

PROBLEM/ BENEFITS/ REALISATION STATEMENT- Enterprise Architect Recruitment P.roject

Project Objectives	CURRENT STATE		FUTURE STATE		REALISED STATE	
	KEY CHARACTERISTICS	PROBLEM STATEMENT	KEY CHARACTERISTICS	BENEFIT STATEMENT	KEY CHARACTERISTICS	REALISATION STATEMENT
Understanding of the Enterprise Architect labour market.	Competition for technical roles is tight across the public and private sector recruitment market.	Unless we have a good understanding of the Enterprise Architect labour market, we risk misaligning our job pitches, locations, remuneration or talent availability.	We know where to find Enterprise Architects, what their career pathways look like, what are competitive remuneration packages, and candidate availability.	Business can more effectively target the talent they need.	We leveraged knowledge of talent locations, and career pathways to build the job ad. There were limitations in some locations, the remuneration, package, and a strong statement on flexible work.	Talent is available outside of major hubs, and the agency can attract talent from across the APS and private sector. Candidate survey (not completed) would have provided further insights.

s22-out of scope

Workforce



- Data source: SuccessFactors as at 31 January 2022.
- Headcount includes both APS and non-APS contractors unless indicated.
- Non-APS data should be used as a guide only. Available data does not distinguish between a person employed directly on a full time basis or intermittently as part of a 'contract for service'.

Separations (Attrition)



- Data source: SuccessFactors as at 31 January 2022.
- Separation rates based on rolling 12 month data as at 31 December for each calendar year. 2022 rate based on rolling-12 months as at 31 January 2022.
- Separations data captures staff who left the agency. It does not account for movements out of the specific critical job role.
- Total Separation Rate: Total Separations / Total EoP Headcount (includes voluntary and non-voluntary).
- Ongoing Separation Rate: Total Ongoing Separations / Total EoP Ongoing Headcount (includes voluntary and non-voluntary).

Salary



- Data source/s:
 - ESSentials as at 31 January 2022
 - 'Hays Salary Guide FY21/22'
 - '2021 Salary Guide – Australia – Robert Half Talent Solutions'
 - Seek - Career Advice ([website](#)) as at March 2022
- Services Australia salary ranges set using lowest and highest actual salaries within each Job Role, including Individual Flexibility Arrangements (IFAs) and salary matching/maintenance above the agency salary bands.
- Base salary comparisons are provided using closest job role match from external sources. All salaries are exclusive of superannuation, bonuses and benefits unless otherwise indicated.

ANZSCO



- Australian and New Zealand Standard Classification of Occupations (ANZSCO) is a skill-based classification used to classify all occupations and jobs in Australia and New Zealand labour markets.
- Mapping job roles to ANZSCO allows for jobs/occupations with similar duties and skills to be grouped for the purpose of gaining insights across sectors and markets, i.e. public and private sectors.
- Critical roles have been mapped based on ANZSCO under the APS Job Family Framework, except where a better fit was identified under a different ANZSCO based on how these roles are performed in the agency (e.g. Instructional Designers and Data Analyst).

Labour Supply



- Data source/s:
 - SuccessFactors as at 31 January 2022
 - Job Outlook ([website](#))
 - National Skills Commission
 - Labour Market Information Portal (LMIP) 2020 Occupation Projects to 2025
 - Skills Priority List 2021 ([website](#))
 - Seek ([website](#)) as at March 2022
- Percentage of Services Australia workforce (i.e. red dots) is inclusive of APS and non-APS headcounts.
- Supply information is based on ANZSCO mapping.

Recruitment



- Data source: Acendre e-recruitment system, from implementation (October 2019) to January 2022.
- Recruitment data is not mapped to the APS or Services Australia Job Family Framework and therefore is based on manual identification of relevant job titles/roles.
 - Jobs advertised not using the job title/role have not been captured (e.g. where a business area has advertised roles using a broad term such as the function/branch/division name).
 - Jobs advertised with multiple job titles/roles using correct job title/role, have been captured under each respective job role (e.g. recruitment process titled 'Data Analyst / Business Analyst' is captured under the *Business Analyst* and *Database and Data Administration* job profiles).
- External recruitment relates to recruitment processes that are open to all applicants to apply.
- Expression of Interest (EOI) data was not utilised. EOI data is not centrally coordinated, is inconsistent/incomplete, and presents a data quality risk.
- Filling internally includes movements within the agency and APS (i.e. s25 and s26 actions). Filling externally includes all new engagements (i.e. s22 actions).
- External recruitment processes at the 'Job Open' or 'Selection Process' stage were excluded from applicant counts.

High Performers



- Data source: ESSentials – 2020-2021 IPA period as at 6 September 2021
- Separation data captures staff who left the agency. It does not account for movements out of the specific critical job role since the IPA was completed.

People who choose an Enterprise Architect career path typically hold a bachelor or masters degree in computer science, information technology or a related field, and extensive experience in IT or related fields.

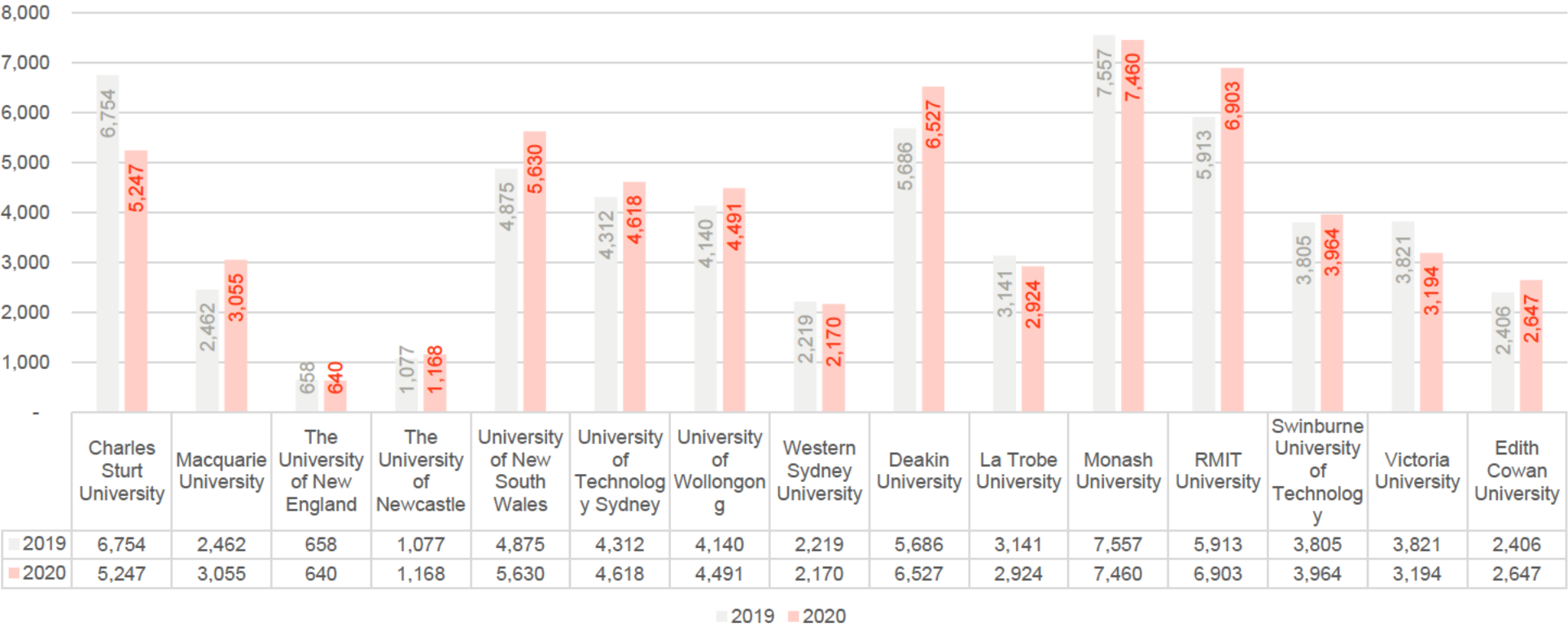
(Source - [How to become an Enterprise Architect - Salary, Qualifications, Skills & Reviews - SEEK](#)).

