

# **Company Overview**

## **March Hare**

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Release 2.08  
17th Jan 2000

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**March Hare Pty Ltd**

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# *Company Overview March Hare*

## *March Hare Pty Ltd*

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Release 2.08  
17th Jan 2000  
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**With over 9 years of specialist  
experience in uniface.**

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# Overview

March Hare Pty Ltd specialise in professional consulting services for the IT industry, and especially Uniface Systems Development and associated services. Services that have been so consistent and of such high quality, that Compuware, the local sales agent for Uniface, endorse us. All our consultants are Uniface specialists and most have a second area of expertise, Oracle, Sybase, Web Deployment....

What we have found is that Uniface can be the most powerful and efficient tool for developing many types of systems, only if it's use is managed correctly throughout the project, and it is supported with proper planning, documentation and testing. We are specialists in Uniface systems architecture, technical architecture, screen design, object modelling, building applications, documentation and testing. But most importantly, we are specialists making the applications work for our clients businesses.

From the beginning to the end of your systems development, we can offer training on how to manage these areas of a Uniface project, or we can handle it all for you.

## Our Vision

In the IT industry there is plenty of stuff you can do. It's like waving leaves in the wind. A tree can have plenty of leaves. The owner of many farms went up to a tree that had leaves, so the story goes. And it was a fig tree. And he said, "Wow that looks good! Lots of activity, lots of leaves blowing around. Big tree lots of branches! Here it all is, blowing in the wind all these leaves". And he went up he looked for a fig. He wanted a fig off the tree, it was a fig tree. He said "Where's the figs?". Tree said, "No figs, lots of leaves. I'm a leafy tree. Lots of noise. Lots of visual stuff - you know, we got it all....". The owner said "No, no. You're built to bear fruit, not leaves. Leaves are a part of the process. You're so obsessed with your leaves that you've forgotten it's fruit that it's all about. Productivity - to produce things, for the owner. And to produce not just busyness, and not just stuff.

Our aim is, that by understanding our clients business needs, to provide solutions that will continue to give them all the competitive advantages that technology can give.

Five years ago the 'IT industry' were pushing development tools such as C++ and client server environments like Windows 3 PC's. Now the latest technology is Visual Basic and the Internet and the NetPC or NC. Programming tools like C++ are considered too unwieldy to implement the latest technology like internet, and PC's are being ridiculed for being too costly in terms of administration.

March Hare, by being committed to using tools that provide technology independence and adherence to standards coupled with a customer focused attitude, offer IT solutions that will last longer and will support the newest technology sooner. To do this we employ a loose co-operative of highly skilled IT professional contractors, and our own permanent staff that have proven that they share this vision through their work in the industry.

## **Uniface Web Deployment**

With the second release of the Web Application Server now with Uniface 7.2.05, for developing and deploying large Internet database applications the IT industry now has a platform for rapidly building solid business grade web applications.

March Hare have developed application software using these tools, and other internet technologies, and can assist you with determining which is best for you.

No other company in the world has the experience with Uniface Web Application Server and other technologies like March Hare.

## **Uniface Systems Migration**

March Hare provide a one-stop shop for Uniface version upgrades or migration. Many Uniface IT departments have not upgraded from older versions of Uniface due to lack of in-house skill or available resources. As of 30 June 1997 support from the vendor for Uniface 5.2 ceased, and from 31 December 1998 formal support has ceased for Uniface Six. In a recent Tech publication, the vendor strongly recommends that Uniface Six customers begin the migration process as soon as possible, and before the end of 1999.

Our migration service allows your development and support teams to maintain their focus on meeting needs and solving problems leaving the mundane task, and skills useful only during an upgrade or migration to us.

Since Uniface is our business we can confidently offer these services in a fast efficient package. Through a wide network of associated contractors and consultants we also recruit in specific skills to assist with particular needs of some clients.

## Systems Development in Uniface

March Hare can provide management, implementation and delivery of any new development, or re-development, based in Uniface. Making the most use of your IT resources, and developing the systems that are needed to solve business needs is a problem across the board in the industry. We can build a system from the ground up, finish or assist in finishing a project that needs resources, or renew your systems developed in other tools or earlier versions of Uniface. Built systems are handed over to your company using the skills we have gained from many of the largest Uniface projects attempted in this country.

Once again, since Uniface is our business we can confidently offer these services in a fast efficient package. Through a wide network of associated contractors and consultants we also recruit in specific skills to assist with particular needs of some clients..

## 'Legacy' System Revival

Using the latest Uniface tools and years of experience in using Uniface 4GL tools with multiple databases from many vendors, we can now offer System Revival to give systems access to exactly the same data that existing systems use or have used. This can be straight from the mainframe source or via another relational database. Making the most use of your IT resources while your company begins to move its technology forward and gaining Year 2000 compliance is our aim.

We can build a system from the ground up, or assist you in understanding how these tools can be best used for your purposes. Once finished you have all of the convenience and time savings that using your existing database brings, coupled with the latest MS-Windows, Windows-NT, X-Windows, Internet/Intranet technology. These applications can even be deployed across traditional Character terminals.

## Our most often used services

March Hare can assist your project immediately in the following ways:

- Managing your Technical Support and Account Representatives for your Uniface development and/or production sites.
- Providing risk assessment of upgrades, and fast 'trial' upgrades to the latest versions of Uniface and databases.
- Increasing the number of experienced, 'real-world' Uniface Designer/Builders on hand.
- Increasing the number of Uniface aware people available for Documentation and Testing.
- Training your development and design team in the best ways to use Uniface as a development tool.

Managing your Technical Support and Account Representatives for your Uniface development and/or production sites.

When trying to solve a particular problem, sometimes dealing with Compuware and other organisations technical and product support can turn into a tangled web. We offer business level support, for your Uniface applications, whether it be adding a feature or solving a bug, you have a contract with us for response time and price.

Providing fast 'trial' upgrades to the latest versions of Uniface and databases.

Due to extensive experience in upgrading Uniface, we can provide the expertise and the programme, to upgrade your applications and development environment to the latest versions of Uniface. The first step in this process is a trial upgrade by the end of which all parties have a much clearer understanding of what the upgrade will involve and ultimately cost.

