

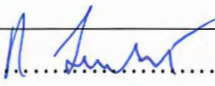
Health Payroll System Commission of Inquiry

STATEMENT OF ROBYN CHERYL TURBIT

I, **ROBYN CHERYL TURBIT** of level 7 80 George Street Brisbane state as follows:—

BACKGROUND

- 1 I am presently Assistant Director-General of Corporate Services within the Department of Public Works and Housing. I have held that role since November 2007 (substantively) and since May 2007 (acting). However the position title has changed over that period, initially Executive Director Corporate and Executive Services to Assistant Director-General Corporate and Executive Services and recently to Assistant Director- General Corporate Services.
- 2 My background is, briefly, as follows.
- 3 I hold a Bachelor of Commerce and Bachelor of Economics. I worked for the Queensland Audit Office between 1978 and 1984. I was in the Department of Education between 1984 and 1991. I was in the equivalent of the now Department of Public Works in 1991to 1995.
- 4 Between 1999 and 2004 I was working part-time in the Department of Housing and Public Works. I then returned full time in 2004 as the Director, Governance and Review.
- 5 Relevant to this matter is my time between May 2007 and early 2008/2009 as Assistant Director-General, Corporate and Executive Services within the Department of Public Works.

 Robyn Cheryl Turbit	 Witness
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Before contract

- 6 The only involvement I recall having with the contract dated 5 December 2007 before it was entered into is shortly before that time when I attended a meeting. That meeting was also attended, as I recall, by Barbara Perrott, the Director-General (Mr Mal Grierson) and (maybe) Mr Gerard Bradley (Under-Treasurer).
- 7 There was some discussion about the contract. I am not sure what was discussed and cannot now recall it. I do recall it was perhaps at the end of the evaluation process. I would have a diary entry of the meeting which would show (only) who was scheduled to attend the meeting. I will provide a copy of that entry to the Commission.
- 8 I had no relevant involvement in the contract before it was entered into besides this meeting. I was, however, generally aware of the contract. Every agency of Government was aware because of the process of the CEO steering committee.
- 9 I understand that Mr Grierson's involvement at this early stage would have been because he had been appointed as Queensland Government Chief Information Officer (CIO) (do not recall when this appointment was made) or because of his involvement in the CEO steering committee. I recall he was a member of such a committee. Mr Grierson also had a background in ICT. He had managed in the past, for example, CITEC.

Public Works inherits ICT matters

- 10 At this time, ICT elements of Government were coming into Public Works, although this particular contract did not come under Public Works' control until about 1 July 2008. For example, CITEC came into Public Works early on. In September 2007, shared services came into Public Works.
- 11 My area of responsibility is corporate services, not ICT as such. When shared services came in, it reported directly to the Director-General, and not through me.

 Robyn Cheryl Turbit	 Witness
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12 With these areas coming into Public Works, there was a general push (including by me) to know what we were inheriting.

13 At some later stage, it was decided to transfer CorpTech into Public Works.

Involvement after contract entered into

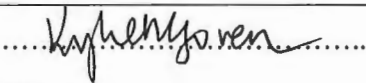
14 Meetings took place which I attended between Barbara Perrott, then Executive Director of CorpTech and the Director-General, Mr Grierson, about various matters concerning the contract. Ms Perrott expressed concerns about governance being inadequate. These meetings were conducted on a regular basis. I would usually attend. Mr Grierson was present when I attended.

15 When a Mr Bill Doak came on board for IBM in about July or August 2008, he met with Mr Grierson, me and Barbara Perrott. These meetings were convened for the purpose of the Director-General understanding how the project was going. I recall there being discussion of tension between IBM and CorpTech. At the meetings, issues were talked through in a less formal manner. Mr Grierson told me that he wanted to be advised what was going on.

16 The general matters discussed at meetings to which I have just referred include the financial status of the project which was my primary concern and issues about governance.

17 I had been asked if at the meetings it was ever discussed that Queensland Health did not have adequate say in what is being delivered. I can not say whether this was ever discussed.

18 My involvement in these meetings was knowing about the financial side. It has been suggested to me that I was involved in the contract as an auditor. That is not correct. In my role as Assistant Director-General Corporate Services, the internal audit team in the

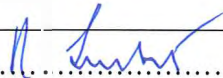
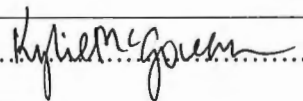
..... Robyn Cheryl Turbit  Witness
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Department reports to me, but the duties of an auditor are not part of that role. I was there to work with CorpTech to identify how much money was left for the project. I assisted CorpTech in developing a spreadsheet at one stage showing where the project was at financially. Papers were prepared by CorpTech assessing options. James Brown and Barbara Perrott developed and provided them to the Director-General and also to me.

- 19 I do know there are briefing notes to the Director-General about the matters discussed in the meetings, some emails (provided by CorpTech and IBM) and PowerPoint presentations.
- 20 The meetings were to occur on a fortnightly basis. I did not take any formal notes in any of the meetings which I attended with Mr Grierson and Ms Perrott.
- 21 I cannot recall how long they continued and over precisely what period. I do recall, however, that from about April or May 2009, I was not involved in any regular or direct sense. My regular/direct involvement in the matters I have discussed above ended in early 2009.
- 22 In February/March 2009, Margaret Berenyi became General Manager (Executive Director) of CorpTech. Ms Berenyi could copy me in on emails for a while but I took no active involvement in these matters and gradually those communications will show the discontinuation on the lists. Natalie McDonald became the Associate Director-General for ICT within the Department of Public Works and CorpTech as a business unit reported directly to this position.

Result of the meetings

- 23 I have been asked what happened as a result of the meetings referred to. Information was sought so an opinion could be formed to resolve the issues. The financial side,

 Robyn Cheryl Turbit	 Witness
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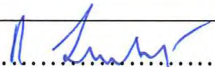
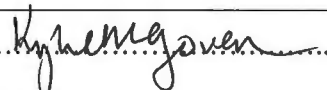
governance, status and performance of IBM was mentioned. There did exist, concerns that IBM was not performing.

- 24 I did not get involved in change requests. I have no ICT technical background.
- 25 I have been asked what response there was by Mr Grierson to the meetings referred to above. I do not know so far as the change requests are concerned. They concerned technical matters.
- 26 There were regular meetings with Mr Doak (IBM) and the Director-General about governance of the project. These were the meetings previously referred to.
- 27 As previously stated in paragraph 19 I do recall briefing notes to the Director-General about the matters discussed in the meetings, some emails (provided by CorpTech and IBM) and PowerPoint presentations. I would have received emails and associated information from CorpTech and IBM about issues which were discussed at the meetings. I also recall some workshops being undertaken .
- 28 There were communications with IBM including formal communications. I do recall a general view in Department of Public Works (expressed to me through these meetings) that IBM was not complying with the contract.
- 29 There was a general attempt to make things work. Everyone wanted it to work, including IBM.
- 30 Finally, there was a workshop in Queensland Health which I did not attend. Action lists were developed to try and improve the situation. I do not know if the items on those lists were ever actioned.

 Robyn Cheryl Turbit	 Witness
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Other matters

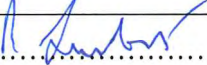
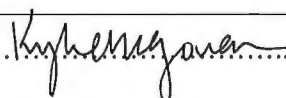
- 31 I have been asked whether I had any direct input into documents. Normally I was a recipient, including on emails. If appropriate I would provide comment in regard to emails and attachments.
- 32 I do not recall IBM being difficult to deal with. IBM gave me the impression it too wanted to get the project concluded. The IBM representatives were always willing participants in my dealings with them, even though there was not always necessarily agreement between IBM and the State.
- 33 I have been asked whether I recall what IBM stated to be the impediments in completing the project work. I recall IBM was concerned about the governance of the project.
- 34 I have been asked about change requests 60 and 61 and whether I would have seen them. I might have seen them at the time. I do not recall. My delegation was for \$500,000.00 as was most of the Department officers in relatively senior positions. Delegation for \$1.8 million expenditure would have had to go to Mr Grierson for approval. Alternatively, if an Executive Council Minute had approved a total amount and this was within it, then it may not have needed to go to the Director-General for separate sign-off.
- 35 I also wish to point out that I was not a participant in the formal governance process for the project. I was not on any of the Boards or Committees established to manage the contract and associated matters.
- 36 I did have recent involvement following the Auditor-General publishing his report in 2010. I helped prepare a joint response to that report on behalf of the Department of Public Works and Queensland Health which I think was a joint report.

 Robyn Cheryl Turbit	 Witness
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- 37 I have been asked whether I formed views about the problems which developed with the contract. I observed there was tension. The Auditor-General's report cites a lot of those issues including scoping. This was an enormous project and it was very ambitious. I am not sure it was ever going to achieve what we wanted it to.
- 38 There are questions whether IBM, from a procurement point of view, knew what it was tendering for.
- 39 I have been asked about what views I formed about the management and governance. I was not involved in them so cannot comment.
- 40 It is my experience that in ICT contracts, the business requirements will be defined properly before contracting so that tenderers can cost the works fully. It is also the means by which the tenders can be evaluated.

I have been asked whether I ever had discussions with Mr Grierson about the matters referred to above other than in meetings I attended. I did have such discussions. They were to the effect that he was frustrated because he wanted to see the project successfully implemented. He said he was conscious of the financial impact.

- 41 In the project in which I was involved, when I refer to the project, is to the wider scope of works which was originally foreshadowed to be done under it, not, as occurred, after my involvement, it being re-scoped down to just delivering only Queensland Health HR payroll.
- 42 I voluntarily make this statement to the Commission of Inquiry. The contents of this statement are true and correct to the best of my knowledge. I acknowledge that any false or misleading statement could be an offence against the *Commissions of Inquiry Act 1950* or contempt of the Commission.

 Robyn Cheryl Turbit	 Witness
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Dated 28th day of February 2013 at Brisbane in the State of Queensland.

R. Turbit

Robyn Cheryl Turbit

Kylie McGowan

Witness

<u>R. Turbit</u>	<u>Kylie McGowan</u>
Robyn Cheryl Turbit	Witness

QCPCI Reference:

Queensland Health Payroll System
Commission of Inquiry



**QUEENSLAND HEALTH PAYROLL SYSTEM
COMMISSION OF INQUIRY**

Annexure to Robyn Cheryl Turbit

Items to be annexed to the statement of Robyn Cheryl Turbit sworn on 28 February 2013:

1. various calendar entries and relevant discussion papers.