Institutions with these offerings, aligned to the recommended states outlined through Phase 2 analysis include:

NSW	VIC	WA
<p>Sydney:</p> <ul style="list-style-type: none">• University of Technology Sydney• Western Sydney University• UNSW Sydney• Macquarie University <p>Other NSW</p> <ul style="list-style-type: none">• Charles Sturt University (Bathurst)• University of Wollongong• University of Newcastle• University of New England (Armidale)	<p>Melbourne:</p> <ul style="list-style-type: none">• Deakin University• La Trobe University• RMIT University• Monash University• Swinburne University of Technology• Victoria University• Melbourne Polytechnic	<ul style="list-style-type: none">• Edith Cowan University (Perth & Bunbury)

Sources: [Bachelor of Computer Science - SEEK Learning](#) and [Bachelor of Information Technology in Australia - SEEK Learning](#)

Number of students (commencing and continuing) in the Information Technology field of study



_____: [Student Enrolments Pivot Table - Department of Education, Skills and Employment, Australian Government \(dese.gov.au\)](#)

Education is desirable, not essential

While universities provide potential feeder pools, including education requirements as part of recruitment can drastically narrow the available supply of talent for a position, and there is often a disconnect between education requirements and the actual skills needed for a role.

When hiring, organisations should ask:

- Are there similar or adjacent skills we could search for instead – particularly skills that make it easier to learn the most important skills for the role?
- What skills would someone in the role need to be effective immediately? Are there any skills they wouldn't need immediately that we could develop over time?
- What level of education do we really need for this role?

By relying less on candidates current knowledge and more on their potential, organisations can acquire talent that can be developed in-house for greater value.

Sources:

[Most Competitive Roles Report: Computer System Engineers and Architects \(gartner.com\)](#)

[Sourcing and Retaining EA Talent: Benchmark Data \(gartner.com\)](#)

“The odds of attracting talent improve when companies understand what the best talent want”.

McKinsey research with Henley Business School (right) identified that money ranks sixth as a motivator for top EA talent.

Enterprise Architects are attracted to interesting problems and making a difference. They want a meaningful role in modernising IT and decision rights to effect necessary change.

Along with other factors, it is **essential** that the value/profile of the work is portrayed through the recruitment approach.

Source: [Evolving the enterprise architect role for a digital world | McKinsey](#)

EA Must Attract and Develop Talent

Cultivate an environment that attracts, retains, and develops exceptional people

The survey informs us of the ways that digital leaders motivate talent, which are the most critical skills and how can we build a career path for Enterprise Architects. Herzberg's motivation theory argues that an environment that attracts and retains the best talent is one where interesting challenges are part of the job and being recognized as part of the team – i.e., not a commodity-producing function – is part of the organizational culture. Our survey backs this idea with the data – digital leaders almost unanimously ranked these two incentives “high” or “very high”.

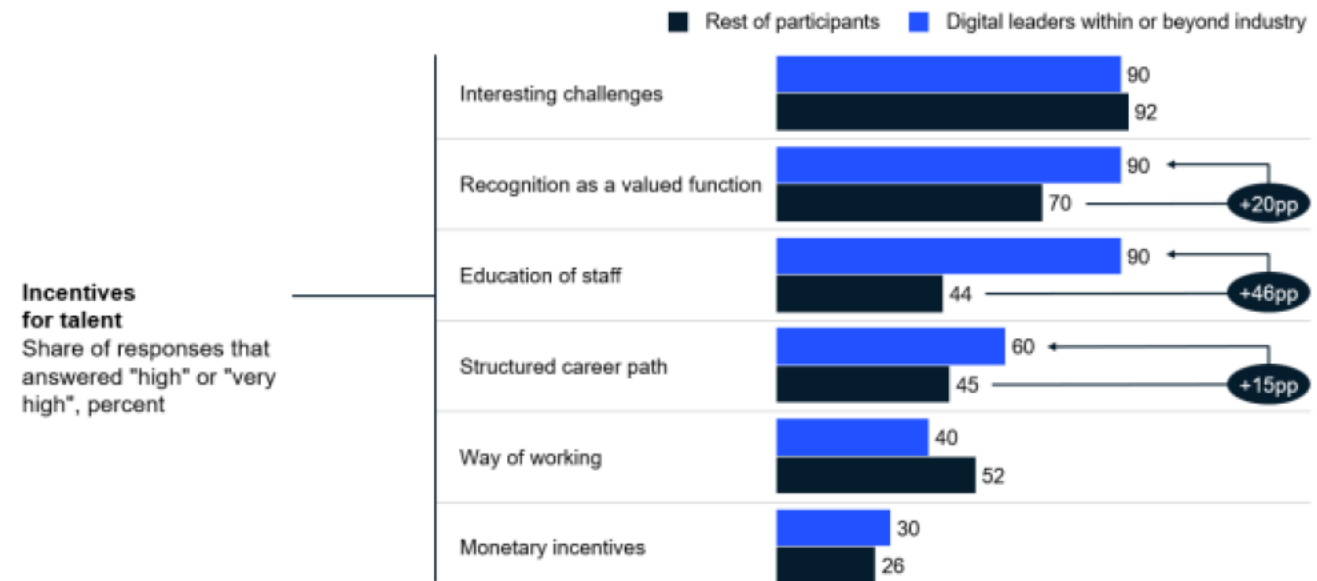


Figure 9

Source: [JEA 2021 Henley & McKinsey](#)

The scope of 'in demand' talent is broad, and organisations can't afford to match significant compensation increases for all employees they want to retain.

Organisations need to make bold, systemic change that dramatically shift the value created for employees. Value does not necessarily mean money. Leaders can boost value by giving employees more time and more opportunity. For example:

- Guaranteeing a maximum workload, offering compressed hours, or flexibility to reduce workload for adjusted pay
- Looking for 'non-obvious' cross business and cross function moves to stretch employees
- Moving people from low demand to high demand roles
- Focusing on potential by reducing or eliminating mandatory qualifications/requirements
- Recruiting high potential architects, such as high performing IT staff with an interest in an Enterprise Architecture career path, and developing them through an apprenticeship program focused on behaviours key to being a successful architect. (See Case in Point: Lilly's Architecture Apprentice Program).

Source: [Innovative Strategies to Attract, Retain and Thrive in the New Talent Landscape \(gartner.com\)](#)

General attraction mechanisms (collected via various external job advertisements):

- Work from Anywhere
- Wellness Programs
- Volunteer Leave
- Purchased Leave
- Corporate Discounts
- Studies assistance/bonuses
- Allowance for books/training material
- Family First Environment
- Rotation Programs
- Casual Dress Days
- 16 weeks paid parental leave
- Flexible working arrangements
- Salary packaging benefits
- Novated lease options
- Annual Flu Vaccine
- Employee Assistance Program (EAP)
- Up to 20% performance-based bonus
- Pay for performance culture
- Staff club
- Free travel insurance
- Career development and mobility
- Employee Referral Program which rewards \$5000
- Hybrid home/office work
- Professional training
- Free parking
- Interstate remote work up to 6 weeks every year

Source: SEEK

Gauge employee sentiment, rely less on gut instinct, and more on data:

- Exit interviews – maintain relationships with people who leave the agency, sometimes the grass isn't always greener – “the best pool of talented employees are the competent ex-employees who want to return”.
- Stay interviews – intervene early, is there an opportunity to move someone into another team to re-energise them and avoid regrettable loss?
- Read employer review websites (e.g. Glass Door) to understand how our employer brand is being viewed outside the organisation.