Increasing the number of experienced, real-world Uniface Designer/Builders on hand.

Sometimes all that is needed is another person. With a network of Uniface consultants in Sydney there is always a good chance that we can provide someone directly, or pass on the details of experienced contractors available for work.

Increasing the number of Uniface aware people available for Documentation and Testing.

Sometimes you would have enough people if only you could get someone to keep the documentation and testing up to date. March Hare are committed to providing high quality documentation for all our activities. This requires resources and organisation that we can pass on to you for significantly less than the cost of hiring more programming staff.

Training your development and design team in the best ways to use Uniface as a development tool.

March Hare do not provide Uniface training, this is supplied by compuware. We do however, supply training in the best ways to use Uniface and can advise on how to avoid common pitfalls. The two main areas that we train in are: configuration management (version control) and standards.

## What makes a successful upgrade?

There is in fact no such thing as a 'typical' upgrade. In our experience the 'success' of an upgrade is dependant upon the following factors:

### An associated benefit to the users.

Minor functionality improvement coinciding with the upgrade or more Windows like behavior due to upgrade. This makes the effort and disruption seem more worthwhile to the users.

### Increase in ease of administration.

Directory structures simplified, automated backup strategy put in place, March Hare Documentation left behind from the consultancy.

### Higher confidence in reliability of the system.

It's a lot easier to be confident about a system if you know there is documentation on what is where, and if there is a problem that there is one number that you can call for support.

*The major contributing factors towards this indeed being the case:*

### Time.

Time spent in setting up an environment that will be clear and simple to maintain in the future, and Time spent ensuring that all the user interaction with the system is understood. Time spent in 'trying' the upgrade out, and 'trying' different versions of your database / middleware / Uniface.

### The Right People.

People that know the typical problems experienced before, during and after an upgrade. This can only be best understood by people that have had to upgrade similar systems before, and have had to support the systems afterwards.

Most of our clients choose to make us their first call for support after experiencing our service.

### The Right Attitude.

We get to see a lot of IT sites, and often in 'crisis' mode. It's at times like these that consultants that have insisted on providing documentation, and work procedures, without resorting to needless over complication, are a blessing.

## Pricing

These prices are in Australian Dollars and are only applicable for work done in Australia. Rates for overseas clients are available on request.

Senior Consultant     \$900 per day  
 Junior Consultant     \$500 per day

## Typical Upgrade Costs

	Junior†	Senior	Elapsed	Cost‡
Trial Upgrade:	10 d	6 d	2 weeks	\$ 10,400
Evaluation:	5 d	3 d	1 week	\$ 5,200
Correction & Upgrade	20 d	12 d	4 weeks	\$ 20,800
Test & Implementation	10 d	6 d	2 weeks	\$ 10,400
Total			9 weeks	\$ 46,800

All work includes extensive documentation including:

- Project Plan
- Issue List
- Call Register
- Work Procedures
- System(s) Evaluation

Notes:

† Up until recently this work would have required a senior consultant. We can now provide a junior consultant that has been trained in Uniface expressly by us, for development and system upgrades following our set programmes.

Junior consultants do not lead teams, provide training, set standards, or perform actual upgrades (without assistance).

‡ These costs are based on the indicated durations which are merely indicative of a 'typical' system. The actual time and costs may vary for your system. In addition to fully utilise Uniface Seven features such as Web Deployment, or Application Distribution further effort is usually involved.

Final costs can usually be quite accurately assessed at the conclusion of the 'trial' upgrade.

It is usual that several extra days of work from the Senior Consultant is required at 'difficult' stages of the work.

These prices are in Australian Dollars and are only indicative for work done in Australia. Rates for overseas clients are available on request.



# Resume of Senior Consultant

Arthur Barrett

Date of Birth: 18th June 1968

Qualifications:

10 years experience in Uniface.

Associate Diploma in Business Commercial Data Processing - (1 subject uncompleted)

Uniface Certificate

Uniface Advanced Certificate

What's New in Uniface 7.2

Uniface Web Application Server

Australian Federal Government Security Clearance

## Uniface Overview

Uniface is a Systems Integration Tool and 4GL that I have the following experience with:

- Have used all UNIFACE products from version 5.1.c to 7.2.05, including Web Application Server.
- Has established and worked with Uniface in a Version Controlled environment with PVCS.
- Proven ability to work across major UNIFACE version changes.
- Good working relationship with Compuware.
- Has experience necessary to 'version proof' development for future maintainability as well as ease of cross platform support and upgrade from version to version. This experience can only be gained from having worked with all current major version changes of UNIFACE 5.1 to 5.2 and 6.1.d and finally to 7.1 and now with the latest release of 7.2.05.
- Familiar with Version 7 and 8 principles and architecture.
- Have completed many Uniface courses.
- Have designed and implemented multi-user development sites for over 50 concurrent developers (in two different instances), as well as much smaller sites.
- Demonstrated ability to work with, as well as install UNIFACE production environments using most operating systems and database drivers, including unix, VMS, Windows (all), Oracle, Sybase, C-ISAM, informix SE, Solid, RMS, DECnet, tcp/ip.
- Trained all levels of employees on converting from 3GL (COBOL / C) to UNIFACE 4GL, including methods for: Training, Team structuring, Design and Development.
- Built with UNIFACE systems for Financial, Distribution, Manufacturing, Retail (Sales), Banking, and Network Management systems.
- Has team skills for maximising clients benefits gained from many years of contracting experience, from own company, March Hare as well as well-known consultancies Computer Power and Sequel.
- Has worked extensively with structured development methodologies, CASE tools, Quality systems (including ISO 9000 / AS3563 approved) and Rapid Application Development.
- Enjoys leading teams, and advising and supporting others.
- Have very strong knowledge of design principles that UNIFACE development requires.

## Testing Overview

In addition to building Uniface solutions, installing and administering systems I also have extensive testing experience.

- Have worked with LBMS and Computer Power Methodologies.
- Familiar with TQM quality principles.
- Recent experience as Team QA Leader with AUSTRAC, including defining test strategies, testing, and writing documentation.
- Just finished project where my role was team leader for a system going into production, including defining test strategies and handling acceptance test issues.
- Good at building teams and working with clients, have been contracting for over 3 years.
- Experience with 4GL / database tools, including SQL.
- Experience with Financial, Distribution, Manufacturing, Retail (Sales), Banking, and Network Management systems.

