Jemena Limited

AMI - Quality Management Plan

ELE-999-PA-QA-001

An appropriate citation for this paper is:

AMI - Quality Management Plan

Owning Functional Area

Business Function:	Network Assets – Electricity Metering

Review Details

Review Period:	Revision Date/Last Review Date + 2 years
NEXT Review Due:	01/10/2027

Table of Contents

Glossary of Terms

Term	Definition
Quality	Quality is defined as conformance to agreed requirements. Quality will be felt and experienced when the solutions meet the expectations of the Business and delivers the intended results.
Quality Management	Quality Management describes the ways in which quality is delivered. It breaks down into two related subjects: Quality Assurance (QA) & Quality Control (QC).
Quality Assurance (QA)	Quality assurance (QA) refers to proactive processes, systems and procedures that give the project team a better likelihood of achieving the desired result. The procedures defined within Jemena IT Portal Processes section are themselves part of the project's quality assurance approach as are the disciplines that are in place to ensure that the procedures are followed.
Quality Control (QC)	Quality control (QC) is a subset of quality management that provides formal inspection of the project's deliverables and project approach to ensure that the quality criteria have been met and to facilitate acceptance of the deliverables by the sponsoring organization.

Glossary of Terms

1.   Introduction

1.1   Purpose

This Quality Management Plan (QMP) defines Jemena Electricity Networks' quality assurance and control framework for the AMI-to-AMI Replacement Program. It establishes the processes, standards, and accountabilities required to ensure that all meter replacement activities deliver safe, compliant, and high-quality outcomes.

The purpose of this plan is to:ensure the AMI-to-AMI Replacement Program achieves the following objectives:

- Deliver a compliant, safe, and efficient meter replacement rollout aligned with Jemena's Metering Asset Management Strategy (MAMS), AEMO's Metrology Procedure Part C, and the Victorian AMI Ministerial Order 2008

- Achieve Right First Time performance of ≥98% for all installations.

- Maintain customer satisfaction above 90% and minimise failed or aborted visits.

- Ensure accurate and timely registration of new meters in MSATS, in line with AEMO and AER requirements.

- Support continuous improvement across installation, data validation, and customer engagement functions.

1.2   Quality Management Principles

The following principles underpin Jemena's approach to quality management for the AMI-to-AMI Replacement Program:

- Zero Harm & Safety First – Quality processes are integrated with Jemena's safety management systems.

- First-Time-Right Installations – Installation accuracy and conformance are prioritised to reduce rework.

- Data Integrity – Validation of serial numbers, NMIs, communications, and commissioning data.

- Continuous Improvement – Analysis of audit and defect trends to inform program refinements.

- Customer Focus – Proactive management of communications and escalations to enhance customer experience.Scope & Application

1.3   Scope & Application

This Quality Management Plan applies to all activities undertaken as part of the AMI-to-AMI Replacement Program,
including planning, scheduling, customer communications, field execution, data validation, and reporting.

It applies to Jemena staff, delivery partners, subcontractors, and supporting vendors involved in the replacement process.

1.4   Quality Management Hierarchy

The quality management document structure is composed as shown.
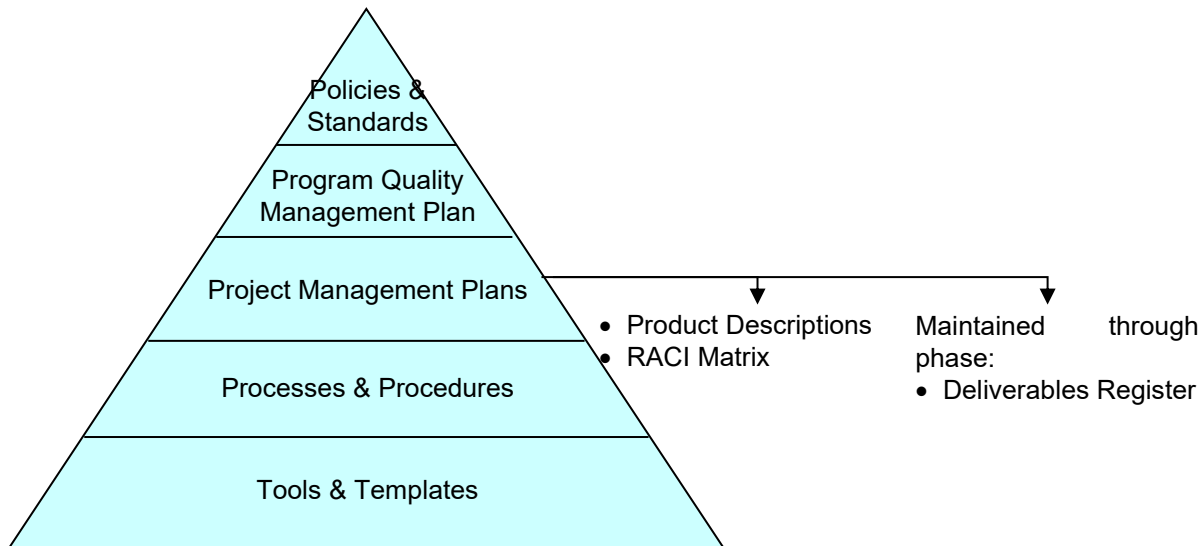
1.5   Methodology Framework