Witness signature:

Kyweon Yoon

Robyn Cheryl Turbit:

R Turbit

23 October 2007

Tuesday

October 2007							November 2007						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30		

	23		Tuesday			
7 am						
8 ⁰⁰						
9 ⁰⁰	Updated: ICT Governance Initiative - Weekly Progress Meeting DG's Conference Room, Level 7, 80 George Street	Updated: ICT Governance Initiative - Weekly Progress Meeting DG's Conference Room, Level 7, 80 George Street	Updated: ICT Governance Initiative - Weekly Progress Meeting DG's Conference Room, Level 7, 80 George Street	Workforce Planning - Robyn/Stephen,	Workforce Planning - Robyn/Stephen,	Workforce Planning - Robyn/Stephen,
10 ⁰⁰	STEPTOE Timea	STEPTOE Timea	STEPTOE Timea	Catch up - Liz and Susan; Robyn' s offic	Catch up - Liz and Susan; Robyn' s offic	Catch up - Liz and Susan; Robyn' s offic
				PPMU catch up; Robyn's office; Robyn TL	PPMU catch up; Robyn's office; TURBIT F	PPMU catch up; Robyn's office; Robyn TL
11 ⁰⁰						
	Catch up with Boyd; Robyn's office		Catch up with Boyd; Robyn's office		Catch up with Boyd; Robyn's office	
12 pm						
1 ⁰⁰						
2 ⁰⁰	Updated: Presentation to QAO Blue Room, Level 7/80 George Street WATERS Tony	Updated: Presentation to QAO Blue Room, Level 7/80 George Street Tony WATERS (Works)	Updated: Presentation to QAO Blue Room, Level 7/80 George Street Tony WATERS (Works)	Updated: Presentation to QAO Blue Room, Level 7/80 George Street Tony WATERS (Works)		
	2.30pm Glenn Poole and Val Maneera- Queensland Audit Office - Audit Issue		2.30pm Glenn Poole and Val Maneera- Queensland Audit Office - Audit Issue		2.30pm Glenn Poole and Val Maneera- Queensland Audit Office - Audit Issue	
3 ⁰⁰	Updated: ICT Consolidation Steering Committee Meeting Conference Room Level 3B, 80 George Street	Updated: ICT Consolidation Steering Committee Meeting Conference Room Level 3B, 80 George Street	Updated: ICT Consolidation Steering Committee Meeting Conference Room Level 3B, 80 George Street	Gerard Bradley/Mal; Mal's office	Gerard Bradley/Mal; Mal's office	Gerard Bradley/Mal; Mal's office
4 ⁰⁰	LESLIE Karen	LESLIE Karen	LESLIE Karen			
5 ⁰⁰						
6 ⁰⁰						

MCGOVERN Kylie

Subject: Gerard Bradley/Mal
Location: Mal's office

Start: Tue 23/10/2007 3:00 PM
End: Tue 23/10/2007 3:30 PM

Recurrence: (none)

Organizer: Robyn TURBIT (Works)

9 July 2008

Wednesday

July 2008						
Mo	Tu	We	Th	Fr	Sa	Su
7	1	2	3	4	5	6
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August 2008						
Mo	Tu	We	Th	Fr	Sa	Su
4	5	6	7	1	2	3
11	12	13	14	8	9	10
18	19	20	21	22	23	24
25	26	27	28	29	30	31

9 Wednesday				Notes
7 am				
8 ⁰⁰				
9 ⁰⁰				
10 ⁰⁰	Mtg with DG and IBM DG's office	Mtg with DG and IBM DG's office	Mtg with DG and IBM DG's office	
11 ⁰⁰	Robyn & Toni-Maree - discuss Audit Summary Rep			
12 pm				
1 ⁰⁰				
2 ⁰⁰				
3 ⁰⁰				
4 ⁰⁰	4pm Barbara Perrott and New Employee - James E	4pm Barbara Perrott and New Employee - James E	4pm Barbara Perrott and New Employee - James E	
5 ⁰⁰				
6 ⁰⁰				

HUGHES Skye L

Subject: Mtg with DG and IBM
Location: DG's office

Start: Wed 9/07/2008 10:15 AM
End: Wed 9/07/2008 11:15 AM

Recurrence: (none)

Organizer: Robyn TURBIT (Works)

MCGOVERN Kylie

From: jean.spiden@corptech.qld.gov.au
Sent: Wednesday, 9 July 2008 9:21 AM
To: TURBIT Robyn
Subject: Fw: Briefs for approval
Attachments: EDBriefIBM Performance080708v2.doc; Dft DG Brf - IBM Performance - 8 Jul 08 v0.3.doc; EDBriefDETAHR080708v1.doc

Hi Robyn,

Barbara has asked me to forward these three Briefs to you.

Many thanks,

Jean Spiden
Executive Assistant to Barbara Perrott
Executive Director (CorpTech)
Level 8, 60 Edward Street, Brisbane Qld 4000
GPO Box 5078, Brisbane Qld 4001
Telephone: 07 340 55594
Facsimile: 07 322 77752
E-Mail: jean.spiden@corptech.qld.gov.au
----- Forwarded by Jean Spiden/CorpTech/QTreasury on 09/07/2008 09:19 AM

Paul Hauenschild/CorpT ech/QTreasury	To
Barbara Perrott	
08/07/2008 05:35 PM	cc
Philip Hood/CorpTech/QTreasury@QTreasury, John Beeston/CorpTech/QTreasury@QTreasury, Greg Coonan/CorpTech/QTreasury@QTreasury, Catherine Andrews/CorpTech/QTreasury@QTreasury, Jan Dalton/CorpTech/QTreasury@QTreasury, Jean Spiden/CorpTech/QTreasury@QTreasury	
Subject	
Briefs for approval	

Barbara,

For review and approval, three briefs:

ED CorpTech brief on DETA HR issues

ED CorpTech brief on IBM Performance Issues

DG DPW brief on DETA and broader performance issues

These have been approved by John Beeston and Philip Hood.

Note the DG DPW brief may still require some style changes to suit DPW requirements, and briefs still require tracking numbers assigned. Will incorporate these in parallel to your review of the content.

Cheers,

Paul

(See attached file: EDBriefIBM Performance080708v2.doc)(See attached file:
Dft DG Brf - IBM Performance - 8 Jul 08 v0.3.doc)(See attached file:
EDBriefDETAHR080708v1.doc)

Paul Hauenschild

Director - Governance, Planning and Information CorpTech Business Performance Group Department of Public Works
Floor 8, Santos House, 60 Edward Street, Brisbane

Phone 07 322 42651 Fax 07 323 83035

Email paul.hauenschild@corptech.qld.gov.au

CorpTech Executive Director briefing note

IBM Performance issues

Purpose To inform the Executive Director of current issues relating to IBM's performance and recommend actions.

Urgency IBM performance issues may be escalated to the Director-General, DPW by DETA and are likely to be discussed at Executive Steering Committee.

Background

IBM has operated as CorpTech's Prime Contractor for the business solutions program since 26 November 2007. Allowing for the transition/ramp-up period of approximately two months, CorpTech now has five months of experience of IBM's performance.

SPO, SDA and Service Management have formed the view that IBM's performance is of concern in that it has demonstrated:

- weakness of its PDO (Program Delivery Office) to develop and enforce systematic, program-wide standards for methodologies, quality, reporting, management of streams and co-ordination of inter-stream dependencies;
- an inconsistent quality of its deliverables;
- an inability to meet many of the contracted delivery dates, and;
- a focus on its internal financial needs at the expense of timely or quality deliverables.

Whilst it is acknowledged that CorpTech and SSPs have not been faultless in their execution of roles and responsibilities, these parties anticipated that IBM would bring to this engagement a significant capability in program management, customer engagement, strategy and planning, execution excellence and quality control.

It is difficult to identify any consistent body of evidence from the past five months that demonstrates the team currently deployed by IBM is capable of executing the engagement at the high level of competence proposed in IBM's ITO response. It is consequently recommended that urgent remedial action by IBM is undertaken to ensure both IBM and CorpTech do not lose the confidence of DETA and our other key customers.

Issues

IBM has omitted a number of critical items that are required under the scope of SoW4 – *Forward Planning* and has been unable to demonstrate the ability to deliver against the third SoW developed for DETA, SoW11b – *DETA Project Preparation*.

SM and SPO also hold concerns that IBM's planning under SoW8 – *Lattice Replacement Design Implement and Deploy*, is not yet adequately comprehensive to ensure achievement of the (currently) scheduled for 18 November 2008.

Current position

Of principal concern are IBM's engagement and delivery capability over three areas—SoW4 Forward Planning, SoW8 Lattice Replacement Design Implement and Deploy, and SoW11b DETA Project Preparation.

SoW4 - Forward Planning.

IBM's deliverables from Forward Planning have been identified as having a number of shortcomings, including:

Identified shortcomings of IBM's deliverables from Forward Planning, include:

- Omission of certain in-scope items such as
 - retro-fitting of the solution to the 11 “live” finance agencies ;
 - OSF (Other SAP Functionality) for DPW;
 - a reporting strategy (including SAP Business Warehouse); and
 - financial modelling (including SAP Budget Planing System)
- Introduction, without consultation, of a two-priority classification for the requirements (Priority 1 and 2) of which it is understood that IBM's intention is to neither plan nor price for implementation of Priority 2 requirements.
- Poor overall quality (including inconsistent templates, numerous formatting and typographical errors)
- Weak version control during the feedback and correction process.

The deliverable from SoW4 are acknowledged by IBM as the critical input into SDA's process to socialise the proposed Standard Offer plus Shared and Agency-specific scope with agencies. The variable quality of these deliverables impacts this socialisation process and has potential to delay acceptance by agencies over what is an already tight timeframe.

This outcome is particularly disappointing to SDA as, to date, IBM's Forward Planing team has demonstrated a high level of competence and co-operation. It is currently proactive in working to resolve these issues. Comment from IBM's own staff to SDA is that the external Quality Assurance review established by IBM had been neither thorough nor effective.

SoW8 – Lattice Replacement Design Implement and Deploy

There remains concern that IBM's current plan and schedule for Queensland Health does not encompasses all activities, deliverables/work-packages and effective coordination of contributors to ensure a timely, error-free go-live on 18 November 2008.

The IBM QHIC Project Manager has advised SPO that IBM's (erstwhile) Program Director plans to hold a “mid-point review” of this project with the objective of ensuring that it is fully

scoped and all activities/deliverable and dependencies are identified, scheduled, owned and managed. SPO is concerned that:

- a. this is being undertaken late in the project's lifecycle;
- b. it is occurring as a result of questioning by CorpTech and QH rather than an IBM initiative, and;
- c. IBM is dependant on existing CorpTech implementation experience to develop a comprehensive plan to achieve the scheduled go-live date.

Furthermore, there is emerging evidence that IBM is has an inconsistent record of achievement against its existing QH system implementation-centric schedule that erodes confidence in its capability to plan and managing the required comprehensive solution roll-out.

SoW11b – DETA Project Preparation

This is the subject of a separate briefing that documents a history of poor engagement, apparent under-achievement and late/missed deliverables by IBM since its initial engagement with DETA under SoW11- *DETA Priority HR Build* on 3 March 2008, particularly those deliverables arising from SoW11b – *DETA Project Preparation*, including a reconciliation of the work performed under SoW11 and 11a, which DETA currently considers have resulted in little or no concrete achievements.

The IBM management team demonstrates its strong focus on managing and maintaining its revenue stream but, in spite of a number of meetings with IBM to review its delivery capability, little evidence that it either has, or is prepared establish, a complimentary focus on achieving the business outcomes though consistent, on-time submission of quality deliverables.

IBM's QA team have visited the program infrequently and, to the knowledge of Program Director SPO, not formally engaged with key Customer staff to seek any Customer view of IBM's achievement.

The Customer Contract entitles CorpTech's PDD to undertake official quarterly status reviews of the full spectrum of the program and this may be an option which CorpTech should pursue. Such a review is likely to take time, its findings could be disputed by some of the current IBM program team and may also be overtaken by events.

A faster and more effective option is likely to be to require IBM to engage one of its partners external to this program to undertake a formal Quality Review and maintain such a review certainly over the coming critical phases and potentially over the life of the program.

Recommendations

It is recommended that the Executive Director, CorpTech:

1. escalate within IBM to its senior management the customer's concern about its performance.

2. request and require IBM to appoint an external partner to conduct a formal Quality Review of the overall program and report findings, including any proposed corrective actions to the ED, CorpTech and, as appropriate, to ESC;
3. request and require IBM to appoint an external partner to maintain regular formal Quality Reviews, with findings including proposed corrective actions reported as above, at least until achievement of:
 - a. a successful QHIC go-live;
 - b. the Phase 1 priority implementation process for SSA has been demonstrated as reliably repeatable, and;
 - c. a successful DETA go-live.

Contact Officer

*John Beeston
Program Director
Strategic Program Office, CorpTech*



Date: 8 July, 2008

Endorsement

*Philip Hood
Acting Executive Director
CorpTech*



Director-General briefing note

IBM Performance issues

Purpose To inform the Director-General of current issues relating IBM's performance.

Urgency IBM performance issues may be escalated to the Director-General by the Department of Education and Training (DETA)

Background

IBM has operated as CorpTech's Prime Contractor for the business solution program since 26 November 2007. Allowing for a two month transition/ramp-up period, CorpTech now has five months of experience of IBM's performance.