## Additional notes on Experience

Other skills I have include:

- Highly skilled in Pascal and C as well as several assemblers.
- Comfortable and confident with communicating with engineers through to business users through to unskilled persons.
- Worked in AWA MicroElectronics for 4 years as a technician.
- Qualified electronics tradesperson.

## Skills Summary

### Operating Systems

#### *Administrator*

VAX/VMS  
Digital Unix  
IBM AIX  
Windows NT 4  
MacOs  
SCO Unix

#### *Installation / Systems Integration*

VAX/VMS  
Digital Unix  
IBM AIX  
Windows NT 4  
SCO Unix  
HP-UX  
MacOs  
Sun Solaris

### Databases

#### *SQL*

Rdb  
Oracle  
Sybase  
SQL Server (6.5 and 7)  
SOLID  
Informix

#### *Non-SQL*

RMS  
C-ISAM

### Languages

#### *3GL*

C  
Pascal / Object Pascal  
COBOL  
HTML/Javascript/VBscript (ASP)

#### *4GL*

Informix  
Uniface

### Applications

Network Management System  
Gift and Bridal Registry  
Margin Lending System  
Client Advisor Support System  
Pool Management System  
Customer Relationship Management  
Student Records System  
Financials, Distribution,  
Inventory

### Business Sectors

Telecommunications  
Investment Banking  
Retail  
Futures Trading  
Olympics / Events  
Education

Arthur Barrett has worked with 2 and 3 tier architectures, as well as traditional host/terminal and several web server technologies.

## Career Details

1996-1999    MARCH HARE

### *Director*

The company March Hare was begun when I was contracting, in order to provide Uniface consultants who had strong Uniface skills with a mechanism for differentiating themselves from the many contractors who didn't.

As director I have built it into a profitable business, employing both full time and contracting staff. I have personally been responsible for the Uniface tools which are now sold via the web, and the Universal Bridal and Gift Registry, soon to be released.

### *Responsibilities:*

#### **Director**

- Development of business contacts
- Liaison with Compuware
- Providing ongoing customer support
- Managing consulting teams
- Developing training programs for staff
- Budgeting and reporting on Quarterly and Annual financial statements
- Developing marketing strategies, including Compuware partnership and web site.

### *Environment:*

Macintosh for all internal functions, and Windows NT workstations and servers for all Uniface related activities.

1999 MARCH HARE*Universal Bridal Registry, march-hare.com, Uniface database drivers*

The Universal Bridal & Gift Registry is designed to build and manage Registry operations for Large Retail Businesses. March Hare's web developments were built using ASP, HTML, XML Uniface Web Application Server and Microsoft SQL Server 7.

The database drivers were built to assist data conversion in Uniface, produce XML data for the web applications, and create an easy way to version control the Uniface applications.

All driver development was performed in ANSI standard C, and demos were created using Microsoft Visual C for Windows.

*Responsibilities:***Universal Bridal Registry**

- Business analysis
- Architectural design
- Implementation of NT 4 servers
- Remote deployment of demo systems
- Implementation of web site
- Uniface, ASP, and java code

**Drivers**

- Functional specification
- Online help
- Implementation

*Environment:*

Microsoft IIS 4, Microsoft SQL Server 7, ASP, HTML, Dreamweaver, Uniface 7.2.04, Microsoft Visual C/C++, Photoshop, Illustrator, Windows NT 4 servers and workstations, Windows 95.

1999 Australian Olympic Committee, Olympic Job Opportunity Programme, and Amyyon

*Amyyon Customer Relationship Management System*

The Amyyon Customer Relationship Management System gives the Australian Olympic Committee the tools they need to build strong customer relationships while maximizing the use of their resources.

I assisted the AOC with the implementation of the Amyyon system, in particular with Amyyon Remote, a package that synchronizes the AOC SQL Server database with remote SOLID database(s).

*Responsibilities:*

**Consultant**

- Problem analysis
- Performance analysis
- Installation of Amyyon
- Installation of Amyyon Remote
- Liaison with Amyyon in Australia and Holland
- SQL Server and Windows NT analysis
- Communications requirements analysis
- Reporting on progress and determining cost-effective solutions to technical difficulties.

*Environment:*

Microsoft Windows NT Server 4, Microsoft SQL Server 6.5, Remote Access Service, FTP Server, Uniface 7.2.02, Amyyon 6, Windows NT 4 and Windows 95 workstations.

1998-1999    DEUTSCHE BANK*Margin Lending System, Client Advisor Support System  
Consulting Uniface Analyst / Programmer*

The margin lending system provides Deutsche Morgan Grenfell with a means to track Protected and Un-Protected Equity loans, and the value of securities held by clients.

The systems consist of 3 interactive and 1 batch application, >100 database tables and more than 200 screens / reports coded in Uniface 4GL, Sybase Triggers and SQR.

*Responsibilities:***Consultant**

- Development of Uniface screens to enhance existing functionality
- Liaising with year 2000 project leaders to determine how to ensure year 2000 compliance.
- Upgrade from Uniface 6.1.dh to Uniface 6.1.du, then to Uniface 7.2.02. Migrating from Sybase U2.5 to U2.A drivers.
- Implementing configuration control using PVCS and VC-Link.
- Designing and deploying remote end user support facilities using PCAnywhere technology.
- Preparing and presenting training on Uniface systems management, and configuration control.
- Documenting work procedures and production migration procedures for all systems (including liaising with relevant project leaders).

**Quality Assurance**

- Function and Integration testing to ensure that enhancements and upgrades function according to specification.
- Documenting test results, and work procedures.
- Designing and documenting configuration control procedures.
- Designing and documenting implementation configuration control procedures.

*Skills Utilised:*

Uniface 6.1.du, Uniface 7.2.02/7.2.03, Polyserver, PVCS 6, PC Anywhere, Windows-NT, Sybase 10 and Sybase 11.5, Sun Solaris 2.5/2.6.