The objective of Quality Management is to ensure the Project will satisfy the needs for which it was undertaken. It includes identifying quality standards and success criteria, evaluating overall project performance and monitoring project results to eliminate the causes of unsatisfactory performance.

The following tools have been established to define and manage quality on this Project:

- Quality Management Plan.
- Project Portal.
- Record of Review form.
- Project Management Plan template.
- Audit Framework including Health Checks, Quality Reviews, etc (see Quality Management Plan).

2.   QA Roles and Responsibilities

The table below defines the QA roles and responsibilities that Project team members will have during the Project.

Role	Responsibilities
Program Director	• Accountable for program quality, compliance, and overall delivery performance.
Quality & Compliance Lead	• Implements QA/QC regime, manages audit sampling, and ensures compliance with standards.
Delivery Partners	• Execute field works in accordance with Jemena's installation procedures and quality standards.
Metering Provider (MDP/MPB)	• Ensures commissioning data, serial numbers, and NMI alignment are validated and accurate.
Customer Operations Manager	• Monitors and reports on customer communications, complaints, and resolution outcomes.

3. Standards and Procedures

3.1 Project Management Controls

3.1.1 Project Planning

All works under this program must comply with Jemena's Metering Asset Management Strategy, AEMO Metrology Procedure Part C, the Victorian AMI Ministerial Order 2008, and the AER 2026–31 EDPR requirements. Document management and data governance are controlled via Jemena's Program SharePoint and field QA systems. All work orders must pass quality checks prior to closure.

Project team members, supported by the Release Management Team, will develop and maintain an up-to-date workplan that will govern specific involvement, activities, work products, and schedules of all individuals involved in the Project, including key business stakeholders and third party resources (as appropriate). Summary level workplans will comprise the Project workplan at a level of detail that will specify the schedule for major milestones and monthly scheduled activities. Detailed workplans will be prepared at a level of detail that will specify specific deliverables, activities and the timing of significant events on a weekly basis.

The workplan will be based on understandings and expectations at the time that they are prepared. The workplan will be revised during the Project as circumstances change and managed centrally by the Master Scheduler in the Release Management Project Team.

3.1.2 Project Monitoring

The Project will be defined in terms of projects, with specific milestones, deliverables and timeframes associated with each project. Each thread of the Project will be planned to a level of detail showing specific activities that will result in the achievement of the stated milestones. Resource requirements will be programmed on a time-phased basis to produce estimates of the activities required to complete each of the phases. Microsoft Project will be used to assist with Project planning and control.

3.1.3 Communications/Reporting

All Project team members will attend regular status meetings as assigned. Weekly meetings and reports, as required, will be delivered to communicate the progress and status of the Project. This will include any issues with the Quality Assurance process in getting the deliverables approved. Monthly project status reports will then be supplied to the Steering Committee for information purposes. Each Project Manager, with the support of the PMO, will produce weekly and monthly status reports, as required, to describe the progress of their teams against the Master Project Plan.

3.1.4 Other Control Processes

The Project will also comply with other management control processes which are established by the Project Management Office in particular: risk management, issue management, change control management, procurement and contract management.

3.1.5 Phase Review and Approval

A quality stage gate is applied between every Phase of the Project. This requires governance approval to proceed, based upon a satisfactory review of completion of the previous phase and definition of the succeeding phase.

3.2 Document Management and Configuration Management

This process specifies how all documents are created, stored, accessed, updated, released and archived. The central repository for all Project documentation and document deliverables is the Project Portal. The document

management and control process is described in the Document Management Guide and Document Naming Standard

Deliverable software and hardware artefacts will be subject to configuration management in accordance with the Asset Manager's standards.

