixes. Mr Hood and I shared the overnight management of batch processing and on-call escalation, and this was intense and exhausting. Mr Hood also worked tirelessly to manage the upward briefings that were in constant demand to allow me the time to try and focus on managing and mitigating these issues.

60.   I expected issues in the first three pays, and the number of incidents being logged was not unexpected for such a large and complex payroll solution. The major issues were being managed and SSP and CorpTech worked tirelessly on sharing centralised workaround efforts to reduce the impact to payroll users. What I did not expect is the impact that non-system issues would have on the credibility of the Go Live and employee pay outcomes.

61.   The backlog of processing that was expected from the down-time needed for cutover was significantly increased due to:

    a.   the large volume of late LATTICE form submissions;

    b.   the issues with inaccurate rosters; and

    c.   the direction given to SSP to pay staff what they believe they were owed without payroll evidence.

These factors led to a further unexpected deterioration in the quality of pay, and generally exacerbated the chaos.

62.   This reactive environment, which was affected by pressure applied by media, union and political attention, meant that the kind of normal pay issues that would happen on a fortnightly basis under LATTICE were being escalated and attributed to faults with the new system. It also had the effect of slowing down the rate at which actual defects with the new system were able to be addressed.

SYSTEM ISSUES

63.   I have been asked by the Commission of Inquiry to discuss the system issues experienced following the Go Live, and in particular to comment on:

    a.   QHIC Board Briefing Note QHHR Solution Post Go Live update #3;

    b.   Workbrain performance issues;

    c.   Multi View Scheduler;

    d.   Integration issues; and

    e.   issues involving award interpretation.

64.   In the time available to me I have only been available to access and review a small amount of the material relevant to this issue. I have focussed on reviewing the QHIC Project Board Updates #1, #2, #3 and CorpTech Assistant Director-General-QHHR Daily Updates to assist my recollection of events.

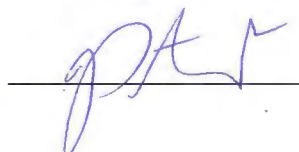Signature: _____   Witness signature: _____

65.   When system issues arose post Go Live, they would commonly be logged with the CorpTech Service Desk as "incidents", after which they would go through various stages of root cause analysis to determine whether or not they were system defects. As mentioned in Attachment 1 of QHIC Project Board Update #3, there had at that stage been 332 incidents logged for investigation. It should be stressed that an incident may be deemed to not be a defect following investigation. An incident may ultimately be found to be an incorrectly followed process by an end user, or a data related issue. There may also have been multiple incidents logged for a single defect. Having said that, the volume of incidents needing initial investigation by the CorpTech or IBM's team was significant to manage.

66.   At the time of Go Live, there was a higher than expected level of demand on the system. This high volume was caused by the significant work load placed on the payroll users as a result of:

    a.   processing of backlog from the impact of down time from cutover and a significant influx in old forms being submitted;

    b.   rework from payroll enquiries or incorrect rosters;

    c.   extensive staff enquiry activity and running of reports to assist with those enquiries.

Aside from the increase in transactional processing there would also have been a significant volume of retrospective system processing that would, by its very nature, gradually increase with each pay period.

Workbrain Performance Issues

67.   The most significant system issue post Go Live was WorkBrain performance. This was presented in many ways, including slowness in using the Multi View Schedule (**MVS**), difficulties viewing, updating and publishing rosters in the MVS, individual users being unexpectedly locked out of Workbrain, general slowness across the Workbrain application and the entire Workbrain application crashing.

68.   The experience for the users would vary from hub to hub (a hub is a payroll office), however in general there was a significant impact upon payroll processing productivity in entering the rosters for the fortnight and updating changes to those rosters.

69.   These issues started to surface in the first few days, and IBM appointed a Problem Manager to work with the CorpTech Infrastructure Team and CITEC Basis staff to diagnose the issues.

70.   The IBM Project Manager and Problem Manager provided regular briefings to CorpTech Senior Management and in turn CorpTech maintained constant communication with Queensland Health to ensure it understood the business impacts and communicated workarounds, the progress of investigations and the action plans for resolution.

71.   Workbrain is a complex, multi-layered environment and diagnosing the root cause of issues required a multi-pronged, planned approach. IBM advised that the IBM Problem Manager

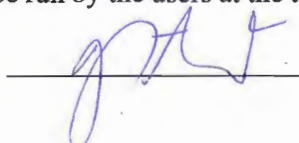Signature: _____   Witness signature: _____

appointed was experienced in this type of problem analysis. I recall being confident in his expertise on the ground.

72. Over the course of several months a range of system and infrastructure changes were applied to address the performance issues. This occurred following consultation with both CorpTech and Queensland Health and was approved through the Change Advisory Board via the submission of Request for Change (**RFC**) forms. These included changes at the application server layer, changes to database settings and indexes at the oracle layer, improvements to poor performing queries at the application layer including removal of unnecessary top layer security checks (which were a legacy from Whole-of-Government requirements) and "hot fixes" applied to the MVS in Workbrain to address publishing issues. A "hot-fix" is explained below.

73. These were highly specialised technical areas about which I am not equipped to discuss detail. They required a team of highly specialised people to investigate the issues, identify solutions and apply the system changes.

74. IBM also engaged Infor specialists from Canada to contribute to this team of specialists.

75. Infor also made recommendations in relation to business processes and security models. These recommendations were pursued over a much longer period of time as they required significant change management effort at a time when Queensland Health was already change-fatigued. These included restricting security access to data to defined hubs as opposed to providing state-wide access, and also a change in how work was distributed between the MVS and the timesheet. In practical terms, the last change meant performing more updates directly in the timesheet rather than in the MVS.

MVS Publishing

76. When publishing rosters from the MVS to the timesheet, the user would receive a message that advised them of whether the publishing process had been successful. Issues arose where the user was advised the process was successful when it had actually failed, or when the user was advised the process was unsuccessful when it had actually successfully loaded.

77. This only happened on some occasions, however because the user did not know when the error message was correct and when it was incorrect, they could not trust the message at all.

78. This would often result in the user continuing to hit the "submit" button when it was not necessary. This would exacerbate the load on the system and contribute to the performance issues.

79. If no action was taken when the publishing process was unsuccessful this would result in no timesheet information for those employees to be sent to SAP, with an impact on payments.

80. A workaround was developed very quickly which involved sending a regular state-wide report to the State-wide Payroll Team to advise which employees and/or teams were not yet published. This was called the "unpublished roster report" and it I recall it may have been available to be run by the users at the team level. Where it was not possible to achieve a
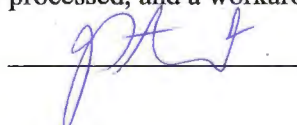
Signature: _____   Witness signature: _____

successful roster publish in the MVS, the users were directed to enter the information directly to the timesheet.

Integration Issues

81.   SAP and Workbrain were considered an "integrated solution". It did not use real time integration, but rather sent information from one system to another via a series of export and import files and data uploads. The SAP solution XI was used as the file transfer process to allow both systems to exchange data.

82.   The exchange of data occurred on a daily basis for employee master data from SAP to Workbrain. In other words, SAP sent information about the employee, their award provisions and their assigned position and team amongst other things to Workbrain to allow rostering and award interpretation to occur in it.

83.   Multiple times per fortnight Workbrain would send timesheet data that had been award calculated, back to SAP. Workbrain would also send such information regularly throughout the day in a process called "off cycles", when the user had a requirement to make an adhoc payment that day for that employee. This was particularly relevant for terminations and where leave was to be paid in advance.

84.   Ensuring the data arrived in each respective system in a time-sequential order was important to the integrity of the Solution, because the Solution was retrospective. In other words, if a shift was sent to SAP and then subsequently cancelled and then added again the order of these records being sent is extremely important. If SAP received those records in the order of "add, add, delete" instead of "add, delete, add" there would be a different outcome for payment. In the former case, there would be no pay for that shift.