CorpTech has concerns with IBM's performance in that it has demonstrated:

- a weakness of IBM's Program Delivery Office to develop and enforce systematic, program-wide standards for methodologies, quality, reporting, management of streams and coordination of inter-stream dependencies
- an inconsistent quality of its deliverables
- an inability to meet many of the contracted delivery dates
- a focus on its internal financial needs at the expense of timely or quality deliverables.

Whilst it is acknowledged that CorpTech and SSPs have not been faultless in executing their roles and responsibilities, these parties anticipated that IBM would bring to this engagement a significant capability in program management, customer engagement, strategy and planning, execution excellence and quality control.

There is insufficient evidence from the past five months to demonstrate that the team currently deployed by IBM is capable of executing the engagement at the high level of competence proposed in IBM's ITO response. Consequently, urgent remedial action is required by IBM to ensure that both IBM and CorpTech do not lose the confidence of DETA and our other key customers.

Issues

Of principal concern are IBM's engagement and delivery capability over three areas—SoW4 Forward Planning, SoW8 Lattice Replacement Design Implement and Deploy, and SoW11b DETA Project Preparation.

SoW4 - Forward Planning.

Identified shortcomings of IBM's deliverables from Forward Planning, include:

- omission of certain in-scope items such as:
 - retro-fitting of the solution to the 11 "live" finance agencies
 - OSF (Other SAP Functionality) for DPW
 - a reporting strategy (including SAP Business Warehouse)
 - financial modelling (including SAP Budget Planing System)
- introduction, without consultation, of a two-priority classification for the requirements (Priority 1 and 2) of which it is understood that IBM's intention is to neither plan nor price for implementation of Priority 2 requirements.

- poor overall quality (including inconsistent templates, numerous formatting and typographical errors)
- weak version control during the feedback and correction process.

The deliverables from SoW4 are acknowledged by IBM as the critical input into CorpTech's process to socialise with agencies the proposed Standard Offer, plus Shared and Agency-specific requirements. The variable quality of these deliverables impacts this consultation process and has the potential to delay acceptance by agencies during what is an already tight timeframe.

This outcome is particularly disappointing to CorpTech as IBM's Forward Planning team had previously demonstrated a high level of competence and cooperation. Informal comment among IBM staff to CorpTech is that the external Quality Assurance review established by IBM had been neither thorough nor effective.

SoW8 – Lattice Replacement Design Implement and Deploy

Concern remains that IBM's current plan and schedule for Queensland Health (QH) does not encompass all activities, deliverables/work-packages and effective coordination of contributors to ensure a timely, error-free go-live on 18 November 2008.

The IBM QHIC Project Manager has advised CorpTech that IBM's Program Director plans to hold a "mid-point review" of this project, with the objective of ensuring that it is fully scoped and that all activities/deliverables and dependencies are identified, scheduled, owned and managed. CorpTech is concerned that:

- this is being undertaken late in the project's lifecycle
- it is occurring as a result of questioning by CorpTech and QH rather than an IBM initiative
- IBM is dependant on existing CorpTech implementation experience to develop a comprehensive plan to achieve the scheduled go-live date.

Furthermore, there is emerging evidence that IBM has an inconsistent record of achievement against its existing QH system implementation-centric schedule that erodes confidence in its capability to plan and managing the required comprehensive solution roll-out.

SoW11b – DETA Project Preparation

On Wednesday 2 July 2008 a meeting was held between DETA and CorpTech representatives chaired by Mr Stan Sielaff and also attended by Mr Gary Barnes, Assistant DG, Strategic HR and Ms Terri Collingwood-Brown, eHR Project Director.

In summary, Mr Sielaff expressed his significant concern that DETA's engagement with IBM and CorpTech was failing to demonstrate progress. Mr Barnes strongly endorsed and elaborated these concerns, particularly DETA's reliance on the new solution to generate productivity savings that significantly contribute to its ability to fund schools, teachers and similar front-line services. The delay in the HR solution implementation from October 2008 to firstly March 2009 and subsequently to October 2009 coupled with DETA's ongoing project costs for this extended period are causing alarm within DETA which is now contemplating alternative solution approaches to ensure timely realisation of the necessary benefits.

A history has emerged of poor engagement, apparent under-achievement and late/missed deliverables by IBM since its initial engagement with DETA under SoW11- *DETA Priority HR Build* on 3 March 2008. In particular, DETA considers that those deliverables arising from SoW11b – *DETA Project Preparation*, including a reconciliation of the work performed under SoW11 and 11a, have resulted in little or no concrete achievements.

DETA has also expressed concerns about potential costs of SoW13 – DETA Blueprint, and about CorpTech's management of the program.

IBM believe DETA business requirements will deviate from the whole-of-Government Standard Offer.

Current position

The IBM management team demonstrates its strong focus on managing and maintaining its revenue stream. However, despite a number of requests to IBM for a review of its delivery capability, there is little evidence that it either has, or is prepared establish, a complementary focus on achieving the business outcomes though consistent, on-time submission of quality deliverables.

IBM's QA team has visited the program infrequently and apparently has not formally engaged with key customers to seek their view of IBM's achievements.

The Customer Contract entitles CorpTech to undertake official quarterly status reviews of the full spectrum of the program. While an option CorpTech could pursue, such a review is time-consuming, its findings could be disputed by some of the current IBM program team and the review may also be overtaken by other events.

A faster and more effective option is to require IBM to engage one of its partners external to this program to undertake a formal Quality Review and maintain the review at least during the imminent critical phases and potentially over the life of the program.

CorpTech will:

1. escalate to IBM's senior management the concerns about its performance
2. seek early escalation within IBM and formal briefings from IBM segment manager Peter Munro (or other appropriate segment manager) on the corrective actions that IBM is planning to undertake to resolve DETA HR implementation issues
3. brief the Assistant DG, CAPS and Assistant DG, Strategic HR, DETA on the corrective actions undertaken by CorpTech and IBM to resolve DETA HR implementation issues
4. request and require IBM to appoint an external partner to conduct a formal Quality Review of the overall program and report findings, including any proposed corrective actions to the ED, CorpTech and, as appropriate, to ESC. If necessary these reviews would be conducted regularly at least until achievement of:
 - a successful QHIC go-live;
 - the Phase 1 priority implementation process for SSA has been demonstrated as reliably repeatable, and;
 - a successful DETA go-live.

Contact Officer

*John Beeston
Program Director
Strategic Program Office, CorpTech
3303 0334
0411702130*

Endorsement

*Philip Hood
Acting Executive Director
CorpTech
324 75225
0417143590*

Date: 8 July, 2008

☐ **Copy to ERU**

CorpTech Executive Director briefing note

DETA HR business solution issues

Purpose To inform the Executive Director of current issues relating to the implementation of the human resource business solution in the Department of Education and the Arts (DETA), and recommend corrective actions.

Urgency Issues may be escalated to the Director-General by DETA.

Background

On Wednesday 2 July 2008 a meeting was held between DETA and CorpTech¹ chaired by Mr Stan Sielaff and also attended by Mr Gary Barnes, Assistant DG, Strategic HR and Ms Terri Collingwood-Brown, eHR Project Director.

In summary, Mr Sielaff expressed his significant concern that DETA's engagement with CorpTech and its selected Prime Contractor, IBM, was failing to demonstrate progress.

Mr Barnes strongly endorsed and elaborated these concerns, particularly DETA's reliance on the new solution to generate productivity savings that significantly contribute to its ability to fund schools, teachers and similar front-line services. The delay in the HR solution implementation from October 2008 to firstly March 2009 and subsequently to October 2009 coupled with DETA's ongoing project costs for this extended period are causing alarm within DETA which is now contemplating alternative solution approaches to ensure timely realisation of the necessary benefits.

Mr Sielaff identified six immediate issues:

1. Unnecessary delay or interference by CorpTech's Strategic Program Office (SPO) in allowing submission by IBM of its deliverables, including those under the current Statement of Work (SoW)11b, particularly IBM's claimed overriding of SPO's instruction that it not present the draft SoW13 – DETA Blueprint
2. The possibility that CorpTech plans to delay the DETA project to align it with the Forward Planing approach established for the remaining whole-of-Government solution
3. The poor quality of the sole SoW11b draft deliverable (a draft of SoW 13 – DETA Blueprint) that IBM had tabled to DETA
4. The lack of any other deliverable due (and over-due) under SoW11b
5. The reputed cost that IBM was considering for completing SoW13
6. The stated need by IBM to secure further "commercial coverage" for its engagement with DETA

CorpTech responded to these points as follows:

1. SPO has given IBM no instructions, formal or otherwise, that it delay the presentation of any deliverable. The draft of SoW13 was first sighted by SPO and SDA at the same time as IBM distributed it to DETA.
2. There are no plans whatsoever within CorpTech to delay the DETA project to align it with the Forward Planing approach. Whilst this approach might derive some financial benefits, it was a plan of which CorpTech neither knew nor endorsed.
3. The poor quality of IBM's draft SoW 13 was acknowledged however the apparent lack of certain relevant DETA material within it was to be effectively addressed by the remaining SoW11b deliverables. It was agreed that Malcolm Campbell (CorpTech SPO) would work directly with Ms Collingwood-Brown to draft out certain key documents, particularly the structure of DETA's Statement of Scope.
4. Terry Burns (Advisor to DETA) and John Beeston (CorpTech SPO) committed to meet directly with IBM to review its progress against SoW11b and to establish an agreed plan to achieve the timely completion of all its deliverables.
5. "Commercial coverage" for IBM under SoW11b is not bounded by any time constraints although it establishes that the program milestones are to be completed no later than 15 working days after its execution. IBM has "commercial coverage" until such time as it completes its obligations under SoW11b with the risk & costs of any actual delay arising from either party's (in)action being carried by them. Consequently there was no reason why IBM should raise with DETA matters of "commercial coverage".

Following the meeting with DETA a further meeting was held between Paul Hickey, IBM Program Director, Jan van Vuuren, IBM's DETA Program Director, John Beeston, Malcolm Campbell, Terry Burns, Shaurin Shah and Mike Robinson. The nature and outcome of this meeting may be more fully appreciated against the attached chronology of related events (Attachment 1).

John Beeston (CorpTech) expressed in the strongest terms his dismay at Jan van Vuuren's incomplete advice to SPO, IBM's selective representations and misrepresentations to DETA and IBM's evident failure to deliver against the milestones in SoW11b. A robust discussion followed encompassing the following points:

1. It was confirmed again that DETA business requirements were those as at December 2007. Any deviation from this (eg WH&S) should be recorded as specific variations.
2. IBM believe DETA business requirements will deviate from the whole-of-Government Standard Offer. It's pricing for DETA was a "difficult number" (i.e. high) and it was considering what steps it could take to reduce this to a more acceptable figure. A potential approach under consideration is to slow down the DETA project, review its business requirements as part of the whole-of-Government Forward Planing stream and subsequently determine how to converge the two streams as this will bring economies of scale.
3. IBM realises that its current pricing for DETA was likely to be unacceptable and needs to optimise its design and build approach to derive a lower price. The use of Presence of IT (an IT company currently contracted to DETA) is an option under consideration to drive a more acceptable price.

4. Robust discussion of status and nature of the SoW11b deliverables, particularly Statement of Scope, Project Plan, Schedule, Responsibilities Matrix and SoW13. CorpTech pointed out that the deliverables were all standard IBM deliverables arising from its "Ascendent" methodology's Project Initiation phase and thus required little preparation other than the population of its standard template documents with the DETA specifics.
5. IBM conceded these documents had not been reviewed by its Program Director. IBM's DETA PM claimed the SoW11b deliverables were "more advanced than (the meeting attendees & others) thought" and agreed to table the draft Statement of Scope "as soon as possible", estimated circa. midday 3 July.
6. CorpTech stated that there was no reason to extend the timeframe for SoW11b deliverables and expected IBM to do everything required ensure these were complete and delivered on time.

Prior to writing this Briefing Note, Vendor Management reported the following status of SoW11b deliverables:

Deliverable 1: Statement of Scope

No deliverable submitted

Deliverable 2: Accountabilities Matrix.