*Environment:*

Server applications using Uniface 4GL development tools accessing central Sybase 10 and 11.5 databases controlled by PVCS configuration controls.  
Development and client application using Uniface 4GL tools running on a Windows-NT client accessing database server via polyserver.

1998 PROUVOST AUSTRALIA*Wool Trading System**Consulting Uniface Analyst / Programmer*

The TIM system provides Prouvost Australia and China with inventory matching for wool stock.

*Responsibilities:***Consultant**

- Development of Uniface screens to enhance development environment.
- Liaising with project leader to determine major issues.
- Investigate upgrade from Uniface 6.1.dt to Uniface 7,
- Documenting all observations that may help avoid problems or clarify the current situation.

*Skills Utilised:*

Uniface 6.1.dt, Windows-95, Oracle, SCO Unix

*Environment:*

Character mode server application using Uniface 4GL development tools accessing and client application using Windows 95 gui. Both systems accessing a central oracle database.

1997 DAVID JONES*Bridal Registry System  
Consulting Uniface Analyst / Programmer*

The bridal registry provides David Jones' customers with a gift list for guests of any occasion, including pricing details and the knowledge of what other guests have already purchased. The system is available state wide and for mail-order customers as well. Sales summary information is also provided by way of monthly reports.

The system consists of 2 applications, 13 database tables and more than 40 screens / reports coded in Uniface 4GL.

*Responsibilities:***Consultant**

- Development of Uniface screens to interface to new bridal system data extracted from Oracle,
- Liaising with Compuware for sales and support,
- Upgrade from Uniface 5.2.g2 to Uniface 6.1.dt then to Uniface 7.1.04,
- Development of standby system using Uniface 7.1.04 runtime, and writing of recovery plans to be used in the event of a fatal error occurring in the application running using Uniface 5.2.g,
- Documenting conversion.

**Quality Assurance**

- Function and Integration testing to ensure that conversion of the production system will be seamless,
- Documenting test results.

*Skills Utilised:*

Uniface 5.2 / 6.1.dt / 7.1.04, Windows-95, SOLID Server 2.2, C ISAM, Unix

*Environment:*

Server application using Uniface 4GL development tools accessing a central C-ISAM database. Development using Uniface 4GL tools running on a Windows-95 client accessing SOLID Server 2.2 databases.

1997 TELSTRA*Network Support System  
Consulting Uniface Analyst / Programmer*

NSS provides Telstra with a core system supporting the monitoring, utilisation, designing and ordering of configuration changes of the International Telecommunication Network.

The entire system consists of 3 applications, 150 database tables and 470 screens coded in Uniface 4GL.

*Responsibilities:***Consultant**

- Development of Uniface screens to provide database updates and reports from detailed design documents,
- Investigation and correction of bugs in existing Uniface screens,
- Performance tuning of existing Uniface screens.

**Team Leading**

- Liaising with QA to develop testing strategies for new functions,
- Development of work priorities and timetabling with project manager,
- Monitoring progress of development, testing and maintenance work,
- Reporting on outstanding maintenance and design issues and work allocations,
- Development of standards,
- Team building and training.

**Quality Assurance**

- Function testing individual screens
- Integration testing of the NSS applications
- Documenting test results

*Skills Utilised:*

Uniface 5.2 / 6.1, Oracle SQL, Unix

*Environment:*

Client Server application using Uniface 4GL development tools accessing a central Oracle database.

1996 AUSTRAC*Transaction Reports Analysis and Query System  
Team Quality Assurance Leader*

The Transaction Reports Analysis and Query System provides the Australian Transaction Analysis Centre (a part of the Attorney Generals Department) with information on suspicious financial transactions.

The system consists of a main inquiry system and several smaller systems to load the data.

*Responsibilities:***Consultant**

- Function testing individual screens,
- Integration testing of the TES / EDDS applications,
- Documenting test results.

**Quality Assurance**

- Analysis of work practices with respect to quality,
- Analysis of project plans with respect to achievability,
- Communicating recommendations to management concerning quality and work practices,
- Implementing a streamlined quality work practice.

*Skills Utilised:*

Oracle, HTML, Web Browser, Unix, Tandem, Macintosh.

*Environment:*

Server application initially on TANDEM then on Unix using COBOL and Web Browser / HTML Technology interfacing to an Oracle database.

1996 DAVID JONES*Bridal Registry System  
Uniface Analyst / Programmer*

The bridal registry provides David Jones' customers with a gift list for guests of any occasion, including pricing details and the knowledge of what other guests have already purchased. The system is available state wide and for mail-order customers as well. Sales summary information is also provided by way of monthly reports.

The system consists of 2 applications, 13 database tables and more than 40 screens / reports coded in Uniface 4GL.

*Responsibilities:***Consultant**

- To liaise with IT managers to determine support and maintenance requirements for the next 12 months for systems written in Uniface,
- To liaise with end users of systems written in Uniface to determine major issues and requirements for 12 months,
- To prioritise and determine feasibility and core issues from requirements,
- To implement prioritised requirements, liaising with IT department, vendors and end users as required,
- Re-engineer reports written in "C" into Uniface 4GL,
- To familiarise IT department with the development that has taken place, requirements and issues met, and unmet,
- Install upgrades to development and production environment.

*Skills Utilised:*

Uniface 5.2, C-ISAM, C, Unix

*Environment:*

Server application using Uniface 4GL development tools accessing a central C-ISAM database.

1995 TELSTRA*Network Support System  
Consulting Uniface Analyst / Programmer*

NSS provides Telstra with a core system supporting the monitoring, utilisation, designing and ordering of configuration changes of the International Telecommunication Network.

The entire system consists of 3 applications, 150 database tables and 470 screens coded in Uniface 4GL.

*Responsibilities:***Developer**

- Development of Uniface screens to provide database updates and reports from detailed design documents,
- Investigation and correction of bugs in existing Uniface screens,

**Architect**

- To liaise with project designers in optimising designs for the Uniface environment and to suggest design alterations,
- Provide senior Uniface skills consultation for the rest of the programming team,
- Implementation and design of standards and common modules as required.
- Re-engineer 3GL "C" functions for recursive processing in Uniface 4GL.

**Quality Assurance**

- Function testing individual screens
- Documenting test results

*Skills Utilised:*

Uniface 5.2, Oracle SQL, C, Unix

*Environment:*

Client Server application using Uniface 4GL development tools accessing a central Oracle database.