85.   The integration was designed to produce error messages under certain conditions, and these errors would require attention by either CorpTech or SSP, depending on their nature.

86.   There were two integration issues identified in the second pay period, as outlined in Post Go Live Update #2. The first was in relation to the error messages I have just described. The volume of error messages was increasingly large and the more there were, the less there was and the ability for these error messages to be addressed before the next scheduled file upload. Balancing these demands with other workload and priorities was becoming increasingly difficult. It caused data to start loading out of its proper sequence.

87.   The second issue was the data stamp on the files that were sent by the "offcycle" process as described above. Due to the sheer volume of adhoc payments being made, the offcycle process was being used to the extreme. This meant that users were creating new files at precisely the same second. This was a problem, because files needed to be uniquely named for SAP to process them, and they were named according to the time at which they were created. As a result, duplicate files were being left unprocessed, and therefore were not picked up in the adhoc payment run.

88.   This issue was identified quickly. All of the unprocessed files were identified and subsequently processed, and a workaround was in place to ensure they were continuing to

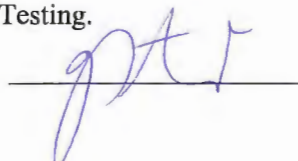Signature: _____   Witness signature: _____

be identified whilst a change to the file naming protocol was implemented to address the issue permanently.

89. A third integration issue was not identified until root cause analysis commenced on the file naming issue described above. This issue was that there was a defect in either system that did not send the data in the first place and therefore there was no error message coming up to prompt action.

90. This was considered an extremely concerning issue, and was one of the scenarios CorpTech had raised with IBM prior to approving Go Live, as is discussed above. IBM had then assured CorpTech that errors of this kind would not occur.

91. IBM had failed to deliver a suitable and supportable reconciliation tool to highlight such issues and so CorpTech and the IBM staff within the team worked together to produce extracts from each system on timesheet information to compare source data to source data. Where issues anomalies were identified a load process was used in SAP to ensure payment. CorpTech took ownership of this workaround, which grew in volume over time and there were a number of CorpTech staff dedicated to managing these integration issues.

92. IBM continued to focus its attention on fixing the defects behind the root cause of the issues.

93. I could not estimate how many payments were impacted by this issue prior to the workarounds being applied.

Pay run process

94. Delivery of the fortnightly pay run was CorpTech's responsibility, and involved ensuring that all of the daily, interim and final pay runs were successfully completed.

95. There was a fine line between CorpTech's responsibility to deliver the process and IBM's responsibility to ensure there were three successful pay runs.

96. This resulted in CorpTech taking management accountability, dealing with escalated issues and performing the end pay run processes undertaken by the Payroll Bureau. IBM contributed staff to the 24/7 roster needed to support these processes.

97. This responsibility was one I took very seriously and along with Mr Philip Hood was absolutely committed to ensuring CorpTech paid Queensland Health employees every second Wednesday.

98. It was also critical that any system downtime to complete such processes was kept to a minimum to provide the payroll officers as much time as possible with access to the system, so that they could do their jobs.

99. From the very first pay period there were issues with the overnight processing. It was initially a problem with the import process that ran daily, but over time other jobs were also running much slower than articulated in IBM's final test results from Payroll Performance Verification Testing.

Signature: _____   Witness signature: _____

100. It became a regular event that both Mr Hood and I spent nights on teleconferences with dedicated support staff, troubleshooting issues and planning how to minimise the impact to the users the following day. This was done in consultation with QH SSP.

101. There are no words to describe the intensity of the pressure, anxiety and fatigue that was experienced because of the overnight pay processing issues in the first approximately twelve (12) months following Go Live.

Retrospectivity

102. Whilst retrospectivity is not a system defect, it did contribute to some of the significant payment concerns following Go Live. I have described this impact above, including staff receiving unexpected pay results. The volume of retrospective processing due to prior period adjustments exacerbated the integration issues.
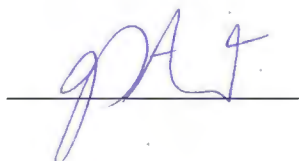
Other system issues

103. Other system issues were also present, but I do not believe they contributed in any significant way to the major payment issues experienced by staff. I base this view on the understanding that in most cases when "no pay" issues were investigated, they were usually found to be in relation to missing forms or incorrect rosters or the issues described above.

ROLE OF INFOR

104. I have been asked to comment on the role of Infor, and why it was necessary for their experts to be flown in from Canada.

105. Infor are the company that owns the Workbrain product.

106. As the software developer, Infor had technical experts who understood in detail the technical architecture of the software.

107. IBM did engage Infor on a few occasions to perform direct work on the QHIC Project. I recall Infor performing a pre-Go Live audit, and providing a report to IBM. The summary results of this report were discussed by Mr Mark Dymock of IBM at a Project Directorate meeting on 1 March 2010 (**Annexure B**), at which he indicated there were no issues requiring action for Go Live, and the report was subsequently distributed to both the Project Directorate and the Project Board.

108. The last occasion I can recall when IBM enlisted Infor expertise was in relation to post-Go Live performance, when significant performance issues were being experienced with Workbrain that were unable to be resolved with the resources in IBM's team. IBM engaged Infor technical specialists along with specialist IBM resources to troubleshoot the issues.

109. Another reason for Infor involvement was that any fixes to core product defects needed to be built by Infor. These were referred to as "hot fixes".

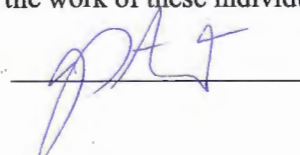Signature: _____   Witness signature: _____

110. I cannot recall in detail how hot fixes or core support was delivered when IBM were accountable for solution support other than to say IBM was the "middle man" between Infor and CorpTech.

111. Since 1 November 2010 the State has had a direct contractual agreement with Infor to provide support services and this is working well.

HANDOVER FROM IBM: 1 NOVEMBER 2010 ONWARDS

112. I have been asked by the Commission to give my recollection of what happened with the Solution after IBM handed it over to my team for support.

113. My recollection of the intent of the Supplemental Agreement made on 1 September 2010 is that it was to be a final agreement of clear deliverables for IBM to complete, for handover to CorpTech for full support accountability, and for IBM's exit.

114. IBM handed accountability for support of the Solution to CorpTech from about November 2010.

115. During the lead up to this handover, a new support structure in CorpTech was established which included a blend of public servants and contractors. A number of these people had served in the IBM blended QHIC team, to ensure some continuity of knowledge.

116. I had primary responsibility for support and service delivery for Queensland Health's payroll Solution. There were, however, some other teams in CorpTech that provided centralised services across all government agencies, of which Queensland Health was one. I worked closely with those CorpTech directors to ensure a seamless delivery of services.

117. I worked with Queensland Health to establish a new approach to prioritisation and release planning. We established revised change and release governance and procedures and worked towards publishing a regular forward release schedule to deliver key packages of changes (irrespective of whether they were defects or new requirements) that were priorities for Queensland Health.

118. One key focus area that was important to CorpTech (other than delivering improvements for pay accuracy) was the pay run process itself, and finally having the opportunity to review all the major programs that contributed to the pay cycle process that ran overnight multiple times per fortnight. The CorpTech team (later known as Queensland Shared Services), working closely with Queensland Health, identified opportunities to improve the speed and efficiency of this process and reduced the time taken to run interim pay runs and final pay runs. The consequence was that the system was more available to the payroll users to process transactions. This also provided more time to run the pay which was needed to deal with, for example, enterprise bargain back pays, which was a risk registered by CorpTech at Go Live.