Submitted as a Template document but requires revision to comply with the revised governance arrangements agreed by the Executive Steering Committee

Deliverable 3: Implementation Project Management Plan.

Only the schedule has been submitted which appears complete and detailed but purports to shift a number of SoW11b deliverables (i.e. the Initiation Phase) into SoW13. Varies a number of key milestone dates. No submission of the remaining PMP components

Deliverable No 4: SoW 13 - DETA Blueprint Phase

Initial draft submitted. No formal submission of this deliverable.

Deliverable No 5: Detailed Reconciliation of SoW11 and 11a work.

Deliverable submitted.

Issues

DETA management has expressed extreme concern at the lack of progress by IBM of any of its project. Investigations by CorpTech show that IBM has failed to meet either the timeline or quality requirements under the principal body of DETA work (SoW11b).

DETA is likely to take, and/or require CorpTech to take, decisive action to remedy this situation.

IBM has belatedly acknowledged the poor quality of its SoW11b work, but there is concern that any remedy will not endure.

Current position

Late on Friday 4 July SPO reviewed with IBM's Program Director the unsatisfactory state & progress of the SoW11b deliverables. After reviewing the submitted items personally, the PD has undertaken to prepare a recovery strategy for commence Monday 7 July 2008 to revise these deliverables to re-align them to the intent of SoW11b.

The CorpTech Senior Leadership Team remains concerned that, at its senior level(s), IBM does not fully comprehend the business, technology & change challenges that it faces in, nor the overall significance of, the shared service program for which it is engaged.

There is significant concern within CorpTech that, even were IBM to complete SoW11b to the satisfaction of CorpTech and DETA, it lacks adequate program/project capability and executive management stamina to execute the Blueprint and subsequent Build & Implement phases in a timely and cost-effective manner.

Recommendations

It is recommended that the Executive Director:

1. Seek early escalation within IBM and a formal briefing from Peter Munro (or other appropriate segment manager) on the corrective actions that IBM is planning to undertake;
2. Require IBM's representation at ESC and the preceding ED briefings be at its senior management (Peter Munro) level;
3. brief the Director-General, DPW on the background and corrective actions undertaken by CorpTech and IBM (separate brief prepared);
4. brief the Assistant DG, CAPS and Assistant DG, Strategic HR, DETA on the corrective actions undertaken by CorpTech and IBM.

Note 1: CorpTech attendees at DETA meeting were:

Philip Hood	A-ED CorpTech
John Beeston	Director, SPO
Malcolm Campbell	Director Vendor Management
Terry Burns:	Advisor, Executive Steering Committee & DETA
Shaurin Shah	Project Leader

Contact Officer

John Beeston
Program Director
Strategic Program Office, CorpTech
3033 0334
0411702130

Endorsement

Philip Hood
Acting Executive Director
CorpTech
324 75225
0417143590

Date: 7 July, 2008

Attachment 1. Chronology of Related Events

Date	Event Description
3.3.08	<p>SoW11 - DETA Priority HR Build executed to engage IBM to:</p> <p><i>"Design, build & unit test base SAP configuration for DETA HR, Personal Administration & Organisational Management."</i> plus other services.</p> <p>Work to be commenced on 3 March 2008 and completed by 23 May 2008</p> <p>Cost \$770,285.</p>
14.4.08	<p>SoW11a - DETA SoW11 CR Interim Work Agreement 14 April – 2 May 2008 executed to:</p> <p><i>"allow IBM to immediately commence planning associated with ... SoW13 'DETA Complete Design'. Not conducting ... this SoW11a ... will ...risk(ing) the feasibility of a critical go-live date in March 2009."</i></p> <p>Cost \$368,000.</p>
2.5.08	<p>SoW11a extended to 16 May 2008 at additional cost of \$368,000,</p> <p>Total SoW11a cost \$736,000.</p>
14.6.08	<p>IBM – SPO negotiation on the progress and costs of SoW11a. IBM Program Director agrees to develop a tangible deliverable for SoW11a to replace the "Progress Reports".</p>
16.5.08	<p>SoW11a extended to 30 May 2008. Additional cost \$368,000</p> <p>Total SoW 11a cost \$1,104,000.</p>
12.6.08	<p>Meeting between Scott Smith, DETA A/Executive Director Human Resources, John Beeston & Christopher Bird (Contracts Manager, SPO).</p> <p>Discussions centre on the failure of IBM to demonstrate progress or justify its work under SoW11 and 11a. Agreed that SoW11a should be extinguished and replaced by a SoW11b with concrete deliverables, including a formal reconciliation by IBM of its achievement(s) under SoW11 and 11a.</p>
13-17.6.08	<p>Various discussion with IBM re SoW11,11a and the proposed SoW11b.</p>
18.6.08	<p>Meeting with at DETA between Stan Sielaff (DETA), John Beeston, Malcolm Campbell, Christopher Bird, Brett Matthews (CorpTech) Jan van Vuuren and Lochlan Bloomfield (IBM).</p> <p>Meeting agreed to proceed to SoW11b, that its deliverables comprise those documents arising from IBM's Ascendant</p>

	methodology's Project Initiation phase <i>plus</i> IBM's reconciliation SoW11 and 11a and that it extinguish and replace SoW11a.
18.6.08	SoW11b draft prepared by IBM (JvV) with advice from SPO.
20.6.08	IBM fixed pricing for SoW11b at \$1,553,165, including a "Mobilisation Payment" of \$310,000. SoW11b approved by DEAT and CorpTech for execution.
30.6.08	JvV seeks SPO assistance to confirm DETA business requirements for the purposes of preparing SoW13, one of the deliverables under SoW11b Stan Sielaff confirms to John Beeston both verbally and e-mail that DETA's business requirements are those agreed and signed off by Barbara Perrott in December 2007, which information is confirmed to JvV by JB. JB advises JvV to establish an un-mediated dialogue with Stan Sielaff to deal with such issues and offers to help facilitate this if required. JvV states that he must operate under the direction of Paul Hickey and Lochlan Bloomfield.
1.7.08	SPO requests sight of the draft SoW13 which is JvV plans to table at the DETA Steering Committee on 2.7.08. JvV circulates draft to CorpTech, DETA and IBM.
2.7.08	IBM present draft SoW13 to DETA Steering Committee.
2.7.08	Urgent meeting called by Stan Sielaff between DETA and CorpTech.
2.7.08	Briefing by JvV, Mike Robinson to JB on the substance of the DETA Steering Committee and possible reasons for the DETA meeting.
2.7.08	CorpTech meeting with DETA.
2.7.08	CorpTech meeting with IBM.

MCGOVERN Kylie

From: TURBIT Robyn
Sent: Monday, 14 July 2008 4:46 PM
To: 'Bill Doak'
Cc: GRIERSON Mal; Perrott Barbara
Subject: FW: Response to IBM Performance Issues briefing note
Attachments: DG DPW 140708.doc

Bill,

Mal has asked me to respond to your email. As indicated in your correspondence there is no requirement to formally respond to the briefing note discussed with Barbara last week. The action being taken, detailed in your letter, is in line with what had been discussed last week and is definitely heading in the right direction.

I have asked Cathy Cross from Mal's office to arrange the fortnightly meetings starting the week commencing 28 July 2008.

Kind regards

Robyn

Robyn Turbit
Executive Director
Corporate and Executive Services
Phone: 3224 6307
Fax: 3224 4602
email: Robyn.Turbit@publicworks.qld.gov.au

-----Original Message-----

From: GRIERSON Mal
Sent: Monday, 14 July 2008 2:05 PM
To: TURBIT Robyn
Subject: FW: Response to IBM Performance Issues briefing note

-----Original Message-----

From: Bill Doak [<mailto:bdoak@nz1.ibm.com>]
Sent: Monday, 14 July 2008 1:04 PM
To: GRIERSON Mal
Cc: Barbara.Perrott@sharedservices.qld.gov.au
Subject: Response to IBM Performance Issues briefing note

Good afternoon Mal

Please find attached the response to the "IBM Performance Issues" briefing note.

(See attached file: DG DPW 140708.doc)

Please let me know if you would like anything further on this subject,

otherwise Barbara and I will see you during the week of 28th July.

Kind regards

Bill

William Doak
Program Director
IBM
Tel 64 21 454545
bdoak@nz.ibm.com



Business Consulting Services

*IBM Australia Limited
ABN 79 000 024 733
IBM Centre
Level 5
348 Edward Street
Brisbane QLD 4000
Australia*

14th July 2008

Mal Grierson
Director General,
Department of Public Works
Queensland Government
80 George Street
Brisbane
QLD 4000

By e-mail: mal.grierson@publicworks.qld.gov.au

Dear Mal,

CorpTech Report: "IBM Performance issues"

Following our meeting last Wednesday, we have been in contact with Robin Turbit who has confirmed that you have agreed to meet Barbara Perrott and me every fortnight. This is a strong signal of our mutual desire to move towards more frequent and open communications which will be essential to move the delivery program to a successful conclusion and I welcome it. Thank you.

Barbara and I met last Friday and she handed me a full copy of the above Report. IBM accepts that there have been issues to date as the Report states, for both IBM and CorpTech. However I agreed with Barbara that it would not be helpful for IBM to respond in kind in respect to issues affecting CorpTech and the SSPs performance but that instead we would open the communication directly and work together to ensure this program stays on track.

IBM has in fact already taken many steps to address the issues outlined by this Report which I shared with Barbara and John Beeston, Program Director, SPO, CorpTech. These include:

- Reviews of Governance, Reporting and Process Adherence by senior IBM specialists external to this program (ongoing)
- The appointment of me, a senior IBM Partner experienced in managing complex projects (effective 7 July 2008)
- The appointment of an experienced, dedicated Quality Assurance Manager reporting directly to me – Tom Bell (effective immediately)
- Strengthening of the Project Management Office with the replacement and addition of staff (by 1 August)
- An organisational restructure to have all Project Managers reporting directly to be (effective immediately)

- Implementation of process changes to ensure greater responsibility by the above PMs (by 1 August)
- Improved support and tools for the above PMs (by 1 August)
- Service Line Partner alignment with each PM to provide better access to IBM IP and resources and tighter project management (effective immediately)

Mal, IBM could certainly provide you with a more formal response to each of the points raised in the Report if you feel this would be helpful, otherwise Barbara and I will work closely together to address any performance issues and demonstrate to both our organisations that we can work as one team. We will prepare a concise report format for our fortnightly meeting based on progress against overall plan for time and cost, and any issues that need to be addressed.

I look forward to our first program review meeting on week of 28th July 2008.

Yours sincerely,

Bill Doak
Partner
IBM Global Business Services

cc: Barbara Perrott, Executive Director, CorpTech

MCGOVERN Kylie

From: Peter Munro <peter.munro@au1.ibm.com>
Sent: Wednesday, 9 July 2008 10:40 PM
To: GRIERSON Mal
Cc: Bill Doak; TURBIT Robyn
Subject: Meeting today

Mal,

After your departure, we agreed a number of actions with Robyn:

- * Robyn will clear with you whether Bill can read the report to understand the complete set of issues raised
- * Bill will then work with Barbara to address the gist of the concerns
- * Bill will respond, in agreement with Barbara, to provide you with a balanced view for external consumption
- * Bill will work with Barbara to develop an actionable set of agreed recommendations.

I met with Stan in the afternoon and received a very positive view from him of his commitment to the whole of government programme and his view of IBM's performance to date. We all recognise the problems raised and are committed to addressing them. Bill is a very capable and experienced executive and should have an immediate, positive impact on the programme.

We have taken actions to significantly strengthen the IBM leadership of the programme and we have a global SAP practice leader conducting a review next week, followed by Nancy Thomas the week after reviewing the shared service components. Both of these folks will be in town each quarter to review the programme, in conjunction with our formal QA partner, and will meet with you and potentially the CEO Council (to be guided by you) to present their views and assessment of our progress. Bill and I are also meeting with SAP week after next to more formally draw them into architectural, QA and delivery roles.