3.3   Quality Assurance

The effectiveness of the current phase will be augmented by compliance with the provisions in this document. Standards will be followed according to the Quality Management Plan and any subsequent revisions.   The standards are intended to be an evolving set of parameters within which the planning process takes place. They are expected to change over time as clarity is gained at a regulatory level and the Project becomes better informed. Deviations from the standards identified in this Quality Management Plan must be approved by the Project Director, Project Sponsor and PMO Governance and Reporting Lead, as appropriate, and documented in the Project Portal. QA activities are primarily managed or coordinated by the PMO.

Quality assurance will include:

- Adherence to processes and standards defined in the Project Management Framework;
- Reviews/audits
- Internal review of business processes; and
- External review if required.

3.4   Quality Control

Quality control involves the inspection of specific project deliverables to determine whether they comply with pre-determined quality & acceptance criteria set out in the Quality Management Plan and Project Management Plans (PMPs), to identify ways of eliminating any unsatisfactory results and to facilitate acceptance of the Project deliverables. Quality control activities are primarily managed by each Project Manager.

Quality control will include:

- Planning quality criteria for deliverables in PMP's and Product Descriptions
- Peer review and walkthroughs of document deliverables
- Approval and signoff
- Formal testing of application software and equipment using approved test cases; and
- External review if required.

Quality control results must be documented, approved and retained. Peer review of any document deliverables or products must be documented using the Record of Review form. Where the deliverable involves test results, these must be documented and presented in a Test Summary Report.

3.5   Deliverables Quality Planning and Acceptance Criteria

Program deliverables include Installation Procedures, Customer & Operational Communications Plan, Contractor QA Reports, Data Validation Reports, and Compliance Audit Findings.
Acceptance criteria for all deliverables:

- Compliance with regulatory and safety standards.
- Zero critical safety defects.
- 100% data reconciliation across MDMS and MSATS.

- Approval by Program Director and Quality & Compliance Lead.

The purpose of this quality process is to ensure the correctness and completeness of all Project deliverables, to detect errors and/or omissions, to identify enhancement opportunities, and to ensure compliance to requirements and standards.

3.6   The Audit Framework

The Project has an established framework of audits and reviews to manage risk.
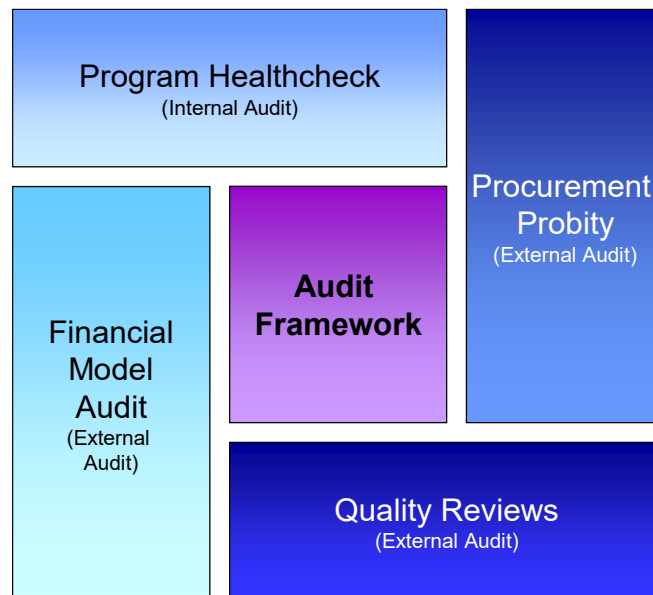
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- The program will undertake internal and external audits to confirm adherence to quality and regulatory standards.
- Audit types include:

  • Field Audit Program – random and targeted re-inspections.
  • System Audit – verification of MSATS data accuracy.
  • Customer Feedback Audit – assessment of complaint management and response quality.
  • Regulatory Compliance Audit – confirmation of compliance with DEECA and AEMO obligations.

3.7   Project Management Health Check

The Project Management (PM) Health Check is a periodic process and inspects the management of the Project. This Health Check will be performed by the relevant Asset Owner Internal Audit Group.

PM Health Checks will be conducted at key logical points of mobilisation and progression through the Phases of the Project.

The PM Health Check will be conducted through:

- Interviews with the Project management team
- Observation
- Reviews of documentation

- Usage of the control processes and systems described in the Project Management Framework.
- Feedback from the Project Director

The PM Health Check will focus on the quality of management of the Project, not the quality of the Project's deliverables. The resources conducting these checks are not anticipated to be proficient in the technical subject matter pertaining to specific projects within the Project.

3.8   Project Quality Checks

Project Quality Checks will be conducted on an "as required" basis prior to a key Steering Committee Decision Points. Risk of delays to scheduled major deliverables will be the main driver of Project Quality Checks.