1994 OPENPLUS*OpenPlus Financials, Distribution, Manufacturing.  
Technical Architect*

OpenPlus suite of software provides a comprehensive solution for a companies Financial system to inventory and manufacturing process, in an international environment.

The entire system consists of 5 applications, >500 database tables with screens coded in Uniface 4GL.

*Responsibilities:***Architect**

- Actively promote and measure the success of transferring Uniface skills from myself to other members of the programming team, by structured courses and presentations, as well as through standards and guidelines and other project documentation,
- Maintain an informed perspective of the entire project (including marketing and support) with the aim of highlighting potential problems or discrepancies using my previous experience with Uniface development,
- Develop and maintain my own task list, and tasks for those personnel in training, with dependencies and metrics against each, and keep the development manager informed of progress,
- Advise the system architect, project manager, and technical architect in-training of aspects of system performance, alternatives, standards and specifications that in my experience may need modification or attention brought to them,
- Actively respond to my managers queries and changes to the task list, wherever necessary updating priorities and delegating activities.

*Skills Utilised:*

Uniface 5.2, RDB SQL, VAX/VMS

*Environment:*

Client Server application using Uniface 4GL development tools accessing a central Rdb/SQL database.

1990 - 1992 SYDNEY INSTITUTE of TECHNOLOGY*Computing & Information Services  
Systems Administration*

The school of Computing and Information Services at Sydney Institute of Technology (formerly Sydney TAFE) teaches Commercial Data Processing, programming languages, systems analysis and design and PC skills.

The educational system consists of several computer labs of terminals and PC's for the support of these classes.

*Responsibilities:***System Administration**

- Maintain a technologically up-to-date computer data processing environment for teachers and students of the courses run by the school,
- Provide support Monday to Saturday 8 am to 9:30 pm,
- Determine software and hardware to be purchased based on applicability for the schools courses, and future directions (specifically fee for service courses). Keeping teachers informed, and involved in choices, whilst maintaining a final overall perspective of what was needed for the school as a whole,
- Design and construct security systems to allow access to the computer systems to Teachers and Students, and disallow unauthorised access and limit effect of viruses,
- Design and construct network administration software, and documentation,
- Organise training for the teachers for any new software or hardware purchased,
- Liaise with suppliers of hardware and software for the most effective use of the schools monetary resources,
- Documenting the selection process for new hardware and software,
- Document existing and new systems,
- Liaising with TAFENet to connect the schools network to the greater TAFE network, and sharing resources.

*Skills Utilised:*

VAX COBOL, MicroFocus COBOL, Visual C, VAX C, Object Pascal, Informix SQL, Uniface 5.1.c - 5.2.e ,Postscript, DEC Vax, VAXcluster, IBM RS6000, PC-Windows, Macintosh, VMS, Ultrix, UNIX, DOS, DECnet, LAT, Pathworks, TCP/IP, NFS, Appletalk, Localtalk.

*Environment:*

PC's, VAX and UNIX computers on a local area network.



# Resume of Senior Consultant 11001

Date of Birth: 27 January 1965

Qualifications:

- Over 6 years experience in Uniface.
- Computer Power Training Institute.
- Associate Diploma of Business Programming
- Uniface Certificate
- Oracle DBA I
- Oracle Performance Tuning

Has worked with Uniface from 1993 onwards, across multiple versions, through to the latest offering. In addition to this also has very strong skills in using and maintaining / installing Oracle.

## CAREER DETAILS

1996 - 1999 IATA

*International Air Transport Association  
Senior Analyst / Programmer*

IATA ITS in Sydney have developed a billing system to manage the flow of funds between the travel agents and airlines (ISIS Integrated Standard Industry Software). This system has been installed in about a dozen different locations throughout the world.

The application/development environment uses an RS6000 running AIX 4.2.1. Oracle 7.3.2.3 is the current database with Uniface 7.2.2 running on Windows 95 as the user interface. The system also uses several 3GL programs written in C++ and a DOS based data entry program called EP90. The production sites use variations on the software versions according to location.

I was initially employed in the development and maintenance of this system, including remote support using Laplink for Windows. Subsequently I have performed a number of upgrades and implementations of ISIS onsite in Australia, India, Kenya and Ivory Coast and remotely in Malaysia and Finland. These upgrades have involved installation and/or upgrades to AIX, Oracle, Uniface, ISIS, 3GL programs and assorted software (Windows, EP90, Laplink etc..).

My period of employment at IATA has also involved database management and disaster recovery. I have been involved in the management and execution of several projects (including Y2K and major enhancements) and have dealt with customers and management at all levels and in all situations worldwide.

1995 - 1996 TELSTRA AUSTRALIA*Analyst Programmer*

I was contracted on the NSS (Network Support Systems) project as a Uniface programmer, involved mainly with the writing of the Network Change Tracking application. This application allows tracking of individual transmission changes e.g. the establishment of a satellite circuit, on a task by task basis and is heavily date driven.

As this project was in the final stages of development, I was also extensively employed with bug fixing and system testing of other applications within the project.

The development platform for this project was Client/Server with a Windows 3.11 operating environment, Uniface 5.2e as the user interface and Oracle 7.0.as the database engine.

1994 - 1995 WANG*Wang Information Systems Australia  
Analyst Programmer*

I was involved in the development of a Property system for Local Government. My role was a focal point of the project and I liaised with customers, sales staff, network specialists, technical writers and QA staff.

The system was based on Client/Server technology using Windows 3.1 as the operating environment. The communications protocol was Netware IPX/SPX. Sybase 4.9 was the database engine with Uniface 5.2f as the user interface.

My duties primarily involved Uniface coding of the various modules associated with a Local Government product, although I worked extensively on the conversion of Wang VS Cobol programs into Microfocus Cobol with embedded SQL.

Part of this process also requires the creation and maintenance of UNIX scripts for program management and control.

1993 - 1994 DATAMATION SOFTWARE

*Datamation Software Systems Pty Ltd*  
*Trainee Programmer to Analyst Programmer*

Datamation's core business involved supplying solutions for local government. Applications including: Financials, Property, Records Management and Land Information Systems.