We also discussed the need for Barbara and Bill to have a weekly half hour update session with you, focusing on key project status, actions and issues needing help. Are you able to find a weekly slot for Bill and Barbara please?

I can assure you that IBM is absolutely committed to achieving a successful outcome of this initiative. We are treating this as a strategic programme of work that is critical to the maintenance of the IBM brand in the Queensland and Australian business community.

Mal, many thanks for making time available at short notice today. Bill will be the key programme contact, but please feel free to reach out to me anytime you feel a need to.

Regards,

Peter

Partner
Public Sector A/NZ
IBM Global Business Services

Telephone (02) 6201-8175
Fax (02) 6201-8167

peter.munro@au1.ibm.com

PA : Wendy Signorini

Tel: (02) 6201-8235

Email: wendysig@au1.ibm.com

MCGOVERN Kylie

From: Bill Doak <bdoak@nz1.ibm.com>
Sent: Thursday, 10 July 2008 11:36 AM
To: TURBIT Robyn
Subject: Meeting yesterday

Robyn

Thank you for your time yesterday. I said I would send you an e-mail so you had my contact details. My Australian mobile phone number is to follow!

I have a meeting booked with Barbara Perrott for 2.30 tomorrow to discuss her concerns and agree on our response. While it is technically an IBM response, I want to ensure that Barbara is also comfortable with our position. I also hope we can get thirty minutes each week with Mal as discussed to address any issues. This will be an excellent vehicle to put the 'we' back into this project.

Please let me know if there is anything I can do to help at any point.

Kind regards

Bill

William Doak
Programme Director
Queensland Government Shared Services
IBM Australia
Tel 64 21 454545
bdoak@nz.ibm.com

PA - Kendall McGregor
Tel 64 4462 3370, Fax 64 4462 3310
kendallm@nz.ibm.com

MCGOVERN Kylie

From: Bill Doak <bdoak@nz1.ibm.com>
Sent: Monday, 14 July 2008 8:40 PM
To: TURBIT Robyn
Cc: Perrott Barbara; GRIERSON Mal
Subject: Re: FW: Response to IBM Performance Issues briefing note
Attachments: DG DPW 140708.doc

Robyn

Thank you very much for your response.

I look forward to the fortnightly meetings.

Kind regards

Bill

William Doak
Program Director
IBM
Tel 64 21 454545
bdoak@nz.ibm.com

"TURBIT Robyn"
<Robyn.TURBIT@publicworks.qld.gov.au>
To
Bill Doak/New Zealand/IBM@IBMNZ
cc
14/07/2008 04:45 p.m. "GRIERSON Mal"
<Mal.GRIERSON@publicworks.qld.gov.au>, "Perrott Barbara"
<Barbara.Perrott@corptech.qld.gov.au>
Subject
FW: Response to IBM Performance
Issues briefing note

Bill,

Mal has asked me to respond to your email. As indicated in your correspondence there is no requirement to formally respond to the briefing note discussed with Barbara last week. The action being taken, detailed in your letter, is in line with what had been discussed last week and is definitely heading in the right direction.

I have asked Cathy Cross from Mal's office to arrange the fortnightly meetings starting the week commencing 28 July 2008.

Kind regards

Robyn

Robyn Turbit
Executive Director
Corporate and Executive Services
Phone: 3224 6307
Fax: 3224 4602
email: Robyn.Turbit@publicworks.qld.gov.au

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Good afternoon Mal

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(See attached file: DG DPW 140708.doc)

Please let me know if you would like anything further on this subject, otherwise Barbara and I will see you during the week of 28th July.

Kind regards

Bill

William Doak
Program Director
IBM
Tel 64 21 454545

bdoak@nz.ibm.com

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Personal information will not be divulged or disclosed to others, unless as required by Departmental Policy and/or State or Commonwealth Law.

Thank you.

(See attached file: DG DPW 140708.doc)



Business Consulting Services

*IBM Australia Limited
ABN 79 000 024 733
IBM Centre
Level 5
348 Edward Street
Brisbane QLD 4000
Australia*

14th July 2008

Mal Grierson
Director General,
Department of Public Works
Queensland Government
80 George Street
Brisbane
QLD 4000

By e-mail: mal.grierson@publicworks.qld.gov.au

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CorpTech Report: "IBM Performance issues"

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I look forward to our first program review meeting on week of 28th July 2008.

Yours sincerely,

Bill Doak
Partner
IBM Global Business Services

cc: Barbara Perrott, Executive Director, CorpTech

8 August 2008

Friday

August 2008							September 2008						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30					

8			Friday			Notes		
			Warren on leave					
			Warren on leave					
			Warren on leave					
7 am								
8 ⁰⁰			Out of office		Out of office		Out of office	
9 ⁰⁰			Discuss complaint Robyn's office Robyn TURBIT (Works)		Discuss complaint Robyn's office Robyn TURBIT (Works)		Discuss complaint Robyn's office TURBIT Robyn	
10 ⁰⁰								
			Brief Mal on IBM meeting		Brief Mal on IBM meeting		Brief Mal on IBM meeting	
11 ⁰⁰			Updated: 11am IBM Fortnightly Project Meeting - Mal's Office, Level 7a, 80 George Street. GRIERSON Mal		Updated: 11am IBM Fortnightly Project Meeting - Mal's Office, Level 7a, 80 George Street. Mal GRIERSON (Works)		Updated: 11am IBM Fortnightly Project Meeting - Mal's Office, Level 7a, 80 George Street. Mal GRIERSON (Works)	
12 pm			DG's Performance Contract; Robyn's office; NORRIS T		DG's Performance Contract; Robyn's office; Tim NORI		DG's Performance Contract; Robyn's office; Tim NORI	
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2 ⁰⁰			Provide a status of ISD activity to Fujitsu Robyn's office Robyn TURBIT (Works)		Provide a status of ISD activity to Fujitsu Robyn's office TURBIT Robyn		Provide a status of ISD activity to Fujitsu Robyn's office Robyn TURBIT (Works)	
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6 ⁰⁰								

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 8/08/2008 11:00 AM
End: Fri 8/08/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

MCGOVERN Kylie

From: jean.spiden@corptech.qld.gov.au on behalf of
Barbara.Perrott@sharedservices.qld.gov.au
Sent: Thursday, 7 August 2008 5:12 PM
To: TURBIT Robyn; CROSS Cathy R; PDD.Office@treasury.qld.gov.au
Subject: DG Briefing Note
Attachments: CTC-14731 Business Solutions Update.doc

Hi Robyn & Cathy,

I have attached the DG Briefing Note for Mal's information, prior to the meeting with IBM tomorrow at 11 am.

(See attached file: CTC-14731 Business Solutions Update.doc)

Many thanks,

Jean Spiden
Executive Assistant to Barbara Perrott
Executive Director (CorpTech)
Level 8, 60 Edward Street, Brisbane Qld 4000
GPO Box 5078, Brisbane Qld 4001
Telephone: 07 340 55594
Facsimile: 07 322 77752
E-Mail: jean.spiden@corptech.qld.gov.au

Director-General briefing note

Business Solutions Update

Purpose To provide background information for the Director-General's meeting with IBM to be held on 8 August 2008

Urgency n/a

Background

This briefing paper provides an update on the Business Solutions Implementation Program for the Director-General's meeting with IBM on 8 August 2008.

Issues

IBM Performance

The briefing prepared for the Director-General on 8 July 2008 regarding IBM's performance identified a number of concerns:

- a weakness of IBM's Program Delivery Office to develop and enforce systematic, program-wide standards for methodologies, quality, reporting, management of streams and coordination of inter-stream dependencies
- an inconsistent quality of its deliverables
- an inability to meet many of the contracted delivery dates
- a focus on its internal financial needs at the expense of timely or quality deliverables.

IBM has replaced both its Program Director and Queensland Health Interim Continuity Project Manager, appointed an experienced Commercial and Contract Manager and made certain other personnel changes designed to upgrade IBM's execution and delivery capability. These changes have been welcomed and are showing early signs of an improvement in performance.

However, IBM's performance still remains a concern because, among other things, its Program Delivery Office:

- continues to operate the program as a series of discrete projects with evident and significant inconsistencies between streams
- demonstrates no evidence of operating an independent quality review process
- is unable to enforce consistent application of its "Ascendant" SAP methodology

- lacks the capability to develop, utilise, monitor and report objectively against detailed project schedules
- is unable to enforce work-streams to meet contracted dates for deliverables
- is largely disregarded by its internal work-stream teams.

CorpTech considers that the program can only be effectively delivered by an IBM Program Delivery Office equipped with the resources, authority and relevant experience to develop and execute a consistent program realisation strategy. IBM's perseverance with the current Program Delivery Office arrangements, unnecessarily exposes the program to significant risk.

Forward Planning

The key outcome sought from the forward planning process is to provide certainty of scope, timeframes and costs for the program. Forward planning outcomes are intended to provide the basis for funding allocations and to proceed with implementation.

Feedback from the sector on IBM's recommendations is being assessed. While there are a number of 'showstoppers' identified by agencies that can be easily responded to, there are also a significant number of issues that need further work with IBM to resolve. Without resolution of these items, the 'fixed price estimates' to be provided by IBM on 15 August 2008 will be of limited value. Discussions will occur with IBM shortly to ensure an agreed understanding of the required pricing deliverables and that IBM's price estimates from forward planning are reconciled to IBM's response to the Invitation to Offer.

It is expected that there will need to be a number of iterations of the IBM proposal to achieve a final plan within the program constraints of budget, scope and timing. These iterations will also deal with the outcomes of IBM's assessment of the single/multiple instance approach and SAP versions as this information becomes available.

CorpTech is continuing development of contingency options and a negotiation strategy. The final plan will be submitted to the Chief Executive Officer Sponsor Group for consideration, followed by briefings of all impacted Agency Chief Executive Officers. An interim update will be provided to the Chief Executive Officer Sponsor Group at the end of August 2008.

DETA Design

A statement of work for whole-of-Government/Department of Education, Training and the Arts design was conditionally approved on 1 August 2008, subject to a work breakdown structure being submitted by close of business 8 August 2008. The work breakdown structure will be critically reviewed to ensure that CorpTech and the Department of Education, Training and the Arts are fully aware of the resourcing commitments.

This statement of work aims to provide the first phase of the whole-of-Government Human Resources solution. It will be supported by a "Re-Use Assessment Panel", comprising the Department of Education, Training and the Arts; Shared Service Agency; CorpTech; Queensland Health; Department of Emergency Services; and Queensland Corrective Services representatives to ensure that the maximum amount of standardised development objects are delivered for both the Department of Education, Training and the Arts and other agencies.

Queensland Health

The Queensland Health Interim Continuity Project is in the testing phase. There have been significant issues with the testing and other aspects of the project. IBM are currently reassessing their project plan for the Queensland Health Interim Continuity solution and the updated project plan is due to be submitted on 11 August 2008.

It is extremely likely that the November 2008 implementation date can no longer be achieved and that IBM will recommend a later delivery date. A further briefing will be provided once the updated project plan is submitted by IBM.

