



Australian Government  
Department of Human Services

How we are building an intelligent digital ecosystem through

# Connected HR





# Connected

# HR

Increased  
Collaboration

Strategic  
Alignment

Achievements since implementation (3 months).

Red tape  
reduction

Improved  
decision  
making

Increased  
self-service

Governance



# Welcome

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Today we will be covering;

- How we broke down, bridged and connected services internally
- How HR can influence and drive change within an organisation
- How we measure our improvement
- Why using an agile approach for digital strategy makes all the difference.





# Who is the Department of Human Services?

The Department of Human Services supports Australians by delivering social and health services and payments.



Staff work across Centrelink, Medicare and Child Support, as well as staffing other smaller government initiatives.

Providing corporate, IT and HR support to other government departments through Shared Servicing arrangements.



The Department of Human Services is committed to diversity and inclusion for all people.



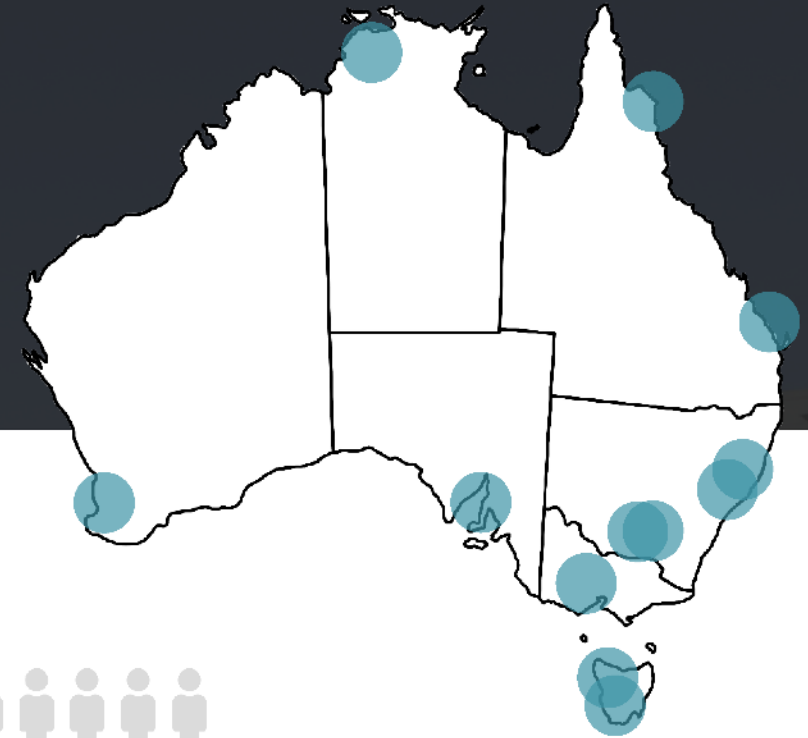


# Who is HR?

2% of the department's staff work in HR.

HR spreads across 2 Divisions, and about 35 functions.

HR functions are broad ranging and include Injury Management, Work Health and Safety, Policy, Payroll, Recruitment, HR Systems, Employee Relations, Workforce Strategy and Communications.



Approximately 650 staff make up HR across all Australian states and territories.



# Our journey

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HR business areas strive to deliver professional services by focusing on the quality of each HR function.

Over time, each function developed its own processes, strategies and technology so that it could perform to the highest standard.

In a further effort to improve services, projects commenced to fill gaps.





# Our journey

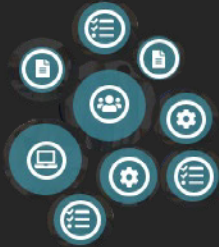
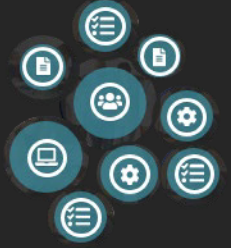
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HR business areas strive to deliver professional services by focusing on the quality of each HR function.

Over time, each function developed its own processes, strategies and technology so that it could perform to the highest standard.

In a further effort to improve services, projects commenced to fill gaps.

However this effort was replicated across HR functions, leading to siloed development of products and services.





