Queensland Government Enterprise Architecture

QGEA implementation prioritisation technique guideline

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*QGEA implementation prioritisation technique guideline*

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# Introduction

## Purpose

A Queensland Government Enterprise Architecture (QGEA) guideline provides information for Queensland Government departments on the recommended practices for a given topic area. Guidelines are generally for information only and departments are not required to comply. They are intended to help departments understand the appropriate approach to addressing a particular issue or doing a particular task.

This guideline explains the technique demonstrated within the [*Queensland Government Enterprise Architecture (QGEA) implementation prioritisation technique* *spreadsheet*](https://www.qgcio.qld.gov.au/documents/qgea-implementation-prioritisation-technique-tool)*.*

## Audience

This document is primarily intended for Queensland Government departments.

## Scope

This guideline relates to the domains BP-1.2 Develop business strategy and 10.2 Manage compliance within the [APQC Process Classification Framework](https://www.qgcio.qld.gov.au/information-on/qgea/qgea-classification-frameworks)*.*

# Background

The *QGEA implementation prioritisation technique spreadsheet* was developed to demonstrate how Queensland Government departments can prioritise their implementation of QGEA policies.

Whilst all QGEA policies are mandatory and departments are required to align with them, the technique provides a means for departments to prioritise their QGEA implementation activities and inform the development of an implementation plan.

The *QGEA implementation prioritisation technique spreadsheet* has been used to demonstrate the technique and is not a fully functional tool (e.g. the priority grid is not automated). Departments that choose to adopt the technique would need to extend the spreadsheet to meet their requirements. For an example of how the spreadsheet could be extended further see the then Department of Public Works’ *QGEA implementation prioritisation template* in the [QGCIO Knowledge base](https://www.qgcio.qld.gov.au/publications/knowledge-base#letter_Q) (Queensland Government employees only).

# The technique

The technique uses assessments of attractiveness and achievability to prioritise implementation of QGEA policies. For the purpose of this assessment, attractiveness examines the contribution the policy makes to current whole-of-government and departmental business direction, benefits realisation and risk mitigation. Achievability examines the likelihood of successful implementation based on the department’s current capability and capacity.

The technique is available in spreadsheet format. It consists of the following worksheets:

* **introduction** – links to this guideline
* **assessment criteria** – diagram of the assessment criterion for attractiveness and achievability (see also figure 1 below)
* **assessment** – the implementation prioritisation assessment to be completed for each QGEA policy
* **ranking** – table that derives an overall ranking score (or implementation sequence) and identifies the priority action for each policy
* **priority grid** – suggested way to present where each QGEA policy falls in one of the four possible priority actions.

It is recommended that departments using this technique reassess the QGEA policies periodically (e.g. every six to 12 months) to reflect changes in priorities, capability, capacity and QGEA implementation progress.

## Assessment criterion

This worksheet provides a graphical view of the QGEA assessment implementation prioritisation technique criteria for both attractiveness and achievability (as in Figure 1).



Figure QGEA implementation prioritisation technique assessment criteria

Figure 1 also demonstrates that all criterion with the exception of mandate have sub criteria. For example the attractiveness criterion of strategic alignment consists of the sub-criteria of both whole-of-government direction and departmental business direction.

## Assessment worksheet

Each dimension is evaluated and scored on a 0-5 rating scale by allocating the most appropriate score specified in the assessment worksheet as (see Figure 2 below). The total score for a dimension is calculated based on the average of the score for each sub dimension. In the case of mandate as there is only one dimension, it is just that score that applies.



Figure Excerpt from assessment worksheet

The total score for each attractiveness dimension and each achievability dimension is then averaged out to calculate an overall 0-5 score for attractiveness and achievability.

## Priority grid worksheet

The priority grid worksheet demonstrates that four possible priority actions can be derived by plotting the X and Y combination of attractiveness and achievability (see also Figure 3 on page 7). This can be a useful way of presenting prioritised policies graphically.

**Priority grid**

|  |  |  |
| --- | --- | --- |
| 1. Low **Achievability** High
 | 1. **Delay**
2. *Low attractiveness (<2.5) and high achievability (> 2.5)*

The department should implement these policies third. Whilst at first glance these QGEA policies appear easy to implement, they offer less benefits to the department or Queensland Government than those policies that fall within the commit or manage closely quadrants. | 1. **Commit**
2. *High attractiveness (>2.5) and high achievability (> 2.5)*
3. The department should implement these QGEA policies first. They represent quick wins and deliver compliance with those QGEA policies with strong mandates and benefits, but that require lower implementation effort.
 |
| 1. **Hold****[[1]](#footnote-2)**
2. *Low attractiveness (<2.5) and low achievability (<2.5)*

The department should implement these QGEA policies last as they currently represent greater risk for a lower return. | 1. **Manage closely**
2. *High attractiveness (>2.5) and low achievability (< 2.5)*
3. The department should implement these QGEA policies second. These QGEA policies have strong mandates and benefits however, they are more complex or require more resources. It may be necessary to introduce tighter governance and risk management mechanisms when implementing these QGEA policies.
 |

 Low **Attractiveness**  High

Figure Priority grid

## Ranking worksheet

The ranking worksheet demonstrates how the attractiveness and achievability score for each policy can be used to derive an overall ranking score for each QGEA policy.