Contact Officer

James Brown
Program Delivery Director
CorpTech
322 44303
[REDACTED]

Date: 7 August 2008

Endorsement

Barbara Perrott
Executive Director
CorpTech
322 45676
[REDACTED]

☐ **Copy to ERU**

MCGOVERN Kylie

From: GRIERSON Mal
Sent: Friday, 15 August 2008 4:37 PM
To: TURBIT Robyn
Subject: FW: IBM's Response to CorpTech Report: "Business Solutions Update", Ref: DPW00000/08
Attachments: Mal Grierson follow up.doc

-----Original Message-----

From: Bill Doak [<mailto:bdoak@au1.ibm.com>]
Sent: Friday, 15 August 2008 9:54 AM
To: GRIERSON Mal
Subject: IBM's Response to CorpTech Report: "Business Solutions Update", Ref: DPW00000/08

Dear Mal

Please find attached letter as per above:

(See attached file: Mal Grierson follow up.doc) Kind regards

Bill Doak
Program Director
IBM Australia

Tel +61 7 3033 0318
Fax +61 7 3227 7752
Mbl +61 434 178 969
bdoak@au1.ibm.com



Business Consulting Services

*IBM Australia Limited
ABN 79 000 024 733
IBM Centre
Level 5
348 Edward Street
Brisbane QLD 4000
Australia*

15th August 2008

Mal Grierson
Director General,
Department of Public Works
Queensland Government
80 George Street
Brisbane
QLD 4000

By e-mail: mal.grierson@publicworks.qld.gov.au

Dear Mal,

CorpTech Report: "Business Solutions Update"
Ref: DPW00000/08

I write in response to the above report tabled by Corptech on 8th August 2008. I apologise for the lateness in this response, but IBM was only made aware of this report a few minutes before the meeting with Robyn Turbit on your behalf.

We regret the need to formally response to this Report as IBM's preference would be to communicate directly and openly with Corptech on any issues they may have but it would seem that this is not Corptech's preference.

In terms of the specific issues raised by Corptech with you:

Corptech Comment

" A weakness of IBM's Program Delivery Office to develop and enforce systematic program-wide standards for methodologies, quality, reporting, management of streams and coordination of inter-stream dependencies"

IBM Response:

Methodology: All IBM projects managers are conforming to IBM's project management methodology. There is some variance in experience as you would expect which we address through training and mentoring.

Quality; Quality audits are in place and are ongoing. Our A/NZ Quality Assurance Manager conducts monthly audit reviews. The PDO has set in place a quality plan (agreed with SDA quality manager) and it has been lodged in RPM (the formal joint project management tool) for many months now. The PDO also has independent quality reviews of deliverables prior to lodging with Corptech Vendor Management.

Reporting: An internal review was conducted by IBM's Delivery Excellence to review the reports we were submitting to Corptech. They reported that the reports were accurate and were good quality. At a subsequent meeting with the SPO they asked what additional information was

required and the SPO was unable to specify. At the review we also reiterated that the SPO was invited to attend any project review and that they had not made use of this invite. At a recent Executive Review I asked what changes Corptech would like made to the reports and there has been no formal feedback so far.

Management of streams: Each stream is managed by the IBM project management process. This includes weekly reports, Change Control, Issue & Risk management and weekly reviews. This is supplemented by the work-streams having to report their Financials to IBM

Corptech Comment

"An inability to meet many of the contracted delivery dates"

IBM Response.

While IBM is the Prime Contractor, there are many dependencies on the agencies, service providers and Corptech. We cannot do this alone and we believed that Corptech's role was to assist in producing agreed quality deliverables on time. In reality Corptech would seem to take perverse pleasure in ensuring that nothing is delivered on time and then blaming IBM. An example is the 5 day approval process (which Corptech has interpreted as starting 5 days before the deliverable is due). In most cases – certainly every case recently – Corptech has taken the full 5 days to review the deliverable from IBM and then rejected it on "quality issues" resulting in the loss to IBM of five per cent revenue based on "poor quality" and another five per cent revenue loss based on "not delivered on time"! This is a clear misinterpretation of the delivery criteria which in spite of many requests has been ignored. A letter was sent from the previous IBM Program Director to the Executive Director of Corptech last month again asking for a review of this situation and reconsideration of the payments withheld in May and previous months. There has been no response. In fact all discussions on this subject, the governance agreement and the signing of a dozen outstanding Change Requests with the Corptech SPO Manager have broken down completely given his intransigence and confrontational style.

Corptech Comment

"A focus on its internal financial needs at the expense of timely quality deliverables"

IBM's Response.

It is true that the way in which the SPO is managing the contract and the relationship is forcing IBM to be very aware of the financial implications of any out of line situation. While Corptech continues to manage the process in the way they do so, we will never, by their definition, have "timely quality deliverables".

Corptech Comment

"Continues to operate the program as a series of discrete projects with evident and significant inconsistencies between streams"

IBM's Response.

If this is Corptech's view then it is surprising that the SPO has not discussed this with IBM or raised the specifics as an issue in RPM. It is easy to make this kind of statement but would be more constructive to discuss it with IBM - something that has not happened so far.

Corptech Comment

"Demonstrates no evidence of operating an independent review process".

IBM Response.

As per above - Quality audits are in place and are ongoing. Our QA Manager conducts monthly audit reviews. The IBM PDO has set in place a Quality plan (agreed with SDA Quality Manager) and it has been lodged in RPM for many months now.

The PDO also does independent quality reviews of deliverables prior to lodging with Vendor Management.

Corptech Comment

"Is unable to enforce consistent application of it's Ascendant SAP Methodology"

IBM Response.

An interesting external perspective. The SPO would appear to not understand that the methodology is a framework from which we select and leverage the relevant components. In the real world it does not look like the textbook.

Corptech Comment

"Lacks the capability to develop, utilise and report objectively against detailed project schedules"

IBM Response.

Grossly untrue. We produce accurate schedule reports for the client. We in fact use the SPO schedulers to help us do this to ensure there is no disagreement (or statements as above).

Corptech Comment

"Is unable to enforce work-streams to meet contracted dates for delivery"

IBM Response.

The work-stream PM's are responsible for this (as any good PM process should be). IBM PDO is involved in support/leadership as necessary. At the end of the day if the PM is unable to deliver on time due to factors out of their control then there is not much the PDO can do to "enforce" the date.

Corptech Comment

"Is largely disregarded by its internal work-stream teams"

IBM Response.

Absolute nonsense.

In closing, we are very disappointed to read this report from Corptech. It offers no support, no advice and no constructive way forward, and does instead highlight the deficiencies in the Corptech culture. In the way it operates, it clearly refuses to accept IBM's role as a prime contractor and the SPO manager in particular is obstructive and unhelpful. Corptech's size and control is very unusual by global standards and it continues to be a significant roadblock to the success of this program.

IBM would be more than happy to share different successful models of organisations with similar roles in government organisations around the world if this would be helpful.

Yours sincerely,

Bill Doak
Program Director
IBM Global Business Services

22 August 2008

Friday

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22	Friday						Notes					
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	Tony Woodward - Rec Leave											
	Tony Woodward - Rec Leave											
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	Robyn TURBIT (Works)				TURBIT Robyn				Robyn TURBIT (Works)			
5 00												
6 00												

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 22/08/2008 11:00 AM
End: Fri 22/08/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

26 August 2008

Tuesday

August 2008						
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26	Tuesday					Notes	
	<div>Parliamentary Sitting</div> <div>Parliamentary Sitting</div> <div>Parliamentary Sitting</div>						
7 am							
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9 00	Mtg with IBM - DG, Barbara Perrott and Bill Doak Mal's office	Mtg with IBM - DG, Barbara Perrott and Bill Doak Mal's office	Mtg with IBM - DG, Barbara Perrott and Bill Doak Mal's office				
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5 00							
6 00							

HUGHES Skye L

Subject: Mtg with IBM - DG, Barbara Perrott and Bill Doak
Location: Mal's office

Start: Tue 26/08/2008 9:00 AM
End: Tue 26/08/2008 10:00 AM

Recurrence: (none)

Organizer: TURBIT Robyn

MCGOVERN Kylie

From: Barbara.Perrott@sharedservices.qld.gov.au
Sent: Monday, 25 August 2008 8:56 AM
To: GRIERSON Mal
Cc: TURBIT Robyn
Subject: CorpTech Update

Mal,
Sorry to hear that you have not been well. Hope you are feeling better this week.

Last week was full-on regarding the project and I thought I should give you an update.

IBM delivered the first draft of the prices as planned on the 15 August and we are currently analysing and reconciling back to the ITO. I have described our current thinking in the "Overview" below.

In the past couple of weeks, IBM has issued us with Delay Notices (as described below). While this is a normal part of the process, the notices are clearly IBM's attempt to sheet responsibility for the delays back to the Government parties. Consequently, we have been endeavouring to coordinate considered responses to these notifications. I have requested that DETA and QH coordinate any responses through CorpTech (See "DETA" and "QHIC" below).

I have sought advice from John Swinson from Mallesons re the drafting of the response letters. John was the key legal advisor for the ITO process.

Mal, while I fundamentally believe that we have to make this work, I believe that we are nearing the point where we need to take more formal action with IBM. While Bill Doak has been a refreshing change to the project the content of the letters has a tone of absolving them from any responsibility and making light of the fact that IBM's performance to date has been less than impressive. There seems to be little recognition of the lack of project rigour even to the extent that we need to argue for an integrated plan rather than one being par for the course; timeliness of deliverables; shortage of skilled resources etc.

The remainder of the email provides more detail on progress and raises key issues should you have time to read. I will formalise this information in a Briefing Note later.

For further discussion at our meeting tomorrow.

Regards

Barbara

Overview

On 15 August 2008 IBM submitted to CorpTech the fixed price quote from Forward Planning. These prices are based on the original ITO requirements, the draft scope and release plans submitted in June 2008. The SDA is currently analysing these submissions in an attempt to address outstanding issues and to reconcile to the Invitation to offer.

You will note that the original ITO did not include the multiple instance approach, built in ECC5 rather than ECC6, and did not include the Lattice Replacement Project in QH. All of these issues are now part of our current thinking.

Consequently, while the fixed price quotes recently delivered are within range the Way Forward is somewhat changed. These issues are being included in our analysis and we are close to having a revised approach to for discussion with yourself and the ESC for further discussions with IBM.

Issues that we are currently considering are:

- IBM is proposing to complete all design and build activities including agency specific functionality, for all agencies up front. This approach does not support the Invitation to offer concept of Phase 1 for priority Human Resource implementations, followed by Phase 2 for other agency implementations. In CorpTech's perspective, there needs to be an approach and pricing that supports the phases. Otherwise there is a significant risk and cost of designing, building agency specific functionality several years in advance of it actually being used.

- As part of submitting the fixed price quotes, IBM has proposed a number of additional services. There is concern that the 'additional' services may actually be part of the services that IBM should be providing as part of their fixed price quote.

- The outcomes of Forward Planning need to be considered within the changed landscape, including the single/multiple instance approach and the commencement of detailed design for DETA in ECC6. A draft report on the IBMs assessment of the single/multiple instance approach and Technology versions is being considered.

Consequently, as part of CorpTech's negotiation strategy, we are considering a proposal where we commit to tranches of work with IBM, rather than the full design, build and implementation. There is already considerable work underway in HR through the DETA project and the QH Lattice Replacement project.

Consequently, our Way Forward Proposal is that:

- Tranche One includes total concentration on the DETA design and build aiming at a go-live date of October 2009 and the QH Lattice Replacement with a go-live date of April 2009. All other HR releases be put on hold until these releases are substantially completed. This would mean that the WoG HR scope would be built as part of the DETA project and the WorkBrain scope would be built as part of the QH project. This would then complete the WoG design and build and all other implementations would be based on this work. DETA would be built in one instance with an ECC6 Version and QH would be built on another instance with an ECC6 Version. (That is 2 separate instances)

Both of these projects are large and complex and will provide opportunity for IBM to prove the effectiveness of their methodology and solutions.

- Tranche Two involves 'restarting' the Finance Program where 10 agencies are already successfully live on the Finance Solution. Work could commence on design, build and implementation based on the solution that has been previously implemented. DES and Queensland Treasury may be suitable candidates for priority Finance implementations.

These agencies would continue to be implemented on the WoG instance ECC5 Version.

Note, that the 'Endstate' would be for WoG to converge onto 2 instances of ECC6. That is, a WoG Instance and a QH Instance.

The above proposal is being further developed for consultation with the SSP's and the CEO Sponsor Group.

Key Issues

DETA Design

DETA design is progressing well with collaboration between the parties DETA, IBM and CorpTech. The expected go-live date is October, 2009. This work is currently being developed on a separate instance on ECC6.

