# C.     How we prepared the report

## About the Auditor-General's insights

Our insights on technology projects are based on our substantial experience in undertaking financial and performance audits across the Queensland public sector. To prepare this report, we analysed our reports, looking for patterns and trends in the success or failure of technology projects. The reports included:

- *Effectiveness of the State Penalties Enforcement Registry ICT reform* (Report 10: 2019–20)

- *Monitoring and managing ICT projects* (Report 1: 2018–19).

We also examined national and international reports.

### Interviews

We interviewed key people in the technology sector in Queensland, including:

- the Queensland Government Chief Customer and Digital Officer and his staff

- senior leaders responsible for delivering technology projects

- senior technology industry leaders.

### Document review

#### Technology projects from the Digital Projects Dashboard

For this report we selected, from the Queensland Government Digital Projects Dashboard, five programs/projects covering 11 entities. We analysed various documents provided by the departments for each project/program.

We included the Human Resources Information Solutions program in this report because it is one of the largest programs on the dashboard. In *Monitoring and managing ICT projects* (Report 1: 2018–19), which was tabled in parliament in July 2018, we highlighted that this program and another project both took a long time before delivering functional systems.

The Human Resources Information Solutions program is still in progress. For this report, we reviewed documents since December 2017 (which was the cut-off date for the fieldwork of Report 1: 2018–19).

#### Other technology projects

This report includes brief case studies of the Electoral Commission of Queensland's Election Gateway Project and Sydney Water's replacement of its billing system as part of the implementation of its customer experience program.

While the Election Gateway Project is not on the dashboard, it has statewide implications, and some of its learnings can be shared. We are aware of the parliamentary inquiry into online publication of preliminary and formal counts of the votes cast in the local government elections and the state by-elections held on 28 March 2020. This report does not include a detailed review of the project itself or of any technical issues.

We have included Sydney Water's project to share the learnings and good practices it has recorded. As part of this document review, we confirmed the findings in a meeting with the chief information officer and program director for the part of the project we focused on.