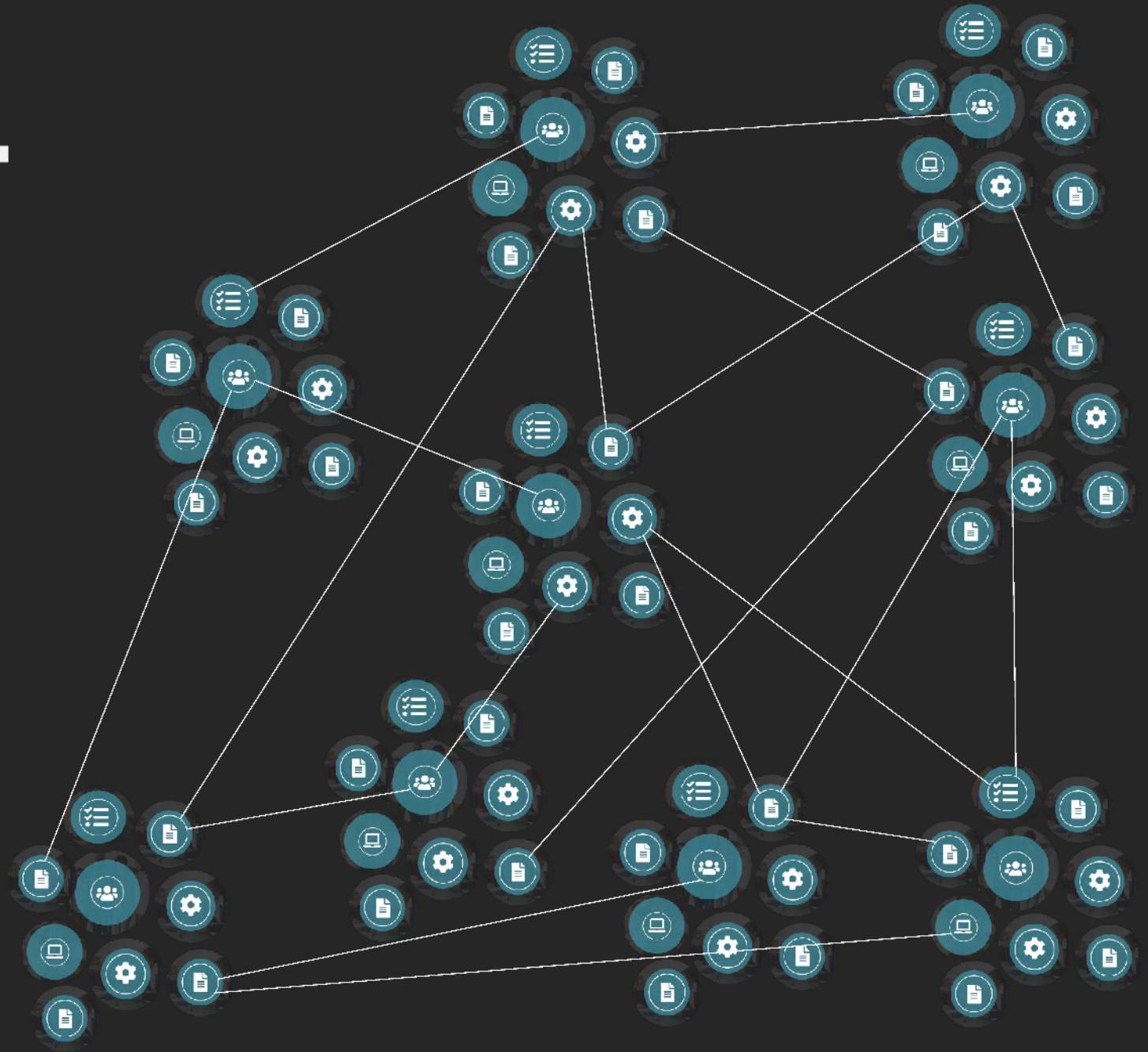


# Our journey

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The challenge is;

How can we remove duplication of effort and reconnect these functions, to streamline service delivery and improve efficiency in this new landscape?





# A new Digital Strategy

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- Challenge the traditional concept of strategy development
- Accept the future digital landscape is unknown
- Quantify the current ecosystem
- Gather support from stakeholder areas within the business





# What is Connected HR?

## Process

Establishment of processes  
Governance  
Process and tool improvements  
Knowledge management  
Streamlined workflows  
Product management  
Evaluation

1

## Technology

Improved data to support decisions  
Leading future ready solutions  
Systems to support holistic end to end services  
Automation  
Workflow system improvements

2

## People

User-based design  
Capability  
Continuous improvement  
Innovation  
Future skills and behaviours  
Role definition  
Improved self-service  
Timeliness

3

## Strategy

Culture  
Communication  
HR priorities  
Alignment to strategies and culture  
Change management

4





# Our Connected HR priorities


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01

A photograph of two men in a professional setting. One man is in the foreground, looking towards the right, while the other is slightly behind him, also looking right. They appear to be in a meeting or collaborative work environment.