Ask existing high performing employees to use their network, they will only put forward the best person that would fit the organisation.

Source: Insights from the 'Getting Ahead of the Great Resignation' ELMO webinar.

Other links

[What is Enterprise Architecture \(EA\) and why is it important? EA concepts explained in a simple way. – YouTube](#)

[Tool: Competency Model for Enterprise Architecture Talent Management \(gartner.com\)](#)

1 APRIL 2025

Enterprise Architect Recruitment Project



Australian Government



Services
Australia

Project Summary



Goal

Test a simplified and fast recruitment approach to attracting and recruiting Enterprise Architects into Services Australia.



Objectives

- Develop strong understanding of the Enterprise Architect labour market
- Understand what attracts Enterprise Architects
- Reach both passive and active candidates
- Create a positive candidate experience
- Secure Enterprise Architects in the agency
- Deliver scalable recruitment solutions for other architect roles

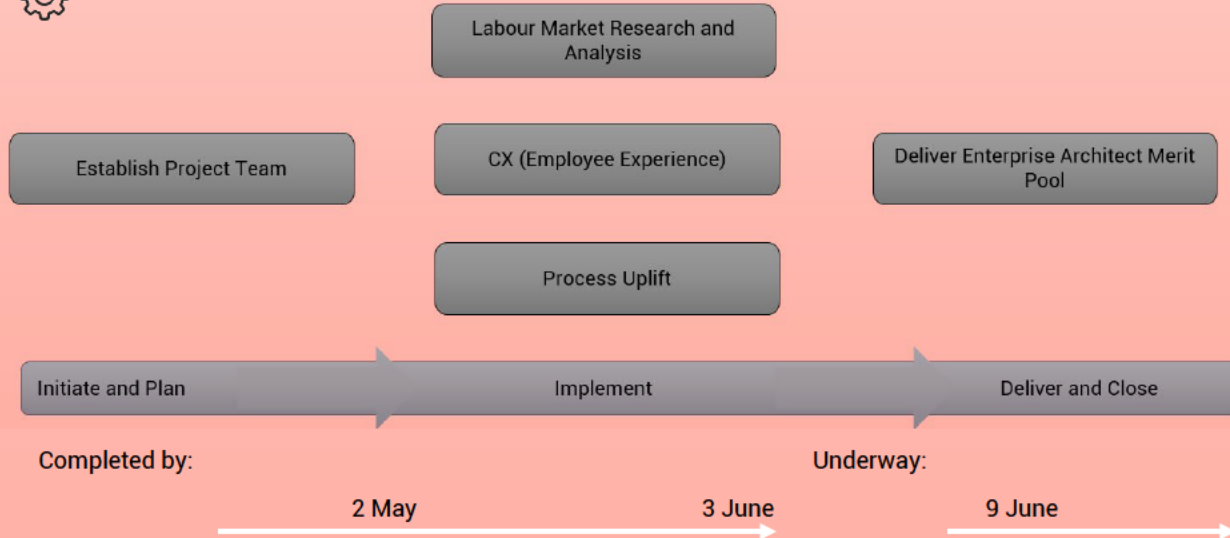


Deliverables

- Labour market analysis
- Enterprise Architect EVP
- Attraction Strategy
- Communication Strategy
- Recruitment methodology
- Employee engagements



Approach



Five work features each adopting a sprint methodology.
Three work features ran concurrently for faster realisation of deliverables.

Team make up

- Project lead ^{s22}
- Project support ^{s22}
- Recruitment
- People Analytics
- Workforce Planning
- Communications Division
- CX Learning Faculty
- Culture & Future of Work,
- TDP (Technology Business Management, Technology Business Services)

Key consultation points:

- Enterprise Architect Branch
- Architect SMEs
- Recruitment Transformation Project

Status Summary

Research and Analysis

Internal

- Internal promotions **higher** than external engagements.
- **No clear trends** in career pathways.
- **Agency remuneration is lower** than the market, and APS salary rates.

External

- **Labour supply** is strongest in **NSW** and Victoria.
- **Degrees in computer science or IT.**
- Other government recruiters are attracting little to no applicants, **but fast recruitment times have better success**
- Companies provide **candidate sourcing services**

Attractors

- **Influence of remuneration varies.**
- **The work program, role of Services Australia, professional networks** are attractive about the agency.

Detractors

- **Taking on other roles**, besides pure enterprise architect.
- **Lengthy recruitment** processes.
- **Ease at which contract work can be picked up.**
- **Lack of flexible work practices.**
- **Remuneration.**

Complete

CX (Employee Experience)

Former employees

Attractors

Professional networks
Kind of work (tech hub)

Detractors

Hard to get promotions
Lack of flexible work
Lengthy recruitment

Existing Employees (CX session 19 May)

Primary motivators for joining the agency:

- **Digital transformation** with people focus.
- **A strong architecture presence** and focus.
- Exposure to **work opportunities and projects.**
- Staff benefits - **flexible working and mobility.**

Employees rated **access to flexible work** ahead of remuneration and stability.

Benefits of working in the agency:

- **ICT systems and innovation**
- **Flexible work** arrangements
- **Team culture**
- Exposure to a **variety of work**

These findings, combined with the Labour Market Research and Analysis, fed into the:

- job pack
- VOD
- communication tactics for social media

Complete

Process Uplift

- Average agency recruitment time 18 weeks.
- Best practice 8-10 weeks.
- Recruitment timeline **planned for 8-10 weeks.**

The process includes:

- a **candidate journey map** providing an explanation process, candidate contact and tact and timelines
- a **business recruitment pack** with key timelines, steps and resources
- **allocated recruitment support** to capture key issues in the process, in order to inform improvements in recruitment guidance.

On track

Enterprise Architect Merit Pool

Job opened **Thursday 9 June - Sunday 19 June.**

EL1 / EL2 technology and digital architects, including enterprise architects.

Scope Creep

The assessment piece is based on resume upload, and a 'conversation' to **mirror private sector employment.**

The job is competing against private sector ads with higher remuneration and strong flexible work packages, and an architect recruitment round in Department of Defence with higher remuneration.

R sk

On track

Observations

Understanding Candidates

- Analytics can inform where labour market supplies are based, salary rates, university feeder pools and career pathways (internal and external).
- Internal candidates provide insight to what attracts them to the role, what keeps them here, and why they might consider leaving.
- Ex-employees provide insight to the push/pull factors that led to their departure.