119. Significant improvements were made to programs that were not running efficiently. Many of the programmers that were in the IBM team transitioned into the CorpTech support team. Having seen the work of these individuals, it is my opinion that the lack of efficiency in the

Signature: _____   Witness signature: _____

initial programming was not a result of IBM staff lacking skill and capability, but more likely a result of being given too short a time frame to develop an efficient and well-tuned program.

120. In addition, significant gaps in the solution documentation delivered by IBM have been corrected over time. This process is ongoing, because documentation gaps are not evident until a situation arises when a particular function or program requires change.

121. Over a two and half year period 422 defect fixes, 180 enhancements, and 172 maintenance updates have been delivered to improve the system and keep it up to date with Queensland Health's constantly changing industrial requirements.
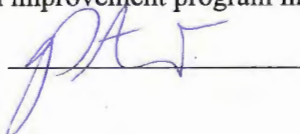
CURRENT SYSTEM OPERATION

122. I have been requested by the Commission of Inquiry to comment on the state of the current system.

123. As a consequence of the defect fixes and other improvements that have been made to the system, it is my opinion that the system is quite stable and reliable, and has been operating in that fashion for the last twelve (12) months.

124. No Priority one (1) defects have arisen within the last eight (8) months and only two (2) have arisen in total for the twelve (12) month period. This is in comparison to thirty-one (31) in the first twelve (12) month period.

125. As a result of the improvements outlined under the heading "Handover from IBM", and the implementation of the Pay Day Change Project, the pay run is now completed to user unlock in approximately 24 to 28 hours. For at least the first twenty-four (24) months after Go Live, it took approximately 40 to 48 hours.

SUBMISSION OF MATER MISERICORDIAE HEALTH SERVICES BRISBANE LIMITED TO THE COMMISSION OF INQUIRY

126. I have been given a copy of the submission made by Mater Misericordiae Health Services Brisbane Limited (**Mater**) to the Commission.

127. I agree with the initial comments made in relation to the importance of efficient business processes in rostering and payroll and would consider that this was a key contributor to the issues experienced post Go Live. This is part of the reason they were scheduled to be addressed in Phase Two (2).

128. Unlike in the Mater's project approach, which required many years to implement, the urgent need to replace LATTICE and ESP necessitated a small change footprint in Queensland Health in this first phase. Redesigning end-to-end business processes including roster practices and direct electronic entry of rosters at the front end was always intended to be Phase two of the QHIC Project.

129. This work is now underway in Queensland Health and the system itself is largely stable due to the system improvement program implemented over the past three (3) years. With this in

Signature: _____   Witness signature: _____

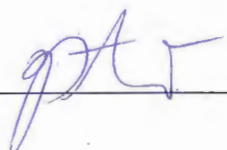mind it would make little sense to change systems. The key issue is business processes and the lack of integrated real time electronic rostering, including self-service. The current systems have this functionality available and it is even more enhanced in the latest maintenance versions.

FUTURE CONSIDERATIONS

130. The complexity of Queensland Health's business and industrial environment means that, in my opinion, it would be extremely difficult for Queensland Health to ever be able to document in detail all of its requirements, particularly within the time frame that was experienced. Attempting to do so would take such a significant period of time that those requirements would be changing even as the work was undertaken. In retrospect, the six (6) month timetable that IBM proposed was never realistic and a new system implementation for Queensland Health would be likely to take three (3) to five (5) years.

131. Since Go Live, there has been significant investment in improving the Solution, in understanding all residual issues and ensuring workarounds are in place where needed.

132. This process has sifted out any gaps or residual issues from the original Solution. The process of using it daily and paying 85,000 employees fortnightly with it has had the practical effect of over three years of testing. In this time, almost every possible business scenario and award calculation possible for Queensland Health has arisen. While I acknowledge that the initial circumstances surrounding Go Live were not ideal, it would be counterproductive to disregard the lessons from this time and the improvements that have been made as a result.

133. It is my opinion that the system is now stable, and operating and paying far more accurately than any previous situation, including under LATTICE. Queensland Health has also undertaken a number of initiatives such as a pay day change to provide better opportunity to manage the high volume of attendance variations that occur in its rostering environment.

134. The focus now needs to shift to ensuring the systems are kept up to date and maintained and do not go out of vendor support in the way that LATTICE did. It is time to move on to deliver what was always intended to be Stage Two (2) of the original project: that is, to establish full end-to-end electronic processing and remove the need for the submission and processing of paper forms. Employee and Manager Self-Service would be fundamental to this.

Signature: _____   Witness signature: _____

135. This would mean focussing on the redesign of Queensland Health's business processes, and making full use of the functionality that is in both Workbrain and SAP to support Queensland Health's business needs.

DECLARATION

This written statement by me dated ...... *9 May 2013* ...... and contained in the pages numbered 1 to ..... *18* ...... is true and correct to the best of my knowledge and belief.

....signature

Signed at ...... *Brisbane* ...... this...... *9th* ...... day of May 2013.

Witnessed:

.... signature

...... *Catherine McLennan* ......name of witness

Witnessed at ...... *Brisbane* ...... this ...... *9th* ...... day of May 2013.

CorpTech
Partners in corporate business solutions

Queensland
Government
Public Works

QHIC Extended Support Plan

Work Product (3.20)

Version: 0.12

Document Control Page

Revision History

Version	Date	Additions/Amendments	Author
0.x	26/06/2009	Initial Draft	Martin Brown
0.7	29/07/2009	Updated RACI, feedback from 1st review meeting and initial discussion with Nicola Stubbings	Martin Brown & Karmen Hellmuth
0.71	02/09/2009	Updated with Service Delivery comments	Martin Brown
0.8	07/09/2009	Sections 2.3.2, 2.5 updated. Changes/additions to RACI. Various minor updates	Martin Brown
0.9	12/10/2009	Updated with pre-review comments received, support hours and ARCI updated.	Martin Brown
0.10	25/11/2009	Various minor updates	Jason Cameron
0.11	26/11/2009	Various minor updates and inclusion of QH review	Jason Cameron
0.12	03/12/2009	Various minor updates to address lead review feedback	Jason Cameron

Distribution

Date	Distributed To	Version
10/09/2009	Juanita Hagstrom (Lead Reviewer)	0.8
10/09/2009	Damon Atzeni	0.8
10/09/2009	Joanne Boland	0.8
10/09/2009	Michael McMahon	0.8
10/09/2009	Robert Collins	0.8
10/09/2009	Marilyn Rowden	0.8
10/09/2009	Brian Frederick	0.8

Related Documents

Title of Document	Version
QHIC Scope Definition document	1.0
Project Execution Plan for Delivery of the QHIC Project	2.0
SOW 8 (version 2)	2.0
Implementation Readiness Checklist	2.4
QHIC Knowledge Transfer Plan	1.0
CorpTech Support Procedure Manual	TBC
QHIC Transport and Release Handbook	TBC

Glossary

Term	Description
BAU	Business As Usual
CSS	Customer Service Solutions
FAMMIS	Finance and Materials Management Information System, Queensland Health's SAP Finance and Procurement application
OLA	Operating Level Agreement
PEP	Project Execution Plan
QH	Queensland Health
QHEST	Queensland Health Enterprise Solutions Transition team, the team established to liaise between the Prime Contractor, IBM and the QHSSP to facilitate a successful implementation of the QHIC solution
QHIC	The name used for the project to implement the interim HR/Payroll and Rostering solution of Queensland Health.
QH ID	Queensland Health Information Division
QHSSP	Queensland Health Shared Service Partner
SLA	Service Level Agreement
SoW	Statement of Work
SWOT	Statewide Operations Team
SIMS	Service Incident Management System (ITSM Support Tool)

About this Document

The purpose of this document is to outline the extended support plan for the Queensland Health Implementation and Continuity (QHIC) solution.

This document will describe the extended support timeframes, hours of operation, support structure, roles and responsibilities and reporting structure.

This document describes the completion of extended support via the handover completion report.