The rankings are calculated using a mathematical formula[[2]](#footnote-3) to calculate a linear distance along the diagonal from the optimum score of 5 for attractiveness and 5 for achievability to zero on the priority grid model (see Figure 3 above).

The most attractive and achievable policies to implement will have a lower ranking score, indicating a possible sequence for implementation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Initiative** | **Attractiveness** | **Achievability** | **Ranking score** | **Priority action** |
| *Policy A* | 5.00 | 4.00 | 2.24 | Commit |
| *Policy B* | 4.33 | 2.92 | 3.51 | Commit |
| *Policy C* | 2.33 | 4.13 | 4.13 | Delay |
| *Policy D* | 3.30 | 1.50 | 5.25 | Manage closely |
| *Policy E* | 3.60 | 1.46 | 5.14 | Manage closely |
| *Policy F* | 4.00 | 3.71 | 3.04 | Commit |
| *Policy G* | 2.00 | 1.00 | 6.40 | Hold1 |
| *Policy H* | 3.40 | 2.96 | 4.00 | Commit |

Table Example ranking of QGEA policy implementation

In the example in Table 1 above, policy A has the highest priority with the lowest ranking of 2.24. Policy G would be prioritised last with the highest ranking of 6.40. This coincides with the position of these policies on the priority grid as policy A is in the commit quadrant, whilst policy G is in the hold1 quadrant. It is likely that the department may commit to implementing policy B, F and H given they fall within the commit quadrant; however they would have a lower priority than policy A.

The worksheet also displays the relevant priority action for each policy. See Figure 3 for an explanation of each possible priority action.

# Frequently asked questions

#### 1. Can I modify the technique?

Yes.

Departments are encouraged to modify the technique to meet their needs. However departments are advised to be careful to not mix dimensions between attractiveness and achievability as this will affect the result on the priority grid.

Departments will also need to extend the spreadsheet to suit their needs as it has only been designed to demonstrate the technique.

For an example of how the spreadsheet could be extended further see the then Department of Public Works’ *QGEA implementation prioritisation template* in the [QGCIO Knowledge base](https://www.qgcio.qld.gov.au/publications/knowledge-base#letter_Q) (Queensland Government employees only).

#### 2. Do I have to use this technique?

No. Your department may have an alternative method for planning implementation of the QGEA (e.g. risk assessment).

#### 3. How else can I use the QGEA implementation prioritisation tool?

Some options include:

* prioritisation of all compliance requirements (i.e. requirements other than the QGEA)
* to assess the impact of proposed or revised QGEA policies at consultation.

#### 4. How can I consider the impact of change to my department in an implementation plan?

An approach is available in 'Part C Appendix M Portfolio assessment models - The Cranfield grid' within the [ICT Planning Methodology](https://www.qgcio.qld.gov.au/publications/knowledge-base#letter_I) (QGCIO Knowledge base-Queensland Government employees only).

#### 5. The hold quadrant seems problematic given that all QGEA policies are mandatory. It is unlikely that my department would address policies that fall within this quadrant.

The results are indicators of priority only. Further it is anticipated that very few QGEA policies would fall within the hold quadrant. Those QGEA policies that do will need to be reassessed periodically (e.g. every six to 12 months). This is because as the department progresses implementation of those QGEA policies that fall in higher priority quadrants the achievability of implementing that particular policy should increase. Likewise, changes in whole-of-Government priorities and departmental priorities may make implementation more attractive. If your department expects that they are not going to meet policy implementation timeframes an [exception](https://www.qgcio.qld.gov.au/information-on/qgea/qgea-alignment-exception) should be sought.

1. Refer to FAQ number 5 on page 10 for further information regarding the Hold quadrant. [↑](#footnote-ref-2)
2. The linear distance calculation is based on an algebraic calculation of the distance between two points. The formula for calculating the linear distance is √(6-a)2+(6-b)2 where a=attractiveness and b=achievability. [↑](#footnote-ref-3)