Attracting Candidates

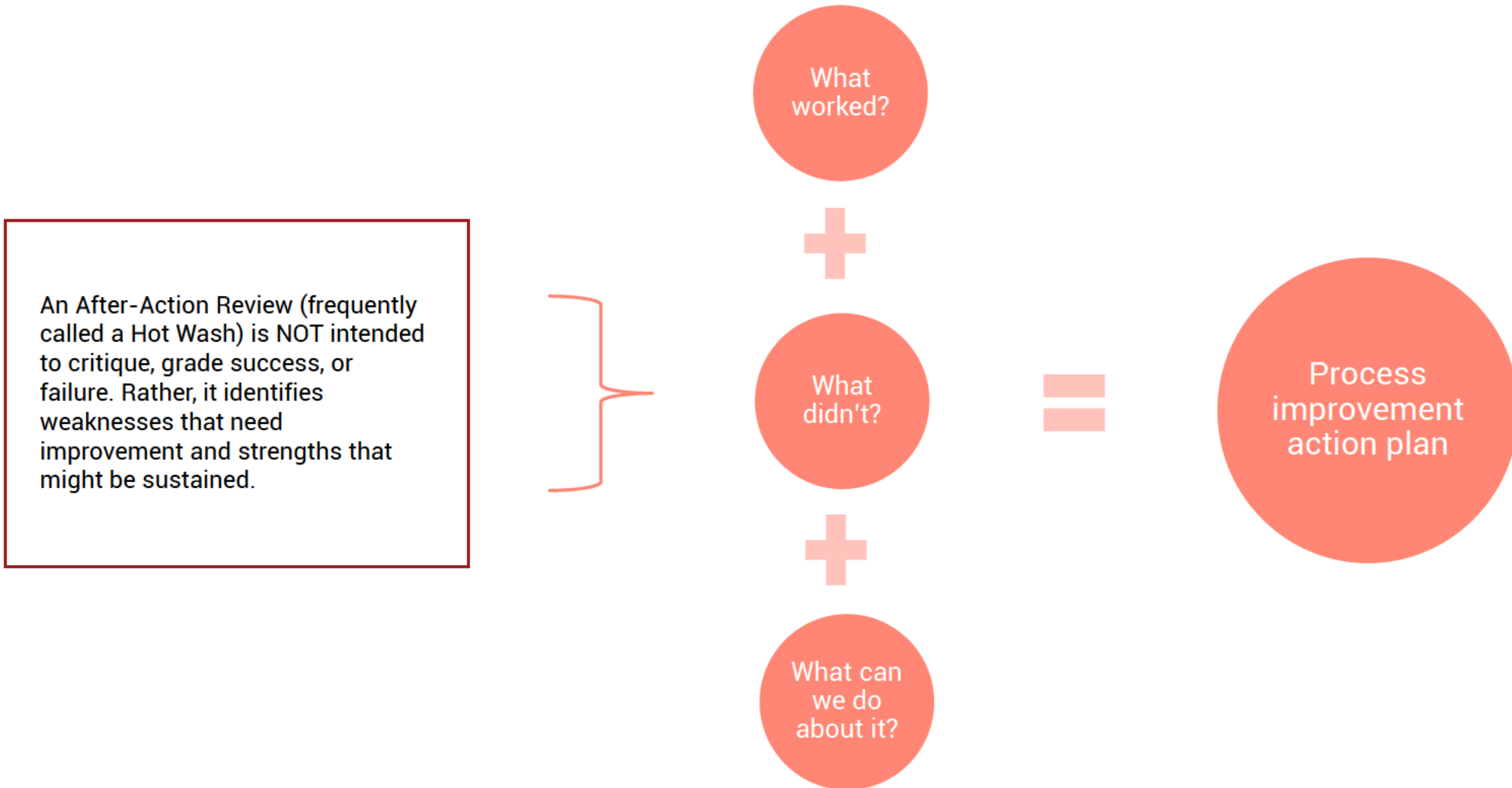
- Flexibility, location, salary and the type of work are key attraction levers.
- In addition to the agency EVP, role specific EVPs help position the context of the work in the broader agency.
- Social media platforms have extensive reach to both active and passive candidates.
- In a tight labour market, a balance may need to be struck between 'best candidate' and 'potential for growth'.

Recruitment Process

- Candidate care should be the primary focus.
- A clear timeline should be developed and committed to.
- Different assessment techniques should be explored, depending on the skills and experience required.
- As much pre-planning should be done as possible, e.g. drafting candidate communications.

Panel Management

- Processes should take 8-10 weeks maximum.
- Panels should clear their schedules to meet the timeframes.
- The panel should be engaged prior to shortlisting.
- Access to the Acendre recruitment system should be done prior to shortlisting.



Sustain	Improve	Comments
Project Management		
X		Sourcing key talent to form MDT's
X		Use of Microsoft Teams functionality to manage communication, file sharing and monitor project progress
X		Use of project planning to schedule time and deliverable commitments for MDT members
X		Meeting cadences / stand ups as a way of connecting project team members
	X	Project guidance on establishing, running and closing out HR Projects, including templates and artefacts
Governance		
X		Clearly defined 'authority to action', / SES sponsorship of project and deliverables
	X	Approvals – clarity on role of approvers and what they are approving
	X	Approval timeframes – gain agreement on approval timeframes in line with project deliverables
	X	Seek opportunities to engage SES with artefacts prior to approval, to reduce editing, changes, or removal of key research and approaches
Deliverables		
X		Evidence based sources to inform strategies and solutions
	X	Allow opportunities to test deliverables and findings with key stakeholder groups (e.g. employees, SMEs)
Recruitment		
X		Use of social media and marketing/communication tactics to promote recruitment of critical roles
	X	Scalable solutions for supporting business in recruitment, e.g, support from recruitment, HRBP role, comms tactics
	X	Build CX (employee) focus into future recruitment to define job related EVPs for critical roles
	X	Leverage SES networks to promote career opportunities in future recruitment activities

From: [Nelson, Michael](#)
To: s22
Cc: s47E(d) ; [Charles, Lisa](#); [Geary, Patrick](#); s22 ; s22
Subject: RE: For Endorsement: Enterprise Architect Project Scope [SEC=OFFICIAL]
Date: Saturday, 16 April 2022 3:45:25 PM
Attachments: [Enterprise Architect Project - approach 220414_MN.pptx](#)

Thanks s22 – this is framed up really well. It is essentially a two deliverable project:

- A bunch on Enterprise Architects (gained through a customised and targeted new way to approach the market, assess and onboard them) and
- A process that can be applied to target other occupational groups that allows for customisation (but using the same inputs and steps). I may need to explain that bit.

Thanks

M

From: s22

Sent: Thursday, 14 April 2022 12:38 PM

To: Nelson, Michael

Cc: s47E(d) ; [Charles, Lisa](#) ; [Geary, Patrick](#) ; s22 ; s22

Subject: For Endorsement: Enterprise Architect Project Scope [SEC=OFFICIAL]

Good afternoon Michael

Please find attached for your endorsement the project approach proposed for the Enterprise Architect recruitment. The project will adopt a small 'a' agile approach, mobilising key HR talent from the People Division and business area to develop a fast and simplified recruitment solution.

I will work with your EA to find a time for you to have a quick check in with Lisa, Patrick and

s22

All going according to plan, I would like to commence drawing the project team together next week.

Looking forward to hearing your views. Hope you all have a relaxing and enjoyable Easter break.

Regards

s22

s22

CPHR

Phone s22

Director, HR Business Partner - Strategy & Performance

People Support Branch (Non-Service Delivery)

PEOPLE DIVISION

SERVICES AUSTRALIA
servicesaustralia.gov.au

s22













I acknowledge the Traditional Custodians of the lands we live on. I pay my respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations

Project – Streamlined Attraction and Recruitment Pilot (Enterprise Architects)