However, on 19 August, 2008 IBM issued a Delay Notification for this work. The reasons given were that:

- IBM received the DETA "To-Be Process Designs" progressively over the week of 11 August 2008. These process maps have proven to be inadequate for development of the design solution and blueprint deliverables.
 - IBM is currently investigating the impact on the schedule but they did not believe that the schedule as agreed would be achievable as the process designs is a key input to the development effort and is on the critical path.
 - IBM therefore notified the Qld Govt that under the Schedule 25 (Delay Procedure) of the Customer Contract that a delay is inevitable under this body of work.
- In summary, DETA had developed their process maps in a different format from what IBM required and this would potentially delay proceedings.

As a result, DETA agreed with IBM to urgently resource a reformatting exercise in an effort to get the project back on track. They will be reviewing the situation on Monday 25 August 2008.

QH Lattice Replacement Project

On 8 August 2008 IBM issued a Delay Notice on the QHIC Project with an estimated new go-live date of 10 April 2009.

As stated by IBM the primary causes of the delay were:

- Differing expectations of the roles and responsibilities by IBM and client stakeholders, as well as the client's organisational structure, has significantly impacted organisational relationships between key stakeholders and has reduced the productivity of the project
- HR finance design continues to be debated which is preventing completion of application development
- IBM test tools and process issues have prevented the achievement of a very aggressive test schedule
- Additional technical testing requirements have been requested by the client as of 6 August 2008.

Additionally, on 14 August 2008 Bill Doak (IBM) tabled a list of concerns relating to the QHIC Project which focussed primarily on a list of relationship issues that he believed were hindering progress on the project.

Consequently, I convened a workshop between QH, IBM and CorpTech staff on 18 August with the aim of resolving issues and putting in place any necessary remedial action.

The key issue for both QH and CorpTech is IBM's failure to produce a detailed, integrated schedule for the project which would clearly define roles, timeframes etc which would greatly assist in resolving the trust and relationship issue.

The outcome of the workshop was for a small group of Schedulers from each of the parties would convene to develop an integrated schedule by Friday 29 August 2009, with revised Governance arrangements by 22 August 2009.

MCGOVERN Kylie

From: Barbara.Perrott@sharedservices.qld.gov.au
Sent: Tuesday, 19 August 2008 1:26 PM
To: GRIERSON Mal
Cc: TURBIT Robyn
Subject: Update on QH/CorpTech Workshop
Attachments: Action Plan from workshop 18 August 2008.doc; Workshop 18 Aug 08.ppt

Mal and Robyn,

An update on the Workshop with Queensland Health yesterday.

It was a three-hour workshop, facilitated by Gary Uhlmann, with senior representatives from IBM, QH and CorpTech.

Bill Doak, Michael Kalimnios, and I met last week and agreed on the workshop with the purpose being for each of us to raise issues that we have with the Lattice Replacement Project (QHIC), resolve them and agree on a way forward. We would begin the workshop with each of us doing a presentation on the issues from our perspective and then workshop the wayforward. I have attached my presentation, and you have Bill's thoughts which both give a flavour of the issues at hand.

Michael Kalimnios did not attend the workshop as he was ill.

The key issue from QH and CorpTech is that while IBM have presented a new go-live date of April 09 we still need them to develop an integrated strategic program plan which outlines the complete picture including activities and timeframes for CorpTech and QH and not just IBM. It was agreed that a small group of schedulers from the three areas would meet and finalise that document by the end of this week.

Similarly there is still some issues around their governance and Bill, Terry Burns and James Brown will finalise those issues.

I have also attached the Action Plan from that Meeting for your information.

In conversations that I have had with Michael K. I understand that QH are developing a business case for them to break away from the WoG model which will probably be tabled when we are considering the outcomes of forward planning in early September. This is a different issue than the current Lattice Replacement Project but I believe that it is clouding QH's commitment to moving forward at the current time.

QH consider that IBM have not delivered one thing to them at this stage, and the date keeps extending out.... and they still do not have solutions for the potential showstoppers of system performance, workbrain, and HR/FI Integration. Consequently, there was a high degree of angst in the meeting yesterday but grudging acceptance by QH that we needed to try to find a way forward.

However, they continued to threaten IBM that the first time a deadline isn't met in the plan then they will be walking away.

My concern re QHIC is that we have a fixed price from IBM for the QHIC project and any extension of time is at their cost. Unless we find a way forward we are giving IBM clear reasons to cry foul. I might add that QH need strong internal leadership to present one voice to IBM if we are to reach the April deadline. I am beginning to form the opinion that leaving QH to their own devices may not be a bad thing for the rest of Government.

Additionally, QH are meeting with DETA (Rachel and Stan) today to discuss the possibility of them combining and breaking away from the WoG. In my discussions with Stan earlier this AM DETA's position today will be to listen and not commit.

While Stan and I are still keeping the pressure on IBM to perform around the DETA HR project we are how getting traction for DETA to become the model for WoG HR. I will brief you further on this at our next meeting on Thursday.

Regards

Barbara

(See attached file: Action Plan from workshop 18 August 2008.doc)

(See attached file: Workshop 18 Aug 08.ppt)

Qld. Health / CorpTech / IBM Workshop

Discussion of QHIC Approach

Action Plan

1. Review and lock down the schedule – This will include the work breakdown components and resourcing

Initial meeting attendees: Paul, Mark, Malcolm, Gary Palmer, Steve Flint, Amanda Doughty, Tom Bell

Responsibility: Bill Doak by 29 August

2. Review and simplify the governance processes, escalation, issues and risk management processes, roles and responsibilities

Responsibility: Bill Doak, Terry Burns, James Brown by 22 August

3. Deliver the design specs for HR/FI integration

Responsibility: Mariza Richards by 22 August

4. Confirm the business requirements and the agreed change request process.

Note: These will be confirmed as a result of action 3 above

CorpTech

Partners in corporate business solutions



The Way Forward - QHIC/IBM/CorpTech

Barbara Perrott
Executive Director
18 August 2008

Our Future

- Need to have the same 'mental model' of where our journey will take us in such a changing environment



CorpTech
Partners in corporate business solutions



AESOP'S FABLES



The Two Bags

EVERY MAN, according to an ancient legend, is born into the world with two bags suspended from his neck a bag in front full of his neighbours' faults, and a large bag behind filled with his own faults.

Hence it is that men are quick to see the faults of others, and yet are often blind to their own failings.

Issues for IBM

- Lack of visibility of Strategic Program Approach
 - Meta Strategy/Plan with expectations and timeframes
 - Sub-Plans which fit into overall plan and directed by IBM
 - Critical Path
- Reporting and monitoring
- Achievement of deliverables on time/quality
- Resolution of technical showstoppers
 - Workbrain
 - System Performance
 - HR/FI Integration
- Provision of the "A" Team
- Staff attraction/retention
- Clarity of leadership accountabilities
- Best practice tools

Issues for QH

- Ambivalence about accepting IBM's Strategic Program Leadership
- Leadership accountabilities unclear
- Alignment of program staff
- Decision-making accountabilities unclear
- Retention of key staff
- Steering Cttee membership
- Lost trust in IBM's ability
- How do we work "with" IBM rather than "against" them
- Ambivalence about where QH fits into WoG Program
- Negative expectations of program in general

Issues for CorpTech

- Ambivalence about accepting IBM's Strategic Program Leadership
- How do we work "with" IBM rather than "against" them
- Gaining and understanding of IBM's expectations/requirements for Technology Services and Service Management
 - Development of integrated plans linking to the Strategic Program Plan
 - Attraction of key resources in accordance with IBM's requirements
- SPO issues
 - Clarity of contract management role
 - Style and approach
 - Communication and relationship issues
- How do we work collaboratively across the program and still maintain Contract integrity

Issues for Us All

- Sound Planning and Reporting
- Open communication
- Role clarity
- Trust in abilities of other parties
- Commitment to the program
- Demonstrate collaborative leadership
- Ensure that our staff are aligned and not causing confusion

5 September 2008

Friday

September 2008 -						
Mo	Tu	We	Th	Fr	Sa	Su
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8	9	10	11	12	13	14
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October 2008						
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27	28	29	30	31		

5 Friday				Notes
7 am				
8 ⁰⁰				
9 ⁰⁰				
10 ⁰⁰				
11 ⁰⁰	Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Mal's Office, Level 7a, 80 George Street. Mal GRIERSON (Works)	Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Mal's Office, Level 7a, 80 George Street. GRIERSON Mal	Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Mal's Office, Level 7a, 80 George Street. Mal GRIERSON (Works)	
12 ⁰⁰	Robyn Turbit, Keith Eaton, Selwyn Clark RE: Ellipse Payroll (LUNCH WILL BE PROVIDED) Max's Boardroom Max Smith (Works)	Robyn Turbit, Keith Eaton, Selwyn Clark RE: Ellipse Payroll (LUNCH WILL BE PROVIDED) Max's Boardroom Max Smith (Works)	Robyn Turbit, Keith Eaton, Selwyn Clark RE: Ellipse Payroll (LUNCH WILL BE PROVIDED) Max's Boardroom SMITH Max	
1 ⁰⁰				
2 ⁰⁰	Robyn Turbit & Paul Chapman - Accenture Robyn's office, Level 7, 80A George Street Robyn TURBIT (Works)	Robyn Turbit & Paul Chapman - Accenture Robyn's office, Level 7, 80A George Street TURBIT Robyn	Robyn Turbit & Paul Chapman - Accenture Robyn's office, Level 7, 80A George Street Robyn TURBIT (Works)	
	Robyn & Anne - meet with Tony Waters; Tony's office	Robyn & Anne - meet with Tony Waters; Tony's office	Robyn & Anne - meet with Tony Waters; Tony's office	
3 ⁰⁰				
4 ⁰⁰	Discuss Tony Hall's extension; Robyn's Office; Anthor	Discuss Tony Hall's extension; Robyn's Office; Anthor	Discuss Tony Hall's extension; Robyn's Office; Anthor	
5 ⁰⁰				
6 ⁰⁰				

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 5/09/2008 11:00 AM
End: Fri 5/09/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

19 September 2008

Friday

September 2008						
Mo	Tu	We	Th	Fr	Sa	Su
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October 2008						
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	19 Friday						Notes
	<div>Tony Woodward - Rec Leave</div> <div>Tony Woodward - Rec Leave</div> <div>Tony Woodward - Rec Leave</div>						
7 am							
8 00							
9 00							
10 00							
11 00	Lisa Healy & Peter Ternmouth - SMS Robyn's office	Lisa Healy & Peter Ternmouth - SMS Robyn's office	Lisa Healy & Peter Ternmouth - SMS Robyn's office	Updated: 11am IBM Fo Mal's Office, Level 7a, 8n (GRIERSON Mal	Updated: 11am IBM Fo Mal's Office, Level 7a, 8n (Mal GRIERSON (Work	Updated: 11am IBM Fo Mal's Office, Level 7a, 8n (Mal GRIERSON (Work	
12 pm							
1 00							
2 00							
3 00	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	Workflow 2132 - Freedom of Information - The Ri Robyn's office Robyn TURBIT (Works)	
	Discuss management report for Corporate; Robyn's	Discuss management report for Corporate; Robyn's	Discuss management report for Corporate; Robyn's	Discuss management report for Corporate; Robyn's	Discuss management report for Corporate; Robyn's	Discuss management report for Corporate; Robyn's	
4 00							
5 00							
6 00							

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 19/09/2008 11:00 AM
End: Fri 19/09/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

3 October 2008

Friday

October 2008						
Mo	Tu	We	Th	Fr	Sa	Su
6	7	1	2	3	4	5
13	14	8	9	10	11	12
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November 2008						
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				29	29	30

3 Friday				Notes
7 am				
8 ⁰⁰				
9 ⁰⁰	Out of office	Out of office	Out of office	
10 ⁰⁰				
11 ⁰⁰	<div>Updated: 11am IBM Fortnightly Project</div> <div>Mal's Office, Level 7a, Rm 1</div> <div>GRIERSON Mal</div>			
12 pm				
1 ⁰⁰				
2 ⁰⁰				
3 ⁰⁰				
4 ⁰⁰				
5 ⁰⁰				
6 ⁰⁰				