Intended Audience

The intended audience of this document is:

- CorpTech Service Delivery
- CorpTech Project Delivery
- CorpTech Payroll Bureau
- Queensland Health Shared Services Partner (QHSSP)
- QHEST
- Queensland Health Information Division (QH ID)

Contributors

The following areas/staff were consulted during development of this document.

Area	Name, role
QHIC	Martin Brown, QHIC Implementation Manager
QHIC	John Gower, QHIC Project Director
CorpTech	Juanita Hagstrom
CorpTech	Jane Stewart
CorpTech	Nicola Stubbings
QHSSP	Janette Jones
QHEST	Amanda Doughty

Table of Contents

1. Introduction

This document describes the support structure which will be in place for the Extended Support period and the issues/incident/change resolution process that will occur during this phase.

1.1. Assumptions

The following assumptions have been identified relating to the planning, execution and completion of the QHIC Extended Support Plan:

- The decision to Go-Live was made by the Go/No-Go Approvers prior to the commencement of Extended Support.

- The first pay run on the new solution will be Monday 22nd March, 2010.

- QHSSP end users have completed all applicable training prior to Go-Live.

- CorpTech Payroll Bureau end users have completed all applicable training prior to Go-Live.

- CorpTech Project and Service Delivery support staff have completed the Knowledge Transfer activities outlined in the Knowledge Transfer Plan (Work Product 6.04a) and the Knowledge Transfer Completion Report has been signed-off prior to Go-Live.

- CorpTech Project and Service Delivery have the appropriate level of resources to support the QHIC solution after the Extended Support Period has ended.

- QHIC will supplement CorpTech Project and Service Delivery team during Extended Support and the QHIC management team will provide the day to day management of Extended Support activities.

- CorpTech Project and Service Delivery resources will be made available to the QHIC project team for the Extended Support period.

- Any Public Holidays falling in the Extended Support Period are considered normal working days i.e. Extended Support Resources will be required as normal.

- All organisations providing support during the Extended Support Phase will provide resources covering the extended hours in accordance with Sections 2.3.3 Extended Support Hours of Operation and Appendix A – Extended Support Hours By Team.

- Extended support procedures will be based on business as usual support procedures as defined in the CorpTech Support Procedure Manual (attachment to the CorpTech Service Delivery Support Model Transition document)

- The CorpTech Support Procedures (business as usual support procedures) will be provided to QHIC a minimum of 8 weeks prior to the commencement of extended support and will be used as the basis of the Extended Support Procedures.

- CorpTech is responsible for the CorpTech Service Desk.

- QH ID is responsible for connectivity and Access Services (including Citrix) as defined in the Service Level Agreement between QH Information Division and QH SSP.

- QHSSP as the Go-Live Support Desk will document issues raised which are not escalated to 1st level support (i.e. CorpTech Service Desk) and will communicate outcomes/learnings via QHSSP communications processes

- The QHIC Extended support teams at 2nd level support (QHIC Support Management) will be made up of blended teams (i.e. QHIC, CT HR Apps, CT Project and Service Delivery, CT Infrastructure Technology etc)

- QHIC Support Management defect/incident resolution will follow agreed prioritisation (e.g. severity 1 is highest priority). Any changes required to defect/incident severity and priority will be addressed via the extended support meetings.

- Defects of all severities will be addressed during the Extended Support period.
- Remote access facilities are available to all resources performing on-call support.
- QHIC Extended Support will cover 3 Final Pay Runs in the new solution (see Section 1.2). The extended support period will finish immediately after the completion of the 3rd pay run – Wednesday 21st April 2010.
- The end of Extended Support will be finalised through the Handover Completion Report (Deliverable 6.09).
- The Sustain Phase (BAU Support), led by CorpTech Project and Service Delivery, will commence on Thursday the 22nd April, 2010.

1.2. Scope

The QHIC Extended Support will cover the first three pay runs following the Go-live of the QHIC solution, specifically;

- 1st Pay Run – Monday 22nd March, 2010
- 2nd Pay Run – Monday 05th April, 2010
- 3rd Pay Run – Monday 19th April, 2010

Extended support will be conducted by a blended team which will involve 2 tiers of Support with 2 levels within each tier and the implementation of internal support infrastructure.

Extended support will form the basis of the entry phase for CorpTech Project and Service Delivery to commence ongoing support for the QHIC Solution.

Exclusions:

QHIC Extended Support will not include:

- The development of process and/or procedures describing the interaction between QH and QH ID – existing arrangements are assumed to be satisfactory.
- Detailed reporting on defects managed by QH ID i.e. defects which are not recorded in SIMS (High severity defects impacting access to the QHIC solution will be discussed in the status meetings and will be reported by QHIC).
- Detailed reporting on FAMMIS defects.
- Definition of the QH technical environment beyond the requirements for Extended Support.

2. Extended Support Approach

2.1. Overview

The approach developed for the extended support plan has been designed to build upon the existing resources, processes and expertise within QHSSP, QHEST, CorpTech Project and Service Delivery and the CorpTech Payroll Bureau. The approach has also taken into consideration support structure for existing clients to minimise the impact of support handover from QHIC Support Management.

While extended support will run for three pay runs (post go-live) this plan aims to effectively execute the extended support and provide an entry for CorpTech Project and Service Delivery to commence ongoing support for the QHIC Solution.

This plan provides a framework for QHSSP and QHEST to identify resources, processes and expertise for the resolution of system and training issues in-house and the approach for escalating issues/defects to 1st level support. This is in line with the implementation of the QHSSP Diamond Service Delivery Model and supports the development of a first point of contact for end users.

The extended support approach describes the support structure, reporting structure, issue / defect escalation, issue / defect resolution, documentation and communication.

Prior to entering extended support the following items will have been addressed and reported via the Implementation Readiness Checklist:

- Design, Process and QHIC Training completion
- Testing completion
- Business Readiness
    - People;
    - Training;
    - Plans and Processes;
- Business Controls and Security;
- Environment, Technical Readiness
- Data Preparation / Data Migration Testing Completion
- Cutover Planing/Cutover Completion
- Post Go-live Support/Service Readiness

On completion of the Extended Support period CorpTech will take over the responsibility for the support of the QHIC solution in line with agreed SLA's and OLA's between QH and CorpTech. IBM will continue to provide support in-line with the Warranty obligations contained in SoW 8 (3 months from the first time functionality runs in Production).

2.2.   Goals of Extended Support

The goals of extended support for the QHIC solution are:

- To provide support for the first three pay cycles and the first three pay runs following Go-live (inclusive of the Go-live pay cycle)
- To document issues and defects/incidents raised during the extended support period
- To resolve defects/incidents during the extended support period
- To update documentation with the results of any defect resolution
- To provide an entry to CorpTech Project and Service Delivery to commence ongoing support of the QHIC Solution
- To finalise Extended Support through the submission of the Handover Completion Report (Deliverable 6.09)

2.3. Extended Support Model

2.3.1. Support Structure

QHSSP has over 700 end users across multiple locations. QHSSP has recently implemented a Diamond Service Delivery Model which includes a hub and spoke model with 10 key service hubs located in:

- Herston
- Mt Gravatt
- Ipswich / West Moreton
- Logan
- Toowoomba
- Nambour
- Rockhampton
- Chermside
- Townsville
- Cairns

Herston will be the main hub location from which Extended Support is driven. The Go-Live Support Desk will be located at the Herston QHSSP facility and will drive the initial line of business support for end users across the State.

The preparation of the system go-live has seen the imbedding of trainers and SWOT members in facilities across the State. The creation of the QHSSP hub and spoke model for service delivery has created the opportunity for expertise in business processes and the new solution to be shared across the State.

The support capabilities of the QHSSP hub and spoke model provides the opportunity to create an initial line of business support which allows end users to raise issues and questions relating to new business processes and the new system, without having to raise a CorpTech Service Desk call. This model also supports the documentation and sharing of learning that occurs on the front line and which can be used ongoing to support end users experience of and use of the new system.