14 April 2022

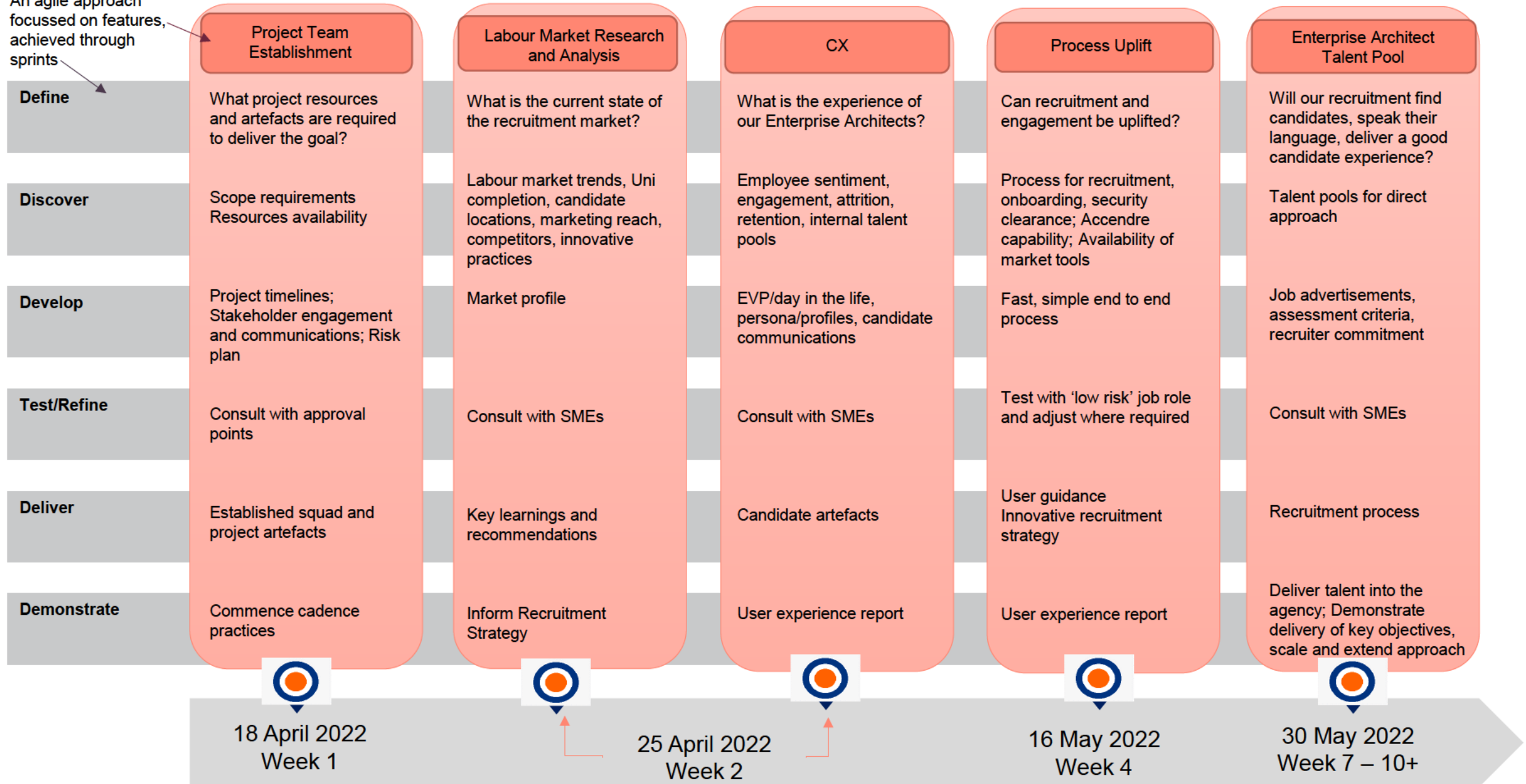


Lean Canvas*

 Vision <i>What is the vision?, What is the why?</i> <ul style="list-style-type: none"> Implement an industry-appropriate and streamlined approach to recruitment and onboarding, focussing on a positive experience for candidates and increasing the pace at which high performing talent enters the agency. 	 Importance <i>Why does this matter to the agency?</i> <ul style="list-style-type: none"> Competition for technology and digital professionals is at an all-time high, driven by increasing demand for digital and automated services. Services Australia must attract, retain and grow a skilled technical and digital workforce to deliver for our customers and the government. 	 Agency Risks <i>High level risks if initiative not delivered</i> <ul style="list-style-type: none"> Services Australia will not keep pace with competition for digital talent, comprising deliverables for customers and government. Services Australia will not been seen as a viable career path by Enterprise Architects. 	 Benefits <i>Expected benefits from the initiative?</i> <ul style="list-style-type: none"> Deliver fast and simple recruitment. Identify competitive EVP for Enterprise Architects. Create positive candidate experience during recruitment and onboarding Develop a scalable solution to support future recruitment of specific occupational groups 	 Desirable Outcomes <i>Expected outcomes at the highest level?</i> <ul style="list-style-type: none"> Efficient Effective Modern experience Attractive Innovative Replicable Scalable Cultural shift
 Approach <i>How will the initiative be delivered?</i> <ul style="list-style-type: none"> Adapt agile techniques and principles to deliver an innovative HR solution. 	 Scope <i>What is in and out?</i> <div> <div> In scope <ul style="list-style-type: none"> Attraction of Enterprise Architect roles (APS staff) Labour market research Locations (outside of Canberra strongly suggested) Streamlined process for assessment and selection Improved candidate experience Communications and marketing Run fast, simple, agile recruitment through Accendre Remuneration </div> <div> Out of scope <ul style="list-style-type: none"> All other job roles People or workforce matters arising in business areas during the sprints </div> </div>			 Contingencies <i>What is related to this initiative?</i> <ul style="list-style-type: none"> Recruitment Transformation Project Critical Capability Risk Management Plan Group level recruitment plans
 Progress <i>How will progress be monitored?</i> <p>Project Team</p> <ul style="list-style-type: none"> Kanban stand-ups (2-3 times per week) <p>Governance</p> <ul style="list-style-type: none"> Weekly reporting to executive on milestones Business area reporting / showcase at conclusion of sprints EBRC reporting at conclusion of project 	 Who and What <i>What people, processes and environments need to be considered?</i> <div> <div> People <ul style="list-style-type: none"> People Division – recruitment, onboarding, EVP, Learning Academy Business - TDP, Communications, CX Design, employees in job roles, security APS – APSC Commission, other APS agency engaging Enterprise Architects </div> <div> Processes <ul style="list-style-type: none"> Sourcing and recruitment strategies Recruitment systems Onboarding Security </div> <div> Environments <ul style="list-style-type: none"> Internal <ul style="list-style-type: none"> culture External <ul style="list-style-type: none"> Labour markets Tertiary education sector </div> </div>		 Constraints <i>What constraints need to be managed?</i> <ul style="list-style-type: none"> Staff availability amidst priority commitments in the business area Level of commitment and availability of project team members, while maintaining BAU commitments. 	
				 Deliverables <ul style="list-style-type: none"> To be further defined once squad is formed, for example, time to fill, pool of successful applicants. (needs to include development of template approach to targeting particular occupational groups...happy to discuss)

High level approach (to be refined in Project Team Establishment)

An agile approach
focussed on features,
achieved through
sprints



Project Team and Stakeholders*

Project Team

Product Owner

- Lisa Charles, NM WF Modernisation

Practice Lead

- s22, NM People Capability
- s22, NM Technology Business

Scrum Master / Project Lead

- s22 HR Business Partner

Team

- s22 HR Business Partner
- s22 HR Business Partner
- s22 Workforce Planning
- Recruitment nominee
- People Analytics nominee
- s22 Culture / EVP
- s22 Communications
- s22 Director, TDP Engagement
- CX Design nominee

SME

- s22 and s22 Enterprise Architects
- s22, Recruitment Project
- s22 Assurance Capability and Engagement

Agency

Enterprise Risk Business Committee

People Division

- s22, GM
- Patrick Geary, NM HR Support NonCSD
- s22 Director, Onboarding

Transformation Data Projects Group

- Charles McHardie, Deputy CEO
- Megan Bunfield, GM Technology Business Division
- Derek Byrnes, GM, Technology Strategy and Architecture Division
- s22, NM, Architecture Services Branch
- s22 Director Workforce Management

Security Branch

- Matt McMahon, NM
- s22 Director

External

SME

- Digital / Data Rep APSC

APS agencies employing Enterprise Architects

Ignite consulting

Next steps

by 19 April	GM People agreement
	Communications to senior business stakeholders
	Communications to business areas to identify and release project team members
by 20 April	Communications to project team members
by 22 April	Commence Project Team Establishment Feature

01 April 2025

HR Project Hub Closure Report

Contents

Contents	1
Project Closure Report	2
• Purpose	2
• Document administration	3
• Executive Summary	3
• Project Performance	4
• Benefits	11
• Risk and Issues Management	12
• Transition to BAU	13
• Consultation and Approvals	14

Project Closure Report

Purpose

The purpose of the Project Closure Report template is to capture relevant information at the end of a project and to allocate **ownership** of the project outcomes and ongoing responsibility for delivery of the project (change/product or service).