Scope of Project Quality Checks will include review of adherence to quality processes, status of inputs into major deliverables, key issues and risks, major roadblocks, etc.

In general, the development, review and approval of a deliverable will have up to four levels of responsibility:

1. *Team Level Activities*: Project Team members will prepare the deliverable. It is the responsibility of the project manager to execute *ongoing quality control* throughout development, and to review each completed draft. The draft will undergo revision as required until approval is attained at this level. For interim products, no further approval will be required and the document can be considered formally "accepted".

2. *PMO Activities*: Supporting Deliverables may require further approval(s) from the PMO, consisting of one or all of the PMO Manager, Project Director as required.   It is the responsibility of each project manager to ensure that all required PMO approvals have been obtained for their deliverables. At a minimum all deliverables requiring PMO sign off must be approved by the PMO Manager, in most cases this will also require sign off from the Project Director.

3. *Steering Committee Activities*: Major Deliverables need to be reviewed by the PMO Manager and Project Director and approved by the Steering Committee. It is the responsibility of each project manager to ensure that all required reviews and approvals have been completed for their deliverables.

4. *External Activities:* Occasionally, a deliverable will require approval(s) by individuals external to the Project Team (e.g., from the Chief Information Officer (CIO) or CFO of Jemena and/or other Jemena representatives). The Project Sponsor is responsible for assisting with obtaining all required external approvals of this nature.

3.9   Review and Audit Follow-up Procedure

Periodic Quality Reviews will evaluate compliance with installation standards, regulatory obligations, customer communications, and data management accuracy. Findings and lessons learned will be documented in the Jemena Program Quality Register and integrated into continuous improvement processes.

4. Appendix A

4.1 Terms of Reference for PM Health Check

The specific considerations that will be addressed by the PM Health Check are described in the following sections:

4.1.1 Strategic Project Management

- Alignment of Project to Business Strategy & Vision – investigates whether the current Project portfolio is aligned with the current priorities and examines the processes by which the Project priorities are set.
- Decision Making Process – investigates whether an effective and transparent decision making process exists and reviews its effectiveness.

4.1.2 Project Plans & Controls

- Project Plan – investigates the accuracy and completeness of the Project plans. Will examine how up-to-date plans are and the extent to which they correlate to the project plans.
- Risk & Issue Management – investigates whether the risk and issue management processes, as specified in this handbook, are being followed and used effectively.
- Scope Management & Change Control – investigates the integrity of the scope baseline of the Project, and projects within the Project and investigates whether the change control processes, as specified the Project Management Framework, are being followed and used effectively.
- Document Management – investigates the completeness and accuracy of the Project library including the presence of all key documents, as described in this chapter. Specifically
    1. Signed Project Management Plans for projects.
    2. Active and up to date issue and risk logs for Project and constituent projects including an audit trace of interim versions displaying regular review.
    3. Active and up to date change control log and change request usage.
    4. Evidence of key deliverable review, sign-off and acceptance.
    5. Regular status reports produced for all projects and for Project.
    6. Plans / schedules accurate, updated and maintained on MS Project.
    7. Up-to-date reports indicating financial status of Project.
- Project Reporting – investigates the completeness and accuracy of Project reporting across all projects and summary levels. Will check that the reporting process and rules, as specified in the Project Management Framework, are being followed and used effectively.
- Financial Management – investigates the adherence to the financial management and control procedures as specified in the Project Management Framework.
- Other Project Policies & Procedures - investigates the adherence to the management and control procedures as specified the Project Management Framework.

4.1.3 Project Leadership, Resourcing & Infrastructure

- Leadership & Governance – investigates the presence and effectiveness of the Project leadership and governance structures that exist to support the Project.
- Staffing Requirements – investigates whether the Project and project planning has identified the skills and resources required and the quantities of such.
- Team Building & Development – investigates the effectiveness of the Project team in working together and plans for team development.
- Project Communications – investigates the effectiveness of communication within the Project organisation.

- Project Physical Infrastructure – investigates the suitability of the Project facilities such as office space, access to communications equipment etc.
- Project Management Systems – investigate the appropriateness, usage and effectiveness of the Project and project management software support systems (includes the Governance Toolkit, Portal, Finance System etc).

4.1.4 Stakeholder Management

- Stakeholder Management – investigates the quality of stakeholder identification and planning that has been undertaken on the Project.
- Communications Management – investigates the communications plans and actions that have been put in place for parties external to the Project organisation, specifically the Asset Owner business and other third parties and stakeholders.