The extended support plan includes two tiers of support with two levels within each tier:

1.   Internal to QH   - SWOT and Go-Live Support Desk
2.   External to QH - 1st and 2nd level Functional and Technical support
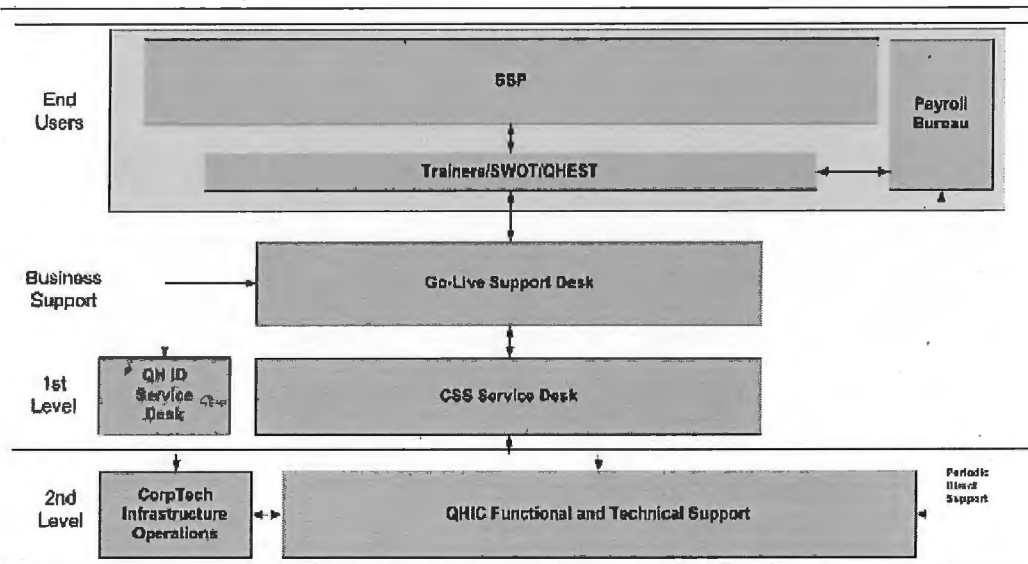
Table: QHIC Support Model Overview

2.3.1.1. Internal to QH - SWOT and Go-Live Support Desk

Within QHSSP the augmented SWOT team will form the initial line of business support. The benefit of the SWOT team providing initial support to end users is the ability to leverage team members' knowledge of the business and the new solution. The first action of the initial business support is to refer end users to training materials and work instructions or to provide the end user with guidance /training to complete a system transaction.

The benefit of including SWOT team members in the support structure is that many of these team members are physically located at QHSSP locations and they will be available to provide hands on assistance to end users.

The second line of support will be in the form of a Go-live Support Desk. The Go-Live Support Desk will be located at the Herston QHSSP site and will provide support to end users and SWOT team members and statewide contact points.

The management of the Go-Live Support Desk will be provided by QHSSP in conjunction with QHEST. QHIC (IBM and CorpTech) will provide on-site assistance to the Go-Live Support Desk as outlined in Section 6, Appendix A Extended Hours by Support Team.

The Go-Live Support Desk will act as the key escalation path for incidents / defects to the 1st Level Support provided by CorpTech Service Desk. The Go-Live Support Desk will be responsible for logging of calls with 1st Level Support (CorpTech Service Desk).

The Go-Live Support Desk will document frequently asked questions and distribute the resolution to QHSSP end users in an effort to reduce future issues and to assist end users in their ongoing use of the new system.

2.3.1.2. External to QH - 1st and 2nd Level Support

First level support is performed by the CorpTech Service Desk. The CorpTech Service Desk will log all calls and assign the calls for resolution as appropriate. The CorpTech

Service Desk has access to resources from CorpTech Infrastructure Operations and other specialist staff to assist with issue resolution.

If an incident cannot be resolved by CorpTech Service Desk the call will be logged and passed to the 2nd level of support, QHIC Support, for resolution.

CorpTech Project and Service Delivery Support staff will participate in a blended team with QHIC resource to form the QHIC Support Management team. QHIC will provide management on the day to day activities for the QHIC Support Management team during extended support period (3 pay runs), with handover to CorpTech to occur at the end of the third pay run.

During the first (Go-live) pay cycle the CorpTech Payroll Bureau will be co-located at 313 Adelaide Street with the QHIC Support Management team who will provide support to the Payroll Bureau for the execution of adhoc pay runs, interim pay runs and the final pay run on the new system. During the second pay cycle the Payroll Bureau resources will return to their Mary Street offices where the QHIC Support Management team will provide on-call support for the final interim pay run and the final pay run. No direct support is envisaged for the third Pay Cycle (this will be reviewed after the 2nd pay cycle).

2.3.2. Support Timeframes and Critical Windows

The extended support period will run for three consecutive pay runs following Go-live. These pay runs are:

- 1st Pay Run – Monday 22nd March, 2010
- 2nd Pay Run – Monday 05th, April, 2010
- 3rd Pay Run – Monday 19th April 2010

During each Pay Cycle, the level and availability of support resources available will vary in line with the activities performed by QH SSP and the CorpTech Payroll Bureau during the fortnightly pay cycle.

The table below outlines the expected resource peaks during the fortnightly pay cycle:-

	Day	Level of Support Resources	Rationale
1	Monday	Very High	Final Pay Run
2	Tuesday	High	
3	Wednesday	Medium	
4	Thursday	Medium	Interim Pay Run (Start)
5	Friday	Medium/High	Interim Pay Run (Completion)
6	Saturday	On-call only	
7	Sunday	On-call only	Maintenance Window
8	Monday	Medium	Interim Pay Run (Start)
9	Tuesday	High	Interim Pay Run (Completion)
10	Wednesday	Medium	

11	Thursday	Medium	Interim Pay Run (Start)
12	Friday	High	Interim Pay Run (Completion)
13	Saturday	High (Remote Support)	SSP Data Changes and Time and Attendance changes
14	Sunday	Very High (Remote Support)	Pay correction and final processing

Table: QHIC Support Resource over Pay cycle

2.3.3. Extended Support Hours of Operation

The standard hours of operation for the End Users and 1st and 2nd level Business Support and the 1st level Application support are will be as follows:-

- QHSSP – 6:00am to 22:00pm, 7 days per week.

- Payroll Bureau – 8:00 am to 17:00pm, 5 days per week (Pay Monday until finished)

- QHSSP Go-Live Support Desk operating – 6:00am to 22:00pm, 7 days per week.

- CorpTech Service Desk – 6:00 am to 22:00pm Monday to Friday and 8.30am to 17:00pm Saturday and Sunday

- CorpTech Infrastructure Operations 6:00am to 22:00pm Monday to Friday and 8.30am to 17:00pm Saturday and Sunday. Break Fix Support provided 24/7.

The standard hours of operation for the various 2nd level 2 Application and Infrastructure Support teams are outlined in Appendix A - Extended Support Hours by Team.

2.3.3.1. Exceptions to Extended Support Hours of Operation

1st Pay Cycle

In addition to the standard hours stated above the following additional support hours will apply during the 1st pay cycle post Go-live:-

- QHIC will provide on-site support for day 13 (Saturday) of the first Go-live pay cycle from 8:30am – 5pm

- QHIC Data Migration resources will be available (on-call) for support issues until the first Sunday post Go-live.

2.3.4. Extended Support Procedures

The following Extended Support Procedures, based on the CorpTech Support Procedures (business as usual support procedures), will be used during Extended Support period

- CorpTech Service Desk Procedures
- Incident Management Procedure
- Change Control Process (including RFC Forms)

- Deploy Procedure including:
  - o Release/Production Support Landscape
  - o Release Strategy (SAP and Workbrain)
  - o System Landscape Diagram

These Procedures will be reviewed for inclusion in the development of the Extended Support Procedures delivered for Work Product 3.21.