The ongoing management and implementation of project outcomes is to be **negotiated and agreed** providing detail of the relevant business line and SES responsible for taking ownership of the project after the finalisation of the agreed deliverables included in the project plan.

Lessons learned will be recorded in a register for ongoing support and opportunities for future projects not as part of this document, which has been adapted for HR Project Hub use.

Document administration

Project Management Details	
Project Manager	s22
Project Sponsor	Lisa Charles // s22
Team/Branch	Workforce Modernisation // Technology Business Services

Document details

Version	Created by	Date created	Locations	Comments
Final	s22	6/2/23	HR Project Hub Closure Report_v0.6_Final.docx	Includes NM sign off and final comments

Executive Summary

The Enterprise Architect Project (the project) sought to attract new technical talent into the agency, in the midst of a tight labour market, highly competitive salaries and a push for the agency to adopt streamlined recruitment and improve candidate experiences.

The project was coordinated through the People Division in partnership with Technology and Digital Programmes. Additional objectives for the project were to demonstrate HR's capacity to deliver projects with agile techniques, and produce scalable solutions to inform other recruitment exercises.

Through a targeted recruitment campaign, the project attracted 126 completed applications, an increase on previous recruitment for Enterprise Architects. The project exceeded the target for eligible candidates in the merit pool, and has successfully engaged both internal and external candidates. A number of scalable solutions were developed, and lessons learned to inform future agile approaches to projects in the People Division.

The project failed to identify evidence to support a positive candidate experience, with a feedback mechanism recommended for action in 2023.

A number of recommendations are identified to:

- Improve the recruitment and attraction of critical talent.

- Refine success indicators for communication tactics that support recruitment activities.
- Improve recruitment processes and support for panels.
- Identify lessons learned from the candidate perspective.
- Enhance the adaption of agile techniques in the People Division.

Project Performance

Baseline objective	Met	Partially met or Not met – additional information
Develop strong understanding of the Enterprise Architect labour market	Yes	<p>Information</p> <ul style="list-style-type: none"> • Labour market analysis included internal supply, university feeder pools, and talent availability across capital cities. This informed advertising locations, including a new location which successfully attracted candidates (see <i>Appendix A</i> for candidate demographics). • External recruiter experience was gained through consultation with Australia Post, Department of Energy and Public Works (Qld Gov), South Australian Housing Authority, WA Health, and the Department of Health and Aged Care. • This informed targeting career experience in the EVP. <p>Evidence</p> <ul style="list-style-type: none"> • The agency received a higher number of applications (126) compared to recent recruitment run by Department of Energy and Public Works (Qld Gov), South Australian Housing Authority and WA Health, who all had less than 10 candidates apply. • Locations available in the application were expanded beyond existing hubs (Brisbane, Canberra, Adelaide) to include Sydney. Eight per cent of candidates were from NSW, and 21% select a preferred work location in Sydney (see <i>Appendix A</i>). • The panel indicated the expansion of locations worked well, but also noted that during advertising, the chair received a few calls from candidates who enquired if Newcastle, Townsville, Perth and Darwin would be considered. <p>Recommendation</p> <ul style="list-style-type: none"> • The agency use labour market analysis to inform approaches to the job market for critical and hard to fill roles. • Business areas consider advertising outside of major hubs when attracting critical talent.

Baseline objective	Met	Partially met or Not met – additional information
Understand what attracts Enterprise Architects	Partially	<p>Information</p> <ul style="list-style-type: none"> Sourced from career specific research, experiences of former agency enterprise architects and a CX sessions with existing agency architects and incorporated into the job pack. Attraction and communication strategy developed which included: <ul style="list-style-type: none"> A job pack with a career specific EVP, and salary and benefits package. A social media campaign incorporating LinkedIn, Facebook and Twitter. A VOD on working in technology roles in the agency. All components of the EVP, attraction and communication strategy were met with the exception of the VOD, which was filmed, but not cleared for release in time for the recruitment campaign. Surveys were planned for incomplete applicants and candidates who had progressed through the process. A focus group was planned for successful applicants once they had been onboarded. <p>Results</p> <ul style="list-style-type: none"> A survey sent to applicants who did not complete their application (n=61; responses n=11) revealed the primary attraction factors to the role were: <ul style="list-style-type: none"> Being at the frontline of government service delivery supporting Australians (73%). A chance to get experience in a complex large-scale environment with a wide range of technologies (73%). A chance to use cutting-edge technology to build world class platforms and capability (64%). Opportunity to influence the future of technology and digital agendas in government (64%). The primary attraction factors to the agency were the employment conditions (superannuation, allowances, leave, flexitime, overtime) (91% of responses). Due to delays in the recruitment process, and timing with the broader candidate survey undertaken by the Target Operating Model project, a survey of candidates who progressed through the process was not undertaken. The survey would have tested the same attraction factors to the role and agency. The focus group planned for December 2022 was not pursued due to the reset activities in Technology and Digital Programmes. <p>Recommendations</p> <ul style="list-style-type: none"> The agency develop career specific employee value propositions which highlight the impact a role can have in the agency. A focus group be conducted with onboarded candidates to identify what attracted them to the position.

Baseline objective	Met	Partially met or Not met – additional information
Reach both passive and active candidates	Partially	<p>Information</p> <ul style="list-style-type: none"> • The job advertisement was open from 6 June to 19 June 2022. A target was set to achieve 15-20 eligible applications. • A social media campaign was undertaken to broaden the reach of the job advertisement. • External channels included: <ul style="list-style-type: none"> ○ Paid social media ads on Facebook, LinkedIn and Twitter. ○ Unpaid social media posts on LinkedIn and Twitter. ○ Programmatic advertising. ○ Asking SES to promote the recruitment on their networks, include LinkedIn. • Internal channels included an intranet notice, and an SES email from GM Derek Byrnes to TDP group SES asking them to share the job with their LinkedIn network and staff. • The job was also advertised on the agency's website, APS Jobs and Seek. • During the advertising period the role was promoted to registered users of the agency's temporary registers. <p>Results</p> <ul style="list-style-type: none"> • The job advertisement attracted 187 candidates, 126 of which submitted a complete application. Following shortlisting, 61 candidates progressed to interview, exceeding the target of 15-20 eligible applications. Following interviews, 17 candidates were rated suitable for the merit pool. • Candidates could select a range of architect domains, with 68 candidates selecting Enterprise Architect. This was a 152% increase on Enterprise Architect preferences, compared to targeted advertising in 2021. • While candidate numbers increased, the conversion rate to suitable applicants was low, indicating the need for more targeted advertising to ensure the right kind of candidates are attracted. • The advertising period closely followed a similar recruitment round run by the Department of Defence. This caused some concern given the small talent pool available, and differing employment conditions across the two agencies. • A review of the communication strategy is provided at Attachment A. In summary: <ul style="list-style-type: none"> ○ Facebook was the most cost effective form of advertising. ○ Paid social media ads are more effective at generating clicks than programmatic advertising. ○ The best performing paid social media ads and programmatic advertising creatives featured the phrase 'we're hiring.'

