

Organisational Review

Qld Office of Government ICT

Background

The Government ICT (Govt.ICT) Division of the Department of Public Works (DPW) was still operating under the structure established as Information Economy (IE) in the former Department of Innovation and Information Economy (DIIE). However, a machinery-of-Government change transferred Govt.ICT into DPW in 2004. This represented a fundamental change in the purpose of the division.

In DIIE, the division had the task of promoting Queensland's participation in the information economy. It had a whole-of-State focus, including the business, household and community sectors, as well as the Queensland State public sector, including selected Whole-of-Government (WofG) ICT initiatives.

DPW, in contrast, is charged with providing whole-of-Government services to Queensland government agencies. This, therefore, was also the role for Govt.ICT. This represented a considerable change in focus for Govt.ICT.

In addition, Queensland Treasury was undertaking a number of reviews, including a Whole-of-Government ICT Review, a review of CITEC and a review of Access Queensland. The outcomes of these reviews, particularly the WofG ICT Review, were likely to impact on Govt. ICT's structure and operations into the future.

451 Consulting was engaged by the Assistant Director General of Govt.ICT to assist the division to position for the future in three ways.

1. Govt.ICT needed to rationalise its current responsibilities and projects in light of the change in focus from 'whole-of-state, ICT industry focus' to 'whole-of government, ICT capability focus';
2. Govt.ICT needed to structure in such a way as to be sufficiently flexible and adaptive to incorporate any additional responsibilities as a result of the Treasury reviews; and
3. Govt.ICT needed to ensure its current resource base had the necessary and sufficient capability (skills and knowledge) and capacity to deliver these responsibilities.

Review Objectives and Process

The objectives of this review were to:

1. Establish the strategic priorities for Govt.ICT in the short and medium-term;
2. Identify current projects and activities, including resource allocation;
3. Identify the priority projects and activities which needed to continue /commence, and current projects which needed to windup / cease, in the context of the established priorities for Govt.ICT;
4. Identify the resources / skills required to support the priority projects and activities;
5. Identify structural options to best position Govt.ICT to address the challenges arising from the Treasury WofG ICT Review; and
6. Identify any staff issues or change readiness which could affect the delivery of GICT priorities.



Multidisciplinary Project Management Suncorp

The review process involved a number of steps to seek input and understanding of Govt.ICT:

- A detailed analysis of current or planned projects & initiatives was undertaken to understand current priorities and resource allocation;
- One-on-one interviews and group workshops were held with approx. 80 staff to gain insight into the operation, culture and issues within the division;
- The Work Environment Scale (WES) survey was completed by all staff to measure employee attitudes relating to three underlying dimensions; relationships, personal growth, and system maintenance & change. These formal findings were used to support the material gained face-to-face;
- Group workshops were held with senior staff to discuss structural options, project priorities and to develop a new Charter for the Division; and
- Equivalent agencies in Victoria & South Australia were visited to gain an understanding of the key dimensions and responsibilities of these agencies, to determine the level of synergy with the revised responsibilities for Gov.ICT.

Outcome

The review produced a baseline view of the division, in terms of its current status and proposed future:

- Current structure and capacity;
- Current strategic program of work and resource allocation;
- Current culture and staff issues;
- Interstate synergies for Govt.ICT;
- Functional and Structural Options for the future; and
- A series of recommendations to influence and be incorporated into the transition to the new Govt.ICT

This baseline will be used to inform a subsequent impact assessment, which will analyse the recommendations of the Treasury WofG ICT review as they apply to the division.

Testimonial

“451 Consulting provided us with the external expertise and assistance we needed to best position Government ICT for the future. We were able to understand our current responsibilities and culture, discuss and agree our preferred role for the future, and provide the Treasury Whole-of-Government ICT Review with a range of perspectives of the Division for their consideration.”

[Tony Woodward, Assistant Director General, Division of Government ICT, Department of Public Works](#)