2.3.5. Reporting Structure

During the extended support period all key stakeholders (QHEST, QHSSP, Payroll Bureau, QH ID, CorpTech Service Desk, CorpTech Project and Service Delivery and CITEC) will report on the extended support activities via QHIC Support Management.

The purpose of QHIC Support Management providing a central point for reporting is to ensure all defects are addressed in a timely manner, defect resolution and update documentation is communicated efficiently and any issues/incidents which arise during extended support are escalated appropriately.

QHIC Support Management will provide all key stakeholders with a reporting template and the reporting schedule. During the first pay cycle it is anticipated that daily reporting will be required, this will be reviewed following the first pay run and the reporting schedule post the first pay run may be reduced.

The summary of extended support reporting will be used as a project artefact for the Handover Completion Report, and will lead to the development of a summary of open issue resolution and the development of a management plan for remaining open issues/incidents including assignment of owners for issue resolution.

2.4.   Extended Support Processes

2.4.1. Support Team Members

Based on the QHSSP Go Live Support Model end users will have an initial line of business support present in each hub location. Team members will be available at the majority of facilities to provide support and act as the first point of contact for issues/incidents/system use.

End users will raise issues by contacting their allocated SSP support officer.

SSP Support team members will use existing project documentation (eg training material, work instructions) to provide a first line of support to end users.

Where the Support team members find that they cannot address the issue raised by the end user they will escalate the issue to the Go-Live Support Desk.

The SSP Training Manager will coordinate and disseminate any necessary updates to training materials or work instructions.

2.4.2. Go-Live Support Desk

Issues unable to be addressed by the Go Live Support team members will be escalated to the CorpTech Service Desk for resolution or further escalation to the QHIC Support Management Team. The Go-Live Support Desk is the path for escalation of issues/incidents to 1st Level Support CorpTech Service Desk.

The members of the Go-Live Support Desk will be located at the Herston QHSSP facility and will provide support to QHSSP end users regarding use of the new system and new business processes and/or workarounds.

Many QHSSP end users will have limited exposure to SAP and/or Workbrain and the availability of Go-Live Support Desk will assist with their use of the new system during the initial transition to the new system.

Members of the Go-Live Support Desk will include QHSSP SWOT, QHEST and QHIC (CorpTech and IBM) and will be managed by QHSSP. Team members will have appropriate system knowledge to classify end users questions to determine if the issue can be resolved through system training or if the issue requires escalation to 1st Level Support (CorpTech Service Desk).

QHIC will provide assistance to the Go-Live Support Desk via the QHIC Support Management team. Members of the QHIC Support Management team will be available to assist the Go-Live Support Desk on an adhoc basis. QHIC Support Management team will not be co-located at Herston but will be available via email, phone and meetings to provide support and information to the Go-Live Support Desk team.

2.4.3. Level 1 and 2 Processes

2.4.3.1. Level 1 Processes

The CorpTech Service Desk will be made up of help desk staff that support the QHIC solution and other systems that fall under CorpTech's responsibility.

When the CorpTech Service Desk receives a call from the Go-Live Support Desk they will log the calls in SIMS and in line with agreed Service Level Agreements (SLA's) and Operating Level Agreements (OLA's) assign the appropriate resolution time. Following the resolution of the defect a communication will be provided to QHSSP via the Go-Live Support Desk for communication to end users (this includes call resolution and any updated system documents relevant to the call).

The CorpTech Service Desk is managed by CorpTech. The CorpTech Service Desk will log all calls and assign the calls for resolution as appropriate. The CorpTech Service Desk has access to resources from CorpTech Infrastructure Operations to assist with issue resolution.

Documentation such as Frequently Asked Questions (FAQ's) will be updated (as required) and the call resolution will be logged in a knowledge management database to support future resolution of the same or similar issues/incidents.

If an issue cannot be resolved by CorpTech Service Desk the call will be forwarded to 2nd level support, QHIC Support Management team for resolution.

2.4.3.2. Level 2 Processes

Level 2 Support will be conducted by QHIC Support Management which will comprise team members from IBM and CorpTech . The QHIC Support Management team will be managed by QHIC and provide the entry for CorpTech Project and Service Delivery to commence support of the system post extended support.

Issues/incidents will be communicated to QHIC Support via SIMS by the CorpTech Service Desk (as described in the previous section). This will be the only path of defect escalation to Level 2 Support.

Level 2 Support staff will review calls received from CorpTech Service Desk and assign to the appropriate team within the agreed SLA's for call logging and resolution.

Any defects identified will be recorded in test director. The extended support procedures will identify the change process which will be based on CorpTech standard support and change procedures. Following the resolution of the defect a communication will be provided to the CorpTech Service Desk who will then update the Go-Live Support Desk for communication to end users (this includes call resolution and any updated system documents relevant to the call).

System documentation will be updated (as required) and the call resolution will be logged in a knowledge management database to support future resolution of the same or similar issues.

2.4.3.3. Level 2 Support – Pay run 1

Additional support will be provided by IBM for the first pay cycle. The QHIC Support Management Team will provide direct support to Payroll Bureau for the first final pay cycle (to Pay run 1 Monday 22nd March, 2010), following the first pay run this level of support will be reviewed as defined in Section 2.3.1.2.

During the Go-Live first pay run IBM through the QHIC Support Management team will monitor all batch jobs, at the end of pay run 1 this level of monitoring will be reduced to monitoring of critical batch jobs (i.e. final interim and final pay run) for pay run 2 and 3.

2.5.   Extended Support Technical Landscape

QHIC will utilise the Production Support Landscape illustrated below to perform Support activities.
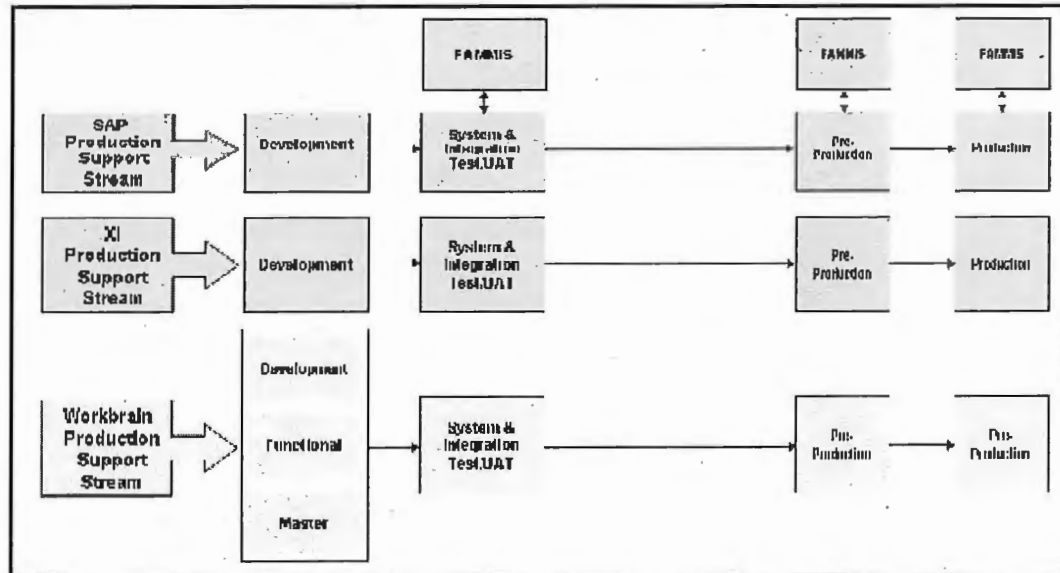
QHIC Support Landscape

For activities occurring in each of the client systems, refer to the QHIC Transport and Release Handbook document.