Baseline objective	Met	Partially met or Not met – additional information
		<ul style="list-style-type: none"> Advertising source, as indicated in the job application indicated 27% of candidates saw it on APS Jobs, and a further 27% heard it from a Services Australia employee a 14% increase from previous advertising for architects (see <i>Appendix A</i>). Online media accounted for 10% of advertising sources. No analysis was undertaken as to whether this was a cost effective investment from a business perspective. Promoting the role to the temporary registers did not yield intended results, with some negative candidate feedback received regarding the skill level required for the role. <p>Recommendations</p> <ul style="list-style-type: none"> Recommendations from the review of the communication strategy (Attachment A) be considered for future agency recruitment exercises. The agency continue to build a social media profile in advertising vacancies, noting cost effectiveness from a business perspective. The agency leverage existing employees to promote career opportunities in Services Australia. Future recruitment activities consider how to effectively target the right candidates, to improve candidate conversion rates. Timing for advertising, particularly for hard to source roles, consider other approaches to the market by APS agencies. Promotion of roles through the temporary register be contained to 'generalist' roles.
Create a positive candidate experience	No / Not tested	<p>Information</p> <ul style="list-style-type: none"> Several actions were planned to create a positive candidate experience: <ul style="list-style-type: none"> Establishing a timeline of 8 weeks or less from the close of advertising to engagement of talent. This intended to address lengthy recruitment processes and loss of candidates in a tight market. A panel pack which provided a timeline, process steps between business and HR, and pre-written candidate communications. This intended to create clear expectations, and reduce the administrative burden on panels, which can impact timelines. Panel members going "off-line" during the recruitment exercises to reduce distraction from BAU activities, which can impact timelines. A job pack which included a career specific EVP, a clearly articulated salary and benefits package, a Recruitment Process Guide, and Candidate Journey. This intended to appeal to candidate career interests, inform them of the process, and manage expectations. A written assessment piece which intended to allow candidates to explore career EVP elements, and showcase their projects.

Baseline objective	Met	Partially met or Not met – additional information
		<ul style="list-style-type: none"> ○ An interview process that allowed candidates to showcase and pitch actual architect projects. <p>Results</p> <ul style="list-style-type: none"> • The planned timeline slipped by 3 days initially from the date of advertising, due to internal approval processes. The close date was maintained, which gave candidates less than two weeks to apply (this was noted by 45% of incomplete applicants). • Further slippages occurred in shortlisting (5 days) due to a higher than expected number of applications, and the panel leading shortlisting to ensure technical skills were correctly assessed. • A higher number of applicants going through to interview pushed back interview completion timeframes from 4 July to 29 July. The panel was unavailable for one week due to unforeseen and urgent circumstances. Overall the recruitment assessment was finalised two weeks later, with further time lapsed before job offers were made, and on boarding commenced. • Candidate feedback on the process and artefacts was not captured as the post recruitment survey and candidate focus group are outstanding actions. Panel interactions with the candidates indicated “candidates felt they were engaged”, and the length of interview (1 hour) provided a good period of time to establish connection and work through skills/knowledge of candidates. • The panel responded positively to the candidate communications being pre-prepared, reducing the time needed to draft the various shortlisting notifications. <p>Recommendations</p> <ul style="list-style-type: none"> • A focus group be conducted with onboarded candidates to identify their experiences with the recruitment process, what worked well and what could be improved. • The selection of technical talent consider assessment techniques that enable a thorough exploration of technical capability, and suitability for the role.
Secure Enterprise Architects in the agency	Yes	<p>Information</p> <ul style="list-style-type: none"> • A target was set to build a merit pool of 5-10 suitable applicants to fill future vacancies. • It was intended that the recruitment exercise attract new talent into the agency. <p>Results</p> <ul style="list-style-type: none"> • 17 candidates were rated suitable for the merit pool, exceeding the expected target. 59% of merit pool candidates were internal APS staff (ongoing and non-ongoing), with the remaining 41% non-APS or other APS candidates.

Baseline objective	Met	Partially met or Not met – additional information
		<ul style="list-style-type: none"> 76% of candidates in the merit pool have been offered roles. 47% of those were external to the agency. As at 5 December, 11 candidates had been onboarded, one was still in the on boarding process, and one had declined the offer. Four candidates remain in the merit pool. Tracking candidates through the process posed some difficulties. Manual extractions were undertaken when data was required. The panel tracked their own process outside of Acendre which created some challenges when matching to the Acendre process. Tracking retention of candidates into roles will require manual matching of candidates to SAP. <p>Recommendations</p> <ul style="list-style-type: none"> That business areas adopt the lessons learned and recommendations from the enterprise architect recruitment, to improve the attraction, recruitment and engagement of critical talent. Improvements be made to obtaining meaningful data from Acendre to help track candidates in the recruitment pipeline. This should align to targets for each stage, to allow tracking of the recruitment process. The ability to track candidates once hired be created by establishing a link or reference between the selection process in Acendre, and the processing of employee details into SAP.
Deliver scalable recruitment solutions for other technical roles	Yes	<p>Information</p> <ul style="list-style-type: none"> A range of artefacts were developed which are scalable to other technical roles or broader recruitment processes. The business area was responsible for engaging with the Acendre recruitment system, and progressing the recruitment process as per standard arrangements. The panel chair provided additional communications during the onboarding process to increase candidate understanding and progress through the process. <p>Results</p> <ul style="list-style-type: none"> See <i>Appendix B</i> for scalable artefacts. The panel chair demonstrated a high level of experience in managing recruitment activities through Acendre, though noted some difficulties with the useability of the platform and having full visibility of recruitment support costs and service offers, to better inform the engagement of providers. Candidates engaged positively with the panel chair during the onboarding process. <p>Recommendations</p>

Baseline objective	Met	Partially met or Not met – additional information
		<ul style="list-style-type: none"> • That recruitment and business areas adopt scalable artefacts where appropriate for either larger scale, or critical talent recruitment. • Acendre user guide be improved, including information on costings and the service offer for recruitment providers, which can be considered outside of Acendre and enable better planning of cost outlays. • The letter of offer include a checklist for the onboarding process.
Test the capacity of HR to deliver agile projects		<p>Information</p> <ul style="list-style-type: none"> • The project was run as a multidisciplinary team, adopting agile techniques. Representation on the team is at <i>Appendix C</i>. • Agile techniques adopted included scrums, Kanbans and work features to progress the project objectives. Each work feature adopted a sprint methodology of Define, Discover, Develop, Test/Refine, Deliver and Demonstrate. Three of the five work features ran concurrently to support a faster realisation of project deliverables than a standard sequential project methodology (see <i>Appendix C</i>). <p>Results</p> <ul style="list-style-type: none"> • The MDT delivered a recruitment approach for business, and an approach the market within 4 weeks, with a slippage of an additional 3 business days by the time the advertisement opened on 6 June 2022. • A Hot Wash (After-Action review) by the MDT identified areas for success and improvement (see <u>Attachment B</u>). <p>Recommendations</p> <ul style="list-style-type: none"> • The People Division adopt the recommendations at <u>Attachment B</u> to sustain or improve HR's agile approach to project management.

Benefits

Did the project deliver on the financial benefits (time/cost benefits) and/or Business Outcome Measures (non-financial benefits) that were expected within the timeframe of the project?

Benefit Name	Status, gaps and actions taken to address gaps
Have all future (forecasted) benefits been transferred through to business owner for measurement and tracking?	In progress closure report to be shared with business area and National Recruitment team.
Have all identified lessons learned arising out of the project's benefits realisation been logged in the lessons learned register?	Yes (see Attachment C for lessons learned register).

An additional benefits/realisation register was kept throughout the project (see [Attachment D](#)).

Risk and Issues Management

Risk and Issue Management		
Have all risks and issues been communicated to the new business owner responsible SES?	Have all risks and issues been closed or transitioned to the business as usual team or a new project? <Where they have transitioned insert information below, add lines as required> Where a project has not closed/transitioned all risks and issues, they cannot yet be closed.	In progress closure report to be shared with business area and National Recruitment team.
Name of Business Owner - relevant SES responsible for the ongoing delivery of the project	Receiving project/team/business area Lis Charles, NM Workforce Modernisation s22, NM, Technology Business Services s22, A/g NM, People Capability	In progress closure report to be shared with business area and National Recruitment team.
Risk/Issue ID		
Lessons Learned Register	Have all identified lessons learned arising out of the project's risk and issue management practices (treatments, mitigations, types of risk) been logged in the lessons learned register?	Yes, see Attachment C for lessons learned, and Attachment E for risk register.
Location of risk register	Attachment E Enterprise Architect Project Risks.xlsx	

Transition to BAU

<Detail whether there are any remaining products/services and/or deliverables required to transition to BAU as part of project closure. If there are, ***identify the business owner(s) who will accept the products/services and/or deliverables and confirm they have agreed to accept the products/services and/or deliverables.***

Outstanding products and/or deliverables could include ongoing benefits management, residual change management tasks, knowledge management tasks, marketing or communication products, training etc.