I was involved in the Open Systems development of the Property and Financial Management applications. I was the co-designer of core systems modules, procedures and subroutines as well as providing a direct input to internal programming and system standards.

The development operating environment was Windows 3.1. The hardware platform was an RS6000 using AIX 3.2.1. The communications protocol was TCP/IP. The link between Windows and AIX was via LAN Workplace for DOS. Sybase 4.9 was the database engine with Uniface as the user interface.



# Resume of Senior Consultant 11002

Date of Birth: 3rd September 1954

## Qualifications:

Over 6 years experience in Uniface.

Programming Technology diploma ,Control Data Institute

Bachelor of Business Degree -major in data processing

Advanced Systems Analysis and Design, Australian Computer Society

Oracle - Database Concepts,

Oracle SQL\*Forms, SQL\*Plus,

Oracle Database Administration Aspects

Uniface Certificate

Uniface Conceptual Schema Design

Introduction to SQR

Has worked with Uniface from 1993 onwards, across multiple versions, through to the latest offering. In addition to this also has very strong skills in using all aspects of Sybase, including SQR.

## CAREER DETAILS

1998 - 1999    DEUTSCHE BANK

*Equity Lending and Private Banking  
Analyst Programmer*

Primarily contracted to perform enhancements to Uniface (version 6) applications (including SQR reports) as per user requirements Also assisted in migration of Uniface version 6 applications to version 7.

*Responsibilities:*

- Development of Uniface screens to enhance existing functionality
- Assist in upgrade from Uniface 6.1.dh to Uniface 6.1.du, then to Uniface 7.2.02. Migrating from Sybase U2.5 to U2.A drivers.
- Use of configuration control using PVCS and VC Link.
- Performing extended hours end user support.
- Documenting existing functionality and new system components.

*Skills Utilised:*

Uniface 6.1.du, Uniface 7.2.02, Polyserver, PVCS 6, Windows-NT, Sybase 10 and Sybase 11.5, Sun Solaris 2.5/2.6.

*Environment:*

Server applications using Uniface 4GL development tools accessing central Sybase 10 and 11.5 databases controlled by PVCS configuration controls. Development and client application using Uniface 4GL tools running on a Windows-NT client accessing database server via polyserver.

1996 - 1998 STEGGLES LIMITED*Equity Lending and Private Banking  
Analyst Programmer*

Contracted to work on the Live Poultry Management System, which maintained data entry relating to egg production (breeder management); bird production (flock management); costs (feed, capital equipment, immunisation); and performance statistics.

The Uniface application consisted of 400 Forms and 24 reports providing data analysis for all levels of the organisation including the board of directors.

*Responsibilities:*

- Reviewed Uniface development standards and guidelines (Version 6). Implemented changes.
- Tested new system (Live Poultry Management System) in preparation for implementation. Made corrections as appropriate.
- Liaised with users and made enhancements as requested.
- Designed, wrote and implemented a data-driven menu system for both character and GUI modes of the application.
- Created many Uniface reports, many of which were 'multi-tiered' with varying sorting sequences.
- Interfaced Uniface application with Excel to provide graphical presentation of data.
- Assisted in analysis and subsequent model design.
- Performed all coding, testing and implementation of user requests.
- Assisted in user (production) support and training.
- Converted application from RMS (flat file) to SYBASE (Relational DBMS).

1995 - 1996 D.B. BAIN

*Equity Lending  
Analyst Programmer*

- Developed two systems (CLASS and ROCH) using Uniface V6. I was assisted by a full-time analyst for CLASS and developed ROCH by myself. CLASS maintains client portfolio information and is used to advise clients in the management of their share portfolios. The system is used by Bain's client advisory staff in Brisbane, Sydney, Newcastle and Melbourne. ROCH is an enquiry-only system which provides Bain staff with online and reporting access to information from the Options Clearing House. For both systems, Sybase databases are used in a Windows environment. All reports are written in SQR.
- Trained the users of both systems and provided daily telephone support.
- Converted Bain's Margin Lending system from V5 to V6 with the assistance of two of Bain's Uniface developers. I wrote a number of forms to access the meta dictionary to establish how much of this system had become obsolete. I reduced the number of forms from 723 to 407.
- Provided training in SQR for Bain employees.

1994 - 1995 GRAINCORP*Analyst Programmer*

- Worked with a project manager/system analyst to design and specify a new system. This system was to handle the cash advances made to growers and the payments made to growers on behalf of buyers. With considerable liaison with several user representatives, we completed the requirements definition and data model. I then wrote, tested and implemented the system using Uniface 5.2.f.2, Sybase and TurboImage. The system, consists of 43 entities and 96 forms (including 16 reports).

1994 TELECOM NEW ZEALAND*Auckland**Analyst Programmer*

- Created a prototype using Uniface 5.2.f.2 which used an Oracle 7 database, performs to 'C' routines and 'C' triggered asynchronous interrupts. This prototype was a high-profile 'proof of concept' activity. It was successfully completed on schedule and demonstrated to senior Telecom management with unqualified success. I was then involved in further analysis and development of this prototype to encompass additional business functionality and ultimately take it from 'prototype' to final business solution.
- Provided ongoing Uniface support to newly-trained Uniface developers. All developers were required to create a 'Technical Outline' of the business function they were coding. They then discussed this function with me to ensure their approach was appropriate. On completion of unit testing, I performed a quality assurance role to ensure that standards and guidelines were followed and that appropriate Uniface techniques were used.

1994 SEQUEL

*Sequel Information Management Pty Ltd*  
*Analyst Programmer*

- Provided Uniface expertise on a new development project for D. B. Bain. Required to assist newly-trained Sequel developers in Uniface. Also contracted to code and test the more difficult functions of the system. A stock exchange related product to handle the business of margin lending. The system was delivered on time and the development costs were recovered within the first month of operation.