2.6.   Roles and Responsibilities

The primary end users for the QHIC Solution are:

- QHSSP
- QHSSP - SWOT
- CorpTech Payroll Bureau
- QHEST/Trainers

The SSP is responsible for the following during extended support:

- Manual data entry – data migration defaults prior to pay run 1 (Priority 3 defaults)
- Reporting on the progress of manual data entry (Priority 3 defaults)
- Processing the back log of data entry – from freeze periods
- Business as usual data entry
- Logging of defects
- Contribute to extended support reporting
- Communication of system changes, defect resolution to end users
- Participate in check in meetings / calls and extended support updates.

The first line of business support is comprised of the following roles - QHSSP SWOT team members and QHEST / Trainers - and is responsible for:

- First level business end-user support
- Assist in answering SSP end user questions regarding the new system and any new business processes developed to support the new system
- Management and resolution of user errors
- Documentation of frequently asked questions (FAQs)
- System training for SSP end users
- Maintain Master Data (SAP Master Data only)
- Security direction / policy – end user security groups only
- Business analysis
- Contribute to extended support reporting
- Communication of system changes, defect resolution to end users
- Participate in check in meetings / calls and extended support updates.

Go-live support desk is comprised of the following roles - QHSSP SWOT team members and QHEST - and is responsible for:

- Second level business end-user support
- Assisting answer SSP end users questions regarding the new system and any new business processes developed to support the new system
- Coordinate user provisioning requests
- Assessing issues / calls for logging with the CorpTech Service Desk
- Addressing end user questions that are not logged with CorpTech Service Desk

- Logging calls to the CorpTech Service Desk
- Contribute to extended support reporting
- Communicating call and defect outcomes (received from CorpTech Service Desk or QHIC Support Management) to end users
- Participate in check in meetings / calls and extended support updates.

CorpTech Payroll Bureau is responsible for:

- Execution of manual and system related tasks documented in the Daily, Adhoc, Interim and Final Pay Run payroll procedures
- Logging of defects
- Contribute to extended support reporting
- Participate in check in meetings / calls and extended support updates.

CorpTech Service Desk is responsible for:

- Level 1 Support
- Logging of calls received from Go-Live Support Desk in SIMS
- User provisioning and password resets
- Resolution of level 1 calls
- Documentation of call resolution
- Communication of call resolution to Go-Live Support Desk
- Contribute to extended support reporting
- Escalating calls to QHIC Support Management
- Participate in check in meetings / calls and extended support updates.

QHIC Support Management/Support Team responsible for:

- Level 2 Support
- Management of calls received from CorpTech Service Desk
- Management and resolution of solution defects
- Documentation of call resolution
- Communication of call resolution to CorpTech Service Desk
- Updating system documents with defect resolution
- Producing reports (in line with reporting structure) on extended support progress
- Communication – status meetings / calls and extended support updates
- Contribute to extended support reporting
- Completion of the extended support summary report
- Submission of the Handover Completion Report.

3. Extended Support Communications

3.1. Status Meetings

During the Extended Support period regular meetings will take place to report on the overall status of Extended Support.

The objective of the meetings will be to:

- Communicate key issues
- Discuss key 'trouble cases'
- Provide an update on issue resolution
- Provide information regarding scheduled system changes
- Gain updates on user experience – by QHSSP sites
- Capture lessons learnt

3.1.1. Status Meetings - Schedule

The Extended Support Status Meeting will take place daily at 1pm via a Conference Call facility. The frequency of the meeting may be reviewed during the course of Extended Support.

3.1.2. Status Meeting - Attendees

Representatives from the following groups will be required to attend the regular status meetings;

- QHIC Project Management (Lead)
- QHEST Project Management
- SSP Management/SWOT
- QH HR Branch
- QH Finance (including FAMMIS Support when required)
- CorpTech Project Delivery
- CorpTech Service Delivery
- QH ID

3.2.   Reporting

A summary report will be produced and distributed after each status meeting. This report will contain the following information:

- A summary of the key trouble cases
- Key issues and impacts
- Issue resolution
- Key lessons learnt

The exact format of the report will be defined prior to the commencement of Extended Support.

3.3.   Intra-Support Team Communication

To support timely communication during the extended support period it is recommended that support teams (i.e. SWOT and Trainers, Go-Live Support Desk, CorpTech Service Desk and QHIC Support Management) implement regular team meetings and communication channels. One suggestion for

intra team communication is the scheduling of debriefing and handover meetings to ensure key support and defect resolution information is communicated between team shifts.

4. Escalation Process

An Extended Support Escalation process will be defined (as part of the Extended Support Procedures Work Product) prior to the commencement of Extended Support.

5. Accountability Matrix

Responsibilities for the key activities associated with extended support are outlined in the following ARCI:

A: Accountable
R: Responsible
C: Consult
I: Inform

Activity	QHSSP / QHEST	QH ID	CorpTech	QHIC	CITEC
Preparation Activities					
High Level Plans and OLA's/SLA's					
Creation of QHIC Extended Support Plan	C	I	C	A/R	
Definition of BAU Support Model (including Resource Model)	C	I	A/R	I	C
Definition and agreement of Support SLA's between QH and CorpTech	C	I	A/R	I	
Definition and agreement of Support SLA's between QH and QHID	C	A/R	I	I	
Definition and agreement of Support OLA's between QH and QHID	C	A/R	I	I	
Support Environment					
Definition of Extended Support landscape	I	I	A/R	R	I
Support Procedures & Processes					
Definition of BAU Support Procedures (as defined in Section 2.3.4 of this document).	I	I	A/R	I	
CorpTech Service Desk procedures defined for BAU Support	I	I	A/R	I	
Definition of maintenance windows (refer to SLA)	C	I	A/R	C/R	R

Activity	QHSSP / QHEST	QH ID	CorpTech	QHIC	CITEC
Solution security procedures defined	C	I	A/R	I	
Technical maintenance activities in line with OLA's defined (including back up procedures)	I	I	A/R	I	R
Definition of and creation of Extended Support Procedures (based on BAU Procedures)	I	I	C	A/R	
Definition of procedure for Extended Support communications to end users & Go-Live Support Desk procedures	A/R	C	I	C	.
Definition of procedures for maintenance of workarounds	A/R	I	C	C	
Definition of procedures for Extended Support monitors and real time alerts	I	I	A/R	R	
Definition of procedure for deploying production fixes defined for Extended Support	I	I	A/R	R	

Resource Planning					
Resources planning and assignment for Business Support teams for extended support	A/R	I	R	R	
Resources planning and assignment for Application Support teams for extended support	I	I	R	A/R	
Resources planning and assignment for Infrastructure Support teams (Treasury Network) for extended support	I		R/A	C	R
Resources planning and assignment for Infrastructure Support teams (QH Network) for extended support	C	R/A	I	I	
Out of hours, on call and business hours for BAU Support arrangements defined	C	I	A/R	I	
Support team solution accesses for Extended Support assigned and distributed (including 3rd party support)	R	I	R	A/R	.

Extended Support Execution					
Management and Reporting					
Overall Extended support reporting and communication	R	C	R	A/R	
QHSSP and Go-Live support Desk reporting and communication	R/A	C	I	C	.