Product and/or Deliverable	Accepting business owner (position, Branch/Division/Group)	Acceptance provided?
Candidate focus groups	NM, Enterprise Architecture Branch	Accept
Candidate Artefacts (Job Pack, Candidate Journey, role specific EVP)	Business areas (job pack), NM People Capability (Candidate Journey), NM Workforce Modernisation (EVP)	Accept
Panel guidance (process and candidate communications)	NM, People Capability	Accept
Communication Strategy	NM, Corporate Communication	Accept

Consultation and Approvals

I/we certify that the contents of this Closure Report are hereby approved as at the date of my signature (physical or digital).

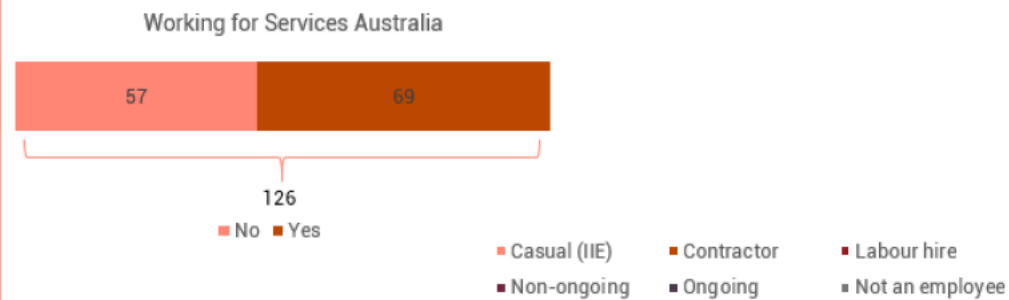
Name and Organisation	Project role	Approved		Date
Lisa Charles National Manager, Workforce Modernisation	Project Sponsor	<input checked="" type="checkbox"/>	Email	20/01/2023
Stacey Whiting A/g National Manager, Technology Business Services	Project Sponsor	<input checked="" type="checkbox"/>	Email	30/01/2023
s22	HR Project Hub	<input type="checkbox"/>	Sign here / embed digital	Select a date
Christopher Jasson A/g NM, Enterprise Architecture Technology, Strategy and Architecture Division	Business owner or SES Responsible for ongoing delivery of project outcomes	<input checked="" type="checkbox"/>	Email	31/01/2023
s22 NM, People Capability	Business owner or SES Responsible for ongoing delivery of project outcomes	<input checked="" type="checkbox"/>	Email	3/02/2023
Dan Hodgson NM, Communications Division	Business owner or SES Responsible for ongoing delivery of project outcomes	<input checked="" type="checkbox"/>	s47F(1)	21/12/2022

Appendix A: Candidate Demographics

Current Employer

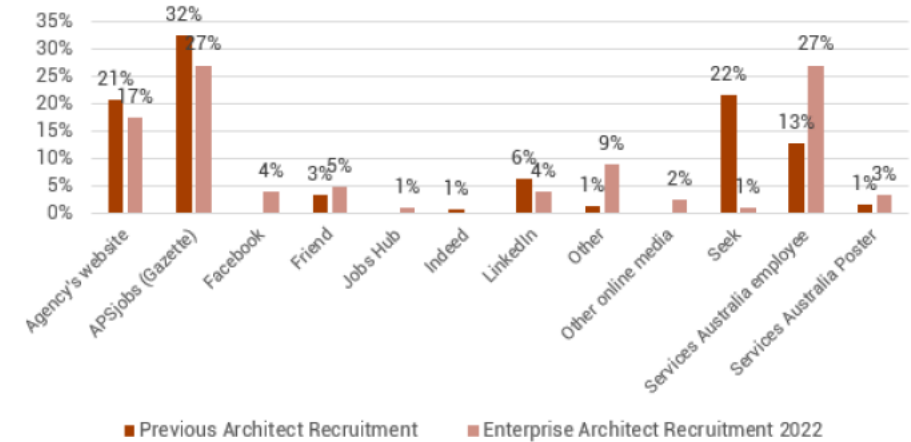
Employment Category

s47F(1)



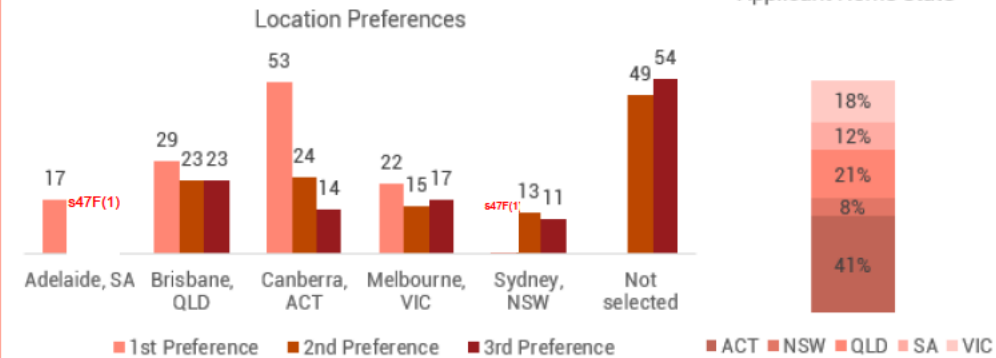
Advertising Source

Architect Applicants by Source



Location

Applicant Home State



Applications by Architect Domain



Appendix B: Scalable Recruitment Artefacts

Artefacts	Purpose	Scalability
Labour market analysis	Identify supply pools and market trends	To all critical roles
CX session with critical talent	Identify attraction factors for role specific EVPs	All recruitment
Role specific EVP	Build on agency EVP with attraction factors for critical roles	To all critical roles
Communication Strategy	Identify key communication tactics to enhance engagement with advertising, and attract active and passive candidates	All recruitment
Job Pack	Communicate career specific EVP and salary and benefits package	All recruitment
Candidate Journey	Communicate anticipated journey through recruitment process to manage expectations	All recruitment
Timeline map for panels	To support panels going offline and committing to the timeframes	All recruitment
Candidate communications	Pre-written candidate communications to support the panel throughout the shortlisting and selection process	All recruitment
Candidate surveys	Identify candidate feedback on attraction factors, and the shortlisting and selection process	All recruitment

Appendix C: Enterprise Architect MDT

The project adopted agile principles in delivering the project objectives through work features, using stand up practices and Kanbans to assist with the planning and progression of work tasks.

Five key work features progressed the project objectives, with each adopting a sprint methodology of Define, Discover, Develop, Test/Refine, Deliver and Demonstrate. Three of the five work features ran concurrently (see Figure 1) with this agile approach supporting a faster realisation of project deliverables than a standard sequential project methodology.

Figure 1: Work Features



The work features involved:

- Establish Project Team – confirming project approvals, governance, project management and engagement of the multidisciplinary team.
- Labour Market Research and Analysis – identifying aspects of the labour market, career pathways, candidate locations and competitors.
- CX (Employee Experience) – developing an Enterprise Architect EVP and communication strategy
- Process Uplift – reviewing where improvements can be realised in the recruitment, onboarding and engagement process.
- Deliver Enterprise Architect Merit Pool – trialing a streamlined and efficient recruitment approach.

The project was resourced from the People Division (HRBP – scrum lead; Strategic Workforce Planning, Culture team, National Recruitment, People Analytics); Communications Division, Technology Business Management Division, Service Design and Innovation Branch, along with drawing in expertise from other business areas to assist with deliverables, or to act as subject matter experts.