

D. Implementation approaches for 4 departments

We assessed the maturity of change management practices at 4 of the 17 departments affected by the 2020 change. These 4 departments were significantly affected by the change, and had different approaches to planning and implementing the changes, allowing us to assess and compare the approaches.

Figure D1 summarises the approaches adopted by each of the 4 departments in their implementation of machinery of government changes.

Figure D1
Implementation approaches for 4 departments

Department	Summary of 2020 machinery of government change impact	Adopted implementation approach
Department of Resources (DoR)	<p>Renamed from Department of Natural Resources, Mines and Energy</p> <p>Functions were transferred into (+) and out of (-) the department</p> <ul style="list-style-type: none"> + Support to the Gasfields Commission - Energy - Water 	<p>Agreement about the allocation of employees between departments was reached within 105 days, and the reallocation and transition of work responsibilities began from this time.</p> <p>The Department of Resources continued to provide support for DRDMW as it established its corporate support arrangements, which included transitioning to other Queensland Government shared service arrangements over a 23-month period.</p>
Department of Regional Development, Manufacturing and Water (DRDMW)	<p>Renamed from Department of Regional Development and Manufacturing</p> <p>Significant increase in staff (525 employees)</p> <ul style="list-style-type: none"> + Water - Support to the Gasfields Commission 	<p>DRDMW received additional support from the Public Service Commission and Queensland Treasury to work through the initial implementation.</p>
Department of Energy and Public Works (DEPW)	<p>New department</p> <ul style="list-style-type: none"> + Energy + Building Policy and Asset Management + Queensland Government Procurement 	<p>While agreement was reached about the allocation of employees between departments within 125 days, the reallocation and transition of work responsibilities between each department's employees was deferred until the full impact of the change could be assessed and the transition planned. For finance teams, these arrangements continued for approximately 12 months, while for technology and legal services, this support continues to be provided by the Department of Energy and Public Works to DCHDE, under a formal agreement, on an ongoing basis.</p>
Department of Communities, Housing and Digital Economy (DCHDE)	<p>Renamed from Department of Housing and Public Works</p> <ul style="list-style-type: none"> + Arts Queensland + Corporate Administration Agency + Support to the State Library of Queensland + Community Services - Building Policy and Asset Management - Queensland Government Procurement - Sport and Recreation 	<p>While agreement was reached about the allocation of employees between departments within 125 days, the reallocation and transition of work responsibilities between each department's employees was deferred until the full impact of the change could be assessed and the transition planned. For finance teams, these arrangements continued for approximately 12 months, while for technology and legal services, this support continues to be provided by the Department of Energy and Public Works to DCHDE, under a formal agreement, on an ongoing basis.</p>

Source: Compiled by the Queensland Audit Office.