1993 TELECOM NEW ZEALAND*Auckland**Analyst Programmer*

- Telecom New Zealand bought OpenUPTIME (a fault management system) from a U.S. company called Metrix. However, major modifications were required to make it "fit" Telecom's business. To this end, Telecom contracted IBM to put a team together and train them, and to design and implement the modifications. Six contractors were trained in Uniface and I was then contracted to bring them "up to speed" and to assist in the adoption of Uniface as a development tool.
- I undertook an analysis of OpenUPTIME's standards and guidelines and subsequently established the standards and guidelines for the Uniface development environment. I provided assistance in data modelling sessions with the business analysts and I created prototypes for two areas of Telecom's business. I assisted the Uniface developers in guiding them to the best ways of satisfying business requirements and also by helping them to solve their programming bugs. I was also involved in the interviewing of several applicants for additional Uniface A/P roles.

1993 TELSTRA*Analyst Programmer*

- Provided advice on Uniface conceptual level logic, audit trail logic, system generation of unique keys and standards and guidelines. I created a prototype application of a small number of screens to demonstrate to I.S. and user management. I demonstrated this prototype and held discussions with management to determine their preferences for the design of the system. I subsequently established the standards for the 'Windows look and feel' of the system. I assisted the newly-trained developers to learn how best to use Uniface and to help solve the bugs they created.
- I developed a suite of 20 external schemas using the program specifications that I helped design. I subsequently demonstrated this "business module" to both middle and senior level Telstra management. This demonstration was used to introduce key Telstra staff to the new system.



# Resume of Junior Consultant 12001

Date of Birth: 26th July 1966

Qualifications:

Peoplesoft Accounts

CODA Accounts System, Management Accounting and PRIDE (web based financial management system)

Writing for Profit

Advanced Learning Skills

Credit Control by Telephone

Small Business Management

Conference Organisation & Management

Microsoft Office Professional 97 – Advanced user

Peoplesoft Accounting

Financial Administration

Career Development for Executive PA & Administrative Assistant - Australian Institute of Management

In-house training courses in Communications

All junior consultants have been trained by March Hare specifically for Uniface and Uniface related work. This consultant has particularly good communication skills and is great with developing end-user empathy. She has worked with quality control systems and is a great documenter and organiser.

## CAREER DETAILS

1999 MARCH HARE

*Junior Consultant - Documentation and Uniface*

**Report to**

Arthur Barrett, Senior Consultant

Assisting with the development of Uniface tools and web based applications. The emphasis in this role was training on Uniface and working with the Microsoft help system.

*Responsibilities:*

Manage enquiry's to the office, producing issues and task lists, and management status updates.

Produce on line procedural and help for Uniface tools.

Produce marketing brochures using information supplied by the development team, and marketing information using Pagemaker, and Acrobat.

Perform research assignment for solutions to problems that the development team raised (eg: tools to assist with development).

*Skills Utilised:*

Adobe Pagemaker, Adobe Acrobat, Uniface 5.2 & Uniface 7.2, Windows NT.

*Environment:*

Windows NT and Macintosh client server and web based applications.

1999 DEUTSCHE BANK

*Technical Writer - Procedural Documenter - Atlas Project*

**Report to**

Keld Christensen, Project Manager - Atlas Project

Development and implementation of a cohesive Y2K compliant business system including: CMS, Accounting and Financial Planning packages, distributed via Winframe for use by bank employees and affiliate offices.

This was a highly autonomous role requiring the prioritising and management of training and information resources in order to produce accurate procedural documentation for end users.

In addition to this, facilitation work was undertaken for both end user training and in house system design to ensure smooth communication and cohesive design.

*Responsibilities:*

Manage time and resources including producing issues and task lists, project plans and management status updates.

Produce detailed procedural manual, including business and system processes, for use in training and as an ongoing tool for end users. This included both pre and post press management.

Pre-roll out system migration documentation.

Perform pre-press and liase with printing bureau.

Provide input to training manuals and train the trainer planning sessions.

Facilitate system design meetings to:

- Improve communication between programmers and management,
- Ensure a logical data flow within the system, and
- Design screen flow.

1997 - 1998 PROFIT RECOVERY GROUP

*Specialist Auditors  
Office / Financial Administrator*

**Report to**

Dave Cook, Vice President Australia Pacific.

This rapid paced all round role required excellent prioritising, a high level of efficiency and excellent organisational skills.

*Responsibilities:*

- On joining, PRG Australia (12 staff in Australia, 6 in New Zealand) had been in operation for one year without any full time administration support. I was employed to bring administration functions (including: financial, office and computer network) up to a professional standard.
- I am responsible for office and staff administration, management accounting for both countries comprising four divisions (reporting to USA) including reporting, general administration and the PA requirements for the Vice President.

1995 - 1997 DOWNING TEAL*Human Resources Management Consultants**Mining/HR Administrator to Accounts Administrator***Report to**

Matthew Mitchell, General Manager - NSW

*Responsibilities:***Accounts Administrator**

- Administration support for the NSW and International branches.
- Accounts include Downing Teal NSW, Downing Teal Contract Employment and Downing Teal International.

**Mining / HR Administrator**

- Work closely with Mr Mitchell in the organisation and completion of recruitment assignments, primarily in the coal mining industry on the east coast of Australia. In this capacity I was responsible for all administrative aspects of the recruitment of personnel for our client base.
- Special projects included the organisation of mass recruitment events located in Regional centres across two states.
- As a part of the recruitment process Downing Teal utilises the Skills & Ability Tests and Personality Questionnaires produced by Saville & Holdsworth Australia Pty Ltd. As a trained administrator of these products, I had responsibility for administering and overseeing candidates sitting for test sessions as well as marking and processing of results.

1992 - 1995 DOWNING TEAL

*Human Resources Management Consultants  
Office Manager and Assistant to General Manager*

**Report to**

Richard Vielie, General Manager - NSW & Director

*Responsibilities:***Assistant to General Manager**

- Secretarial and administrative support to Mr Vielie.
- Office management responsibilities including: purchasing, staff co-ordination, confidential assignments, management reporting, meeting organisation, office maintenance, etc.

**Systems Administrator - NSW Branch**

- Accountable for the day to day running of the computer systems, database management, advising on procurement of new equipment and training of staff.

**Accounts Officer**

- Accounts to trial balance stage including reconciliation, debt collection and management reporting. Downing Teal utilise a Lyon computerised accounting system and monthly management reporting is completed using Excel 97.