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 3/10/2008 11:00 AM
End: Fri 3/10/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

16 October 2008

Thursday

October 2008						
Mo	Tu	We	Th	Fr	Sa	Su
		1	2	3	4	5
6	7	8	9	10	11	12
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November 2008						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30

16		Thursday				Notes							
		Robyn Pacey on leave											
		Robyn Pacey on leave											
		Robyn Pacey on leave											
7 am													
8 00													
9 00													
10 00		Updated: Service Maturity Program Robyn's Office Anthony WOODWARD (Works)			Updated: Service Maturity Program Robyn's Office Anthony WOODWARD (Works)			Updated: Service Maturity Program Robyn's Office Anthony WOODWARD (Works)					
		Discuss Organisational Changes in ISD - Robyn, Tc			Discuss Organisational Changes in ISD - Robyn, Tc			Discuss Organisational Changes in ISD - Robyn, Tc					
11 00													
12 pm													
1 00		Attend HR Committee meeting re: Shared Service Agency Pricing Package Level 3B Confere		Attend HR Committee meeting re: Shared Service Agency Pricing Package Level 3B Confere		Attend HR Committee meeting re: Shared Service Agency Pricing Package Level 3B Confere							
		Updated: 1:30pm Robyn SMIGIELSKI Ki		Updated: 1:30pm Robyn SMIGIELSKI Ki		Updated: 1:30pm Robyn SMIGIELSKI Ki		Updated: 1:30pm Robyn SMIGIELSKI Ki		Updated: 1:30pm Robyn SMIGIELSKI Ki			
2 00		2.30pm IBM Fortnightly Project Meeting Mal's Office GRIERSON Mal				2.30pm IBM Fortnightly Project Meeting Mal's Office Mal GRIERSON (Works)				2.30pm IBM Fortnightly Project Meeting Mal's Office Mal GRIERSON (Works)			
3 00		Information Update - S James Office James Brown/CorpTech		Information Update - S James Office James Brown/CorpTech		Information Update - S James Office James Brown/CorpTech							
		Updated: Discussion ai		Updated: Discussion ai		Updated: Discussion ai							
4 00													
5 00													
6 00													

HUGHES Skye L

Subject: 2.30pm IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Thu 16/10/2008 2:30 PM
End: Thu 16/10/2008 3:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Mal GRIERSON (Works)
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill; bdoak@au1.ibm.com;
jean.spiden@corptech.qld.gov.au

Dear All

I will be setting up a new meeting planner for this meeting as there seems to be a corruption in the previous series.

This meeting will be a one off on the Thursday as some attendees are unavailable on the Friday.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

17 October 2008

Friday

October 2008						
Mo	Tu	We	Th	Fr	Sa	Su
6	7	1	2	3	4	5
13	14	8	9	10	11	12
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November 2008						
Mo	Tu	We	Th	Fr	Sa	Su
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17	18	19	20	21	15	16
24	25	26	27	28	22	23
				29	29	30

17		Friday		Notes									
		Robyn Pacey on leave											
		Robyn Pacey on leave											
		Robyn Pacey on leave											
7 am													
8 00													
9 00													
10 00													
11 00		Meeting with DG	Meeting with DG	Meeting with DG	Updated: 11am IBM Fo Mal's Office, Level 7a, Rn 6 GRIERSON Mal	Updated: 11am IBM Fo Mal's Office, Level 7a, Rn 6 Mal GRIERSON (Work)	Updated: 11am IBM Fo Mal's Office, Level 7a, Rn 6 Mal GRIERSON (Work)						
12 pm													
1 00													
2 00		Meeting with Erika and Robyn; Robyn's Office; Robyr		Meeting with Erika and Robyn; Robyn's Office; TURB		Meeting with Erika and Robyn; Robyn's Office; Robyr							
		Meeting with Cesare Callioni, Robyn Turbit and Fio Cesare Callioni's office, Level 4, Forestry House, 160 Mary		Meeting with Cesare Callioni, Robyn Turbit and Fio Cesare Callioni's office, Level 4, Forestry House, 160 Mary		Meeting with Cesare Callioni, Robyn Turbit and Fio Cesare Callioni's office, Level 4, Forestry House, 160 Mary							
3 00													
4 00		Out of office		Out of office		Out of office							
5 00													
6 00													

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting - attendees Mal Grierson, Robyn Turbit, Barbara Perrott and Bill Doak
Location: Mal's Office, Level 7a, 80 George Street.
Start: Fri 17/10/2008 11:00 AM
End: Fri 17/10/2008 12:00 PM
Show Time As: Tentative
Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM
Meeting Status: Not yet responded
Organizer: GRIERSON Mal
Required Attendees: GRIERSON Mal; TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

The meeting on 31 October has been cancelled due to the Director-General being on leave. I have ended the recurrence for this series of meetings due to corruptions in the meeting planner, and will send out a new series shortly.

Regards

Cathy Cross
3224 6525

7 November 2008

Friday

November 2008						
Mo	Tu	We	Th	Fr	Sa	Su
3	4	5	6	7	1	2
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December 2008						
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22	23	24	25	26	27	28
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7		Friday										Notes									
7 am																					
8 ⁰⁰																					
9 ⁰⁰		EDRMS launch -QSA - actual time (9:30 - 10:30am)			EDRMS launch -QSA - actual time (9:30 - 10:30am)			EDRMS launch -QSA - actual time (9:30 - 10:30am)			Weekly Catch Up Eri ^l as ↻			Weekly Catch Up Eri ^l as ↻			Weekly Catch Up Eri ^l as ↻				
10 ⁰⁰																					
11 ⁰⁰		Updated: 11am IBM Mal's Office Mal GRIER: ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office Mal GRIER: ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office Mal GRIER: ↻		Updated: 11am IBM Mal's Office GRIERSON ↻		Updated: 11am IBM Mal's Office Mal GRIER: ↻	
12 pm																					
1 ⁰⁰																					
2 ⁰⁰																					
3 ⁰⁰																					
4 ⁰⁰																					
5 ⁰⁰																					
6 ⁰⁰																					
</																					

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 7/11/2008 11:00 AM
End: Fri 7/11/2008 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

21 November 2008

Friday

November 2008							December 2008						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
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17	18	19	20	21	22	23	15	16	17	18	19	20	21
24	25	26	27	28	29	30	22	23	24	25	26	27	28
							29	30	31				

21	Friday										Notes
7 am											
8 ⁰⁰											
9 ⁰⁰											
	Weekly Catch Up Erika and Robyn; Robyn's Office			Weekly Catch Up Erika and Robyn; Robyn's Office			Weekly Catch Up Erika and Robyn; Robyn's Office				
10 ⁰⁰											
11 ⁰⁰	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office Mal GRIERSON	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office Mal GRIERSON	Updated: 11am IBM Mal's Office Mal GRIERSON	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office GRIERSON	Updated: 11am IBM Mal's Office Mal GRIERSON	
12 pm	RTI; Robyn Turbit's office; Robyn TURBIT (Works)			RTI; Robyn Turbit's office; Robyn TURBIT (Works)			RTI; Robyn Turbit's office; TURBIT Robyn				
1 ⁰⁰	Discuss DPW telecommunications with ISD Robyn Turbit's Office Robyn TURBIT (Works)			Discuss DPW telecommunications with ISD Robyn Turbit's Office TURBIT Robyn			Discuss DPW telecommunications with ISD Robyn Turbit's Office Robyn TURBIT (Works)				
2 ⁰⁰	Canceled: 2pm IBM Fortnightly Project Mal's Office Mal GRIERSON (Works)	Canceled: 2pm IBM Fortnightly Project Mal's Office Mal GRIERSON (Works)	Canceled: 2pm IBM Fortnightly Project Mal's Office GRIERSON Mal	Procurement Planning -			Procurement Planning -		Procurement Planning -		
3 ⁰⁰											
4 ⁰⁰											
5 ⁰⁰											
6 ⁰⁰											

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 21/11/2008 11:00 AM
End: Fri 21/11/2008 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

HUGHES Skye L

Subject: Canceled: 2pm IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 21/11/2008 2:00 PM
End: Fri 21/11/2008 3:00 PM
Show Time As: Free

Recurrence: (none)
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Not yet responded

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Importance: High

Dear All

The meeting for this week is cancelled.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

5 December 2008

Friday

December 2008						
Mo	Tu	We	Th	Fr	Sa	Su
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January 2009						
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26	27	28	29	30	31	

5	Friday											Notes						
7 am																		
8 00																		
9 00	Weekly Catch Up Erika and Robyn; Robyn's Office																	
10 00																		
11 00	Mal, Robyn	Mal, Robyn	Mal, Robyn	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office GRIER	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF	Updated: 11am Mal's Office Mal GF
12 pm	TMS - Robyn & Daniel; Robyn's office; TURBIT Robyn																	
1 00	HP - Robyn & Tony; Robyn's office; Robyn TURBIT (Wc)																	
2 00	Invitation: Meeting between Barbara Perrott, James Brown, John Beeston, Bill Doak, Robyn Turbit & Philip Hood re IBM Prices (5 Dec 02:00 PM ZE10 in Level 8 Goodwill Bridge Room - Large Level 8 Goodwill Bridge Room, Santos House Barbara Perrott/SSA/QTreasury																	
3 00	ICT Audit Planning Opening Meeting Robyn's office, Level 7, 80A George Street Nick Kasatchenko/CorpTech/QTreasury																	
4 00																		
5 00																		
6 00																		

HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 5/12/2008 11:00 AM
End: Fri 5/12/2008 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

19 December 2008

Friday

December 2008						
Mo	Tu	We	Th	Fr	Sa	Su
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22	23	24	25	26	27	28
29	30	31				

January 2009						
Mo	Tu	We	Th	Fr	Sa	Su
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19 Friday											Notes
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9 ⁰⁰											
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HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 19/12/2008 11:00 AM
End: Fri 19/12/2008 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

2 January 2009

Friday

January 2009						
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2 Friday											Notes
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11 ⁰⁰	Updated: 11a Mal's Office Mal GRIER' ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office Mal GRIER' ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office Mal GRIER' ↻	Updated: 11a Mal's Office GRIERSON ↻	Updated: 11a Mal's Office Mal GRIER' ↻	
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HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 2/01/2009 11:00 AM
End: Fri 2/01/2009 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

16 January 2009

Friday

January 2009						
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HUGHES Skye L

Subject: Canceled: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 16/01/2009 11:00 AM
End: Fri 16/01/2009 12:00 PM
Show Time As: Free

Recurrence: (none)
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Not yet responded

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill; 'james.brown@corptech.qld.gov.au'
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Importance: High

Dear All

This meeting has been cancelled due to attendees being on leave. The next meeting should be in your calendar (except for James) for Friday 30 January at 11am.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

Friday

January 2009							February 2009						
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HUGHES Skye L

Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 30/01/2009 11:00 AM
End: Fri 30/01/2009 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

13 February 2009

Friday

February 2009						
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Subject: Updated: 11am IBM Fortnightly Project Meeting
Location: Mal's Office

Start: Fri 13/02/2009 11:00 AM
End: Fri 13/02/2009 12:00 PM

Recurrence: Weekly
Recurrence Pattern: every 2 weeks on Friday from 11:00 AM to 12:00 PM

Meeting Status: Accepted

Organizer: GRIERSON Mal
Required Attendees: TURBIT Robyn; Perrott Barbara; Doak Bill
Optional Attendees: 'Barbara Perrott/SSA/QTreasury'

Dear All

I need to change the end date for the series - this will allow the record of the meetings to stay in your calendar.

I will send out a new series with Margaret attending.

Regards

Cathy Cross
PA to the Director-General
Department of Public Works
Telephone: 07 3224 6525
Facsimile: 07 3224 5616
Email: cathy.cross@publicworks.qld.gov.au