Activity	QHSSP / QHEST	QH ID	CorpTech	QHIC	CITEC
Issues/defects/incidents reporting and communication	C	R	R	A/R	C
End User and Business Support (Initial line of Business and Go-live Support Desk)					
Provision of initial (on-site) SSP end users support	A/R		C	C	
Management of the Go-live Support Desk	A/R		C	C	
Provision of 2nd level SSP end user support	A/R		R	R	
Logging of Calls with CorpTech Service Desk	A/R	I	R	I	
Communication of system changes and defect resolution to end users	A/R	C	C	C	
Documentation of FAQ's for common user queries/error management	A/R	C	C	C	
Maintenance of manual workaround log	A/R		C	C	
Coordination of User provisioning requests	A/R		C	I	
Level 1 Solution Support					
Management of CorpTech Service Desk	I	I	A/R	I	
Logging of calls received from the Go-live Support Desk (via SIMS)	C	C	A/R	C	
User provisioning and password resets	C		A/R	I	
Communication of system changes and defect resolution to end users	A/R	C	R	C	
Level 2 Solution Support (Issues/Defects/Incidents Management Resolution)					
Management, resolution and documentation of QHIC Solution issues/defects/incidents	C	I	R	A/R	
Management, resolution and documentation of Treasury network issues/defects/incidents	I	I	A/R	C	
Management, resolution and documentation of CorpServ network issues/defects/incidents	I	I	A/R	C	R
Management, resolution and documentation of QH network, Citrix and desktop issues/defects/incidents	C	A/R	I	I	
Management, resolution and documentation of change requests (new requirements) to QHIC Solution	C		A/R	C	
Provision of initial CorpTech Payroll Bureau end users support			R	A/R	
Batch Job monitoring (during critical windows)	C	I	R	A/R	I

Activity	QHSSP / QHEST	QH ID	CorpTech	QHIC	CITEC
Provision and support of incident/change tools (SIMS, SharePoint, Quality Center etc.)			A/R	C	

Warranty					
Definition of Warranty procedures (procedure for contacting IBM to address Warranty Issues)			C	A/R	

6. Appendix A – Extended Support Hours by Team

		QHIC Fortnightly Pay Cycle													
		1	2	3	4	5	6	7	8	9	10	11	12	13	14
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
SAP Functional (OM, HR, PY)	On-Site	08:00 – 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	00:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	08:30 - 17:00	08:30 - 17:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	06:00 - 24:00	06:00 - 24:00
SAP Functional (HR/FI)	On-Site	08:00 – 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	17:00 – 19:00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Workbrain Functional	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	08:30 - 17:00	08:30 - 17:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 22:00	06:00 - 22:00
SAP Technical (ABAP)	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	00:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	08:30 - 17:00	08:30 - 17:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	06:00 - 24:00	06:00 - 24:00
SAP XI Development	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	17:00 - 21:00	17:00 - 20:00	17:00 - 20:00	12:00 - 24:00
Workbrain Technical	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	08:30 - 17:00	08:30 - 17:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 08:00 17:00 - 22:00	06:00 - 22:00	06:00 - 22:00
Testing (SAP & Workbrain)	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
User Access (Security) (SAP & Workbrain)	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Release and Environment Management Team	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	00:00 - 08:00 17:00 - 22:00	00:00 - 08:00 21:00 - 22:00	19:00 - 21:00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	06:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	06:00 - 24:00	06:00 - 24:00
Go-Live Support Desk (IBM only) On-call provided by 2nd Level Support	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above	Provided by teams above

Go Live Support Desk (CT, SSP and QHEST)	On-Site	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00	06:00 – 22:00
	On-Call	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CorpTech Service Desk	On-Site	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	n/a	n/a	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	08:00 – 17:00	n/a	n/a
	On-Call	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	08:30 – 17:00	08:30 – 17:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	6:00 – 8:00 17:00 – 22:00	08:30 – 17:0Q	08:30 – 17:00
Infrastructure Operations (Network Support)	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 24:00	00:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 24:00	00:00 - 24:00
QH ID (QH Network and Citrix Support)	On-Site	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00	n/a	n/a
	On-Call	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 24:00	00:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 08:00 17:00 - 24:00	00:00 - 24:00	00:00 - 24:00

This Page has intentionally been left blank

Work Product Acceptance Sheet

A separate Acceptance Sheet is to be completed for each work product. Upon completion, lead reviewer to submit to Vendor Management and Service Management Office and then forward with consolidated feedback to IBM Team Lead.

Work Product Description: 3.20 Extended Support Plan

SOW Number	SoW8
Work Product ID	3.20
Work Product Name	Extended Support Plan
Work Product Lead	Jason Cameron
Work Product Lead Reviewer	Juanita Hagstrom (CorpTech SMO)
Date of Work Product		Date due to IBM	10 /12 /09
Dependent Deliverables	Cutover and Go Live Completion Report
Other / Comments	

Acceptance Details

Created: Jason Cameron	Date:
Lead Reviewer: Juanita Hagstrom	Date:

ACCEPTED (refer to 'Comments' Section)	☐ NOT ACCEPTED
☒ as is	(refer to 'Comments' Section)
☐ with minor revision and a revised version required	

Lead Reviewer Signature: *[signature]*   Date: 10/12/09

Comments

Comments / Issues / Defects (add notes or attach document. If not accepted, please provide list of defects and issues).

Authorisation details (completed by the Process Leads, Authorised approvers, Directors)

Name	Role	Signature	Date

QHEST Queensland Health
Enterprise Solutions Transition

QHIC Project Directorate Meeting
Entrance into Gate 2 Business Cutover

Meeting Details:	8:30am 1st March 2010
Venue:	Conference Room, Level 24, 307 Queen Street
Members Present:	James Brown, Tony Price, Naomi du Plessis, Jane Stewart, Terry Burns, Janette Jones, Mark Dymock, Paul Inns, Philip Hood, Paula Dann.
Secretariat:	Heidi Coleman
Apologies:	N/A
Minutes:	N/A

MEETING OUTCOMES / DECISIONS

Topic	Outcome / Decision	Action
Defect & Solution Management Plan	It was noted that the priority and release dates for all "issues" has been agreed. IBM's classification of items as change requests or new requirements are still to be discussed and agreed.	
Penetration Testing	Briefing note was tabled from CorpTech regarding Penetration Testing. Within the Workbrain application two "high", one "medium" and two "low" impact threats were discovered. The medium and low impact threats do not present a technical risk at this time. Of the two high impact threats, one has been resolved and the threat effectively mitigated. It was agreed that the risk relating to this issue is acceptable and will be a configuration change for PG2.	
PCV2	Teams are still conducting result validation. It was noted that the recommendation should not hold up Gate 2 as nothing has been discovered yet.	
External Organisation	Naomi reported that the ATO interface run on Friday failed – even though an earlier test had originally passed earlier in the project with no issues. Analysis will continue and the interface will be re-tested today.	
INFOR Report	IBM recommended that there is nothing in the INFOR report requiring action prior to GoLive. Mark will communicate with Nick Kwiatkowski regarding this report as it seems an old review conducted earlier on this project was used as the basis. This has raised questions of the quality of the review.	Mark Dymock
	The Project Directorate agreed to recommend proceeding into Business Cutover, noting the current project risks involved and current amber criteria. Naomi to construct a briefing note with this information to present to the board.	Naomi du Plessis
	The following items will be tabled as amber for the Board meeting this afternoon: – Penetration Testing (risk of internal hacking) – External Organisational Readiness (ATO issue) – PCV2 (result validation is still being conducted)	

Queensland Government
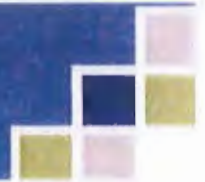
The following documentation will be presented to the Board to aid the decision:

- – Brief from the Project Directorate including recommendation (QHEST)
- – Gate 2 presentation (IBM)
- – Defect and Solution Management Plan (IBM)
- – INFOR report (IBM)
- – SAP report (IBM)
- – Project Risks and Issues (IBM)
- – Penetration testing brief (CorpTech)
- – PCV2 report (QHEST)
- – Quality Assurance Position paper (QHEST – Terry Burns)

QHEST,
IBM and
CorpTech

Other Business   It was agreed Philip Hood become an official member of the Project Directorate from now on, as the project is now moving into the extended support phase.

ISSUES TO BE ESCALATED TO THE BOARD

Item