1991 - 1992 TELSIS LIMITED (UK)

*Telecommunications equipment manufacturers  
Office Administrator*

**Report to**

Steven Skinner; Finance Director

*Responsibilities:*

**Assistant to General Manager**

- Administration and support work was carried out for all divisions of Telsis including Finance, Marketing, Sales, Production and Engineering.

**Special Projects**

- Involvement in the preparation and control of Quality Manuals for the company's Quality Accreditation.
- Involvement in accreditation audit.

**1989 - 1991 TELSIS LIMITED (AUST)**

*Telecommunications equipment manufacturers  
Office Manager / Personal Assistant*

Telsis began as a one man operation, growing to five during my time of employment.

**Report to**

Ray Murrell; Managing Director

*Responsibilities:***Assistant to General Manager**

- Setting up the office, computers, databases and filing systems, etc.,
- Administration and office management including accounts, marketing, conference organisation and purchasing.

**Special Projects**

- Each year Telsis exhibited at two conference/exhibitions around Australia.
- Organising and running: ATUG90 in Melbourne, the Pan Pacific 90 and ATUG91 both in Sydney.



# Resume of Junior Consultant 12002

Date of Birth: 10<sup>th</sup> July 1961.

## Qualifications:

Introduction to Cobol Programming and  
Programming in Cobol Language through TAFE.

Comprehensive knowledge of Audit Planning & Data  
Analysis software:

- Audit Pro
- E D I (Electronic Data Information)
- Report Writer
- CMS (Central Management System)
- Management report writing
- Analysis and scheduling

Good knowledge and experience of the following  
software:

- Oracle Accounts System
- Jolts 1 & 2
- AS400 Accounts System
- Windows 95 & Windows NT
- M.Y.O.B. (Basics)
- MS Excel 97
- MS Word 97
- MS Power Point Presentation
- MS Access (Basics)
- MS Work
- MS Publisher
- Word Perfect 7 (Corel Office)
- Louts 123
- Visual Dbase
- Louts Notes

ADVANCED ACCOUNTS/SECRETARIAL  
CERTIFICATE (Bookkeeping/Administration)

All junior consultants have been trained by March Hare specifically for Uniface and Uniface related work. This consultant is straight out of University and has particular strengths in statistics and databases. She has worked with testing systems and java with databases in a corporate setting.

## **CAREER SUMMARY**

1997 - 1999    PROFIT RECOVERY GROUP

*Management Consultant AP Auditor*

1997            BRAMBLES AUSTRALIA LTD

*Accounts Payable Project Officer*

1987 - 1996    PACIFIC DUNLOP

*Assistant Accountant*

*Accounts Payable Officer*

*Accounts Receivable Clerk*

1987            ALFRED MARKS

*Temporary accounts relief staff*

1985 - 1986    NATIONAL AUSTRALIA BANK

*Ledger Clerk/Cashier*



# References



# Project Deliverables

## Communications

Provides an audit trail for general communication and correspondence, primarily with vendors and help desks.

### Contact Directory

### Other Correspondence

## Control File

Provides the physical organisation of the management workpapers and deliverables.

### Workpapers

- Workpaper filing system

### Training Materials

- Project training materials

## Issue Log

Serves as one of the key control tools for the project manager; reports the status of issues from the time they are identified until they are resolved or rejected by the manager and sponsor.

### Issue Log Summary

### Issue

**Project Plan**

Defines in detail the specifics for managing the project; provides a detailed workplan, task-level effort and duration estimates, the project budget and supplemental project controls.

**Project Workplan**

- Task List
- Task Dependency Network
- Task-based Effort Estimate
- Resource Assignment
- Internal Project Milestones

**Project Budget**

- Project Budget

**Project Controls**

- Issue Log

**Developed Systems Information  
Architecture**

Describes the application and data architecture, as well as the impact on IT operations.

**Current Information Systems  
Assessment**

- Current Applications profile
- Current Databases profile
- Current Hardware profile



# Roles

March Hare Pty Ltd choose to work with as small a team as possible to maximise efficiency. This section details which roles our consultants would fill during a typical upgrade project, and which roles the client would need to fill.

Role	Person
<p><b>Project Manager</b></p> <ul style="list-style-type: none"> <li>• Controls the technical aspects of the project</li> <li>• Controls the day-to-day aspects of the project</li> <li>• Develops and maintains the project plans</li> <li>• Tracks and disposes of issues</li> <li>• Helps resolve issues and change requests</li> <li>• Tracks action items</li> <li>• Is responsible for technical quality of solution</li> </ul>	<p>Senior Consultant March Hare</p>
<p><b>Project Sponsor</b></p> <ul style="list-style-type: none"> <li>• Makes user resources available</li> <li>• Approves work products</li> <li>• Assists in tracking action items</li> <li>• Is responsible for functional quality of the solution</li> </ul>	<p>TBA, Client</p>
<p><b>Technology Architect</b></p> <ul style="list-style-type: none"> <li>• Key designer of target enabling technology configuration for enabling systems</li> <li>• Establishes and maintains target environment for migrated applications</li> <li>• Assists team members in the use of project support technology</li> <li>• Ensures that technical environment is in place and operational throughout the project</li> </ul>	<p>Senior Consultant March Hare</p>
<p><b>Migration Implementor</b></p> <ul style="list-style-type: none"> <li>• Participates as a member of the project team assembles, integrates, tests and implements application and system migration.</li> </ul>	<p>Senior Consultant, Junior Consultant March Hare.</p>
<p><b>Key User</b></p> <ul style="list-style-type: none"> <li>• Provides source information to the team</li> <li>• Provides expert business understanding of the organisation</li> <li>• Represents the users area in identifying current or future needs</li> </ul>	<p>TBA, Client.</p>

Role	Person
<b>Trainer</b> <ul style="list-style-type: none"><li>• Develops and conducts user and team training</li></ul>	Senior Consultant, March Hare.
<b>Tester</b> <ul style="list-style-type: none"><li>• Conducts integration and system testing of the application.</li></ul>	Senior Consultant, Junior Consultant, March Hare.
<b>Technical Writer</b> <ul style="list-style-type: none"><li>• Produces key documentation and ensures delivery of documentation.</li></ul>	Junior Consultant, March Hare.



# Appendix