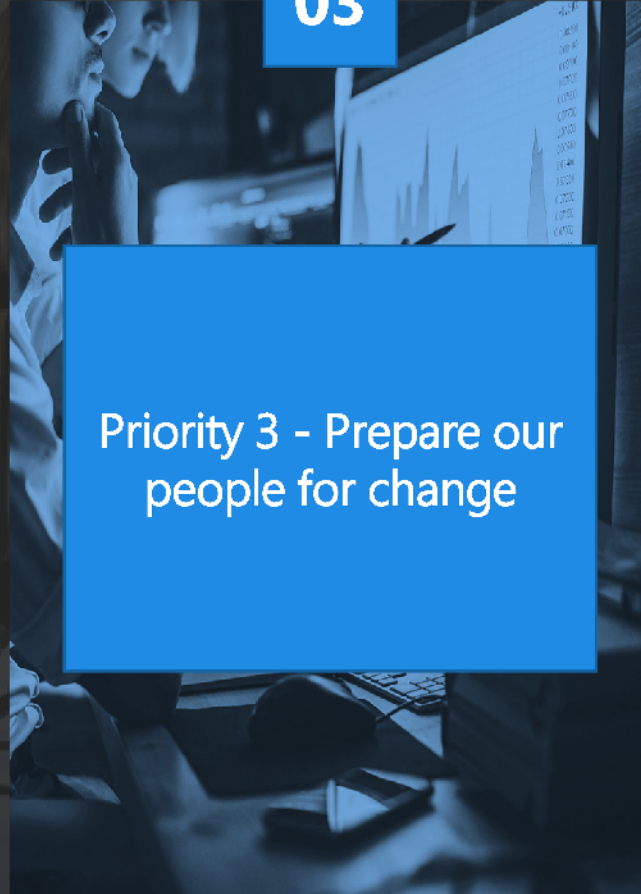
Priority 1 - Build a connected ecosystem

02

A photograph of a man and a woman working together at a desk. The man is leaning over the desk, smiling, and pointing at something on the screen. The woman is sitting at the desk, looking at the screen and smiling back. They are in a collaborative work environment.

Priority 2 - Enhance the employee experience

03

A photograph of a person sitting at a desk, looking at a computer screen. The person is in profile, facing right. The screen displays some data or a chart. The person's hand is near their face, possibly resting their chin on it.

Priority 3 - Prepare our people for change



# Our digital workplace

HR  
Online  
Strategies and plans

HR  
Online  
Strategies and plans



People Divisions' news

Strategies and plans

Projects and initiatives

Who does what

Tools and resources

Search this site

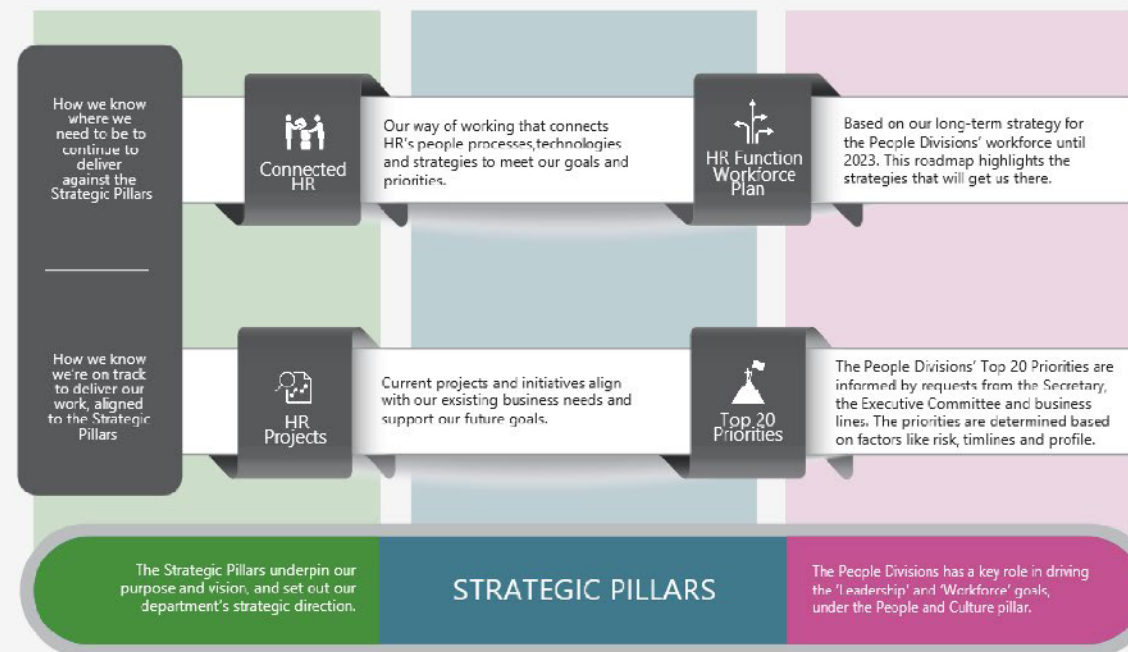


## Our vision

We work collaboratively to provide best practise, integrated, holistic services that anticipate and meet the needs of the business and it's people.

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We work collaboratively to provide best practise, integrated, holistic services that anticipate and meet the needs of the business and it's people.



## Ensuring success

maturity assessment and planning (MAP) process measures and supports HR's progress as it integrates its people, processes, technologies and strategies to become fit-for-purpose and future fit. Our current state is benchmarked and will be reviewed and reported every six months.



# How is Connected HR used?

## Priority 1 Build a connected ecosystem

### Priority 1 Build a connected ecosystem

#### 1.1 A clear vision for our future

The future is inspiring and unifying, it is realised by aligning HR project and BAU activities to division, group and enterprise-wide priorities:

We will:

- demonstrate how HR plans, projects and priorities connect into the strategic vision of the organisation
- use the strategic vision to motivate, inspire and unite HR actions and decision making
- promote a culture that values a future-ready approach to problem solving and solution planning.

#### Our Strategic Pillars

A	F	K
B	G	L
C	H	M
D	I	N
E	J	

#### Other

HR Function  
Workforce Plan

## Priority 1 Build a connected ecosystem

### 1.1 A clear vision for the future

### 1.2 Informed planning and decision making

### 1.3 Governance and accountability

### 1.4 A collaborative culture





# How is Connected HR used?

## Priority 2 Enhance the employee experience

### 2.1 User-centric design

#### Priority 2 Enhance the employee experience

##### 2.1 User-centric design

HR services and products are developed with a user-centric design approach, ensuring we deliver fit-for-purpose solutions that work.

We will:

- engage with staff to understand their experience and discover what works and what can be done better
- take a user-centred design approach to improve the employee experience and drive service delivery
- ensure staff have tools, systems and processes that are fit-for-purpose and easy to use.

##### Our Strategic Pillars

A	F	K
B	G	L
C	H	M
D	I	N
E	J	

##### Other

HR Function  
Workforce Plan

## Priority 2

### Enhance the employee experience

#### 2.1 User-centric design

#### 2.2 Accessible HR solutions

#### 2.3 Self-service first

#### 2.4 Automation





# How is Connected HR used?

## Priority 3 Prepare our people for change

### 3.1 Actively engaged people

## Priority 3 Prepare our people for change

### 3.1 Actively engaged people

Staff feel valued and included, they are empowered to join in and drive organisational success.

We will:

- empower staff to look for opportunities that improve outcomes for the business and their own careers
- create a workplace that fosters proactive problem solving and information-driven decision making
- build a culture of trust where organisation and staff view each other as competent, reliable and honest.

Our Strategic Pillars

A	F	K
B	G	L
C	H	M
D	I	N
E	J	

Other

HR Function  
Workforce Plan

## Priority 3

## Prepare our people for change

### 3.1 Actively engaged people

### 3.2 Proactive change management

### 3.3 Capable HR

### 3.4 Leadership at all levels







# Measuring our progress

We use a 5-stage maturity model to imagine and measure the success of our improvement journey.

We assess our maturity level twice a year using a range of qualitative and quantitative data.

## Connected HR Maturity Model



**Reactive** – fix problems as they arise and resume normal operations.

- No strategic vision leading to silos.
- Lack of visibility for executive to make strategic decisions.
- Fractured and inefficient processes.
- Siloed developments creating duplication.
- Low levels of self-service and high levels of manual tasks.
- Employee experience is poor and digital expectations unmet.



**Aware** – Connected HR is developed and implemented.

- Executive visibly supporting Connected HR priorities and principles
- User research, collaboration and feedback channels established.
- Communications plan implemented.
- Staff capability opportunities offered.
- Self-service levels increasing.
- HR Information Management Framework implemented.
- Digital governance developed.



**Proactive** – able to design solutions for current and future states.

- Staff are engaged and contributing to solution planning.
- An agile culture of test, evaluate, iterate is established.
- Enterprise CRM in place.
- Simple tasks and forms automated.
- HR Intranet refreshed leading to high levels of self-service.
- Digital governance operating.



**Holistic** – the business is digitally transformed.

- Silos are bridged within a connected digital ecosystem.
- Core systems & processes automated
- Self-service-first culture embedded.
- The employee experience is seamless and consistent across desk and mobile channels.
- Leadership make decisions using automated data analysis and predictive analytic tools.



**Optimised** – digitally innate and self-developing organisation.

- A culture that continuously builds and leverages improvements.
- HR has well established long and short-term strategies.
- World-class and end-to-end employee experiences.
- Insights-driven business using advanced data analytics to inform system and future tool requirements.



# How we measure

Connected HR principles are underpinned by 5 performance statements that map to a maturity stage.

Example: Priority 2 - Enhance the employee experience, Principle 2.1 - User-centric design.

## Disconnected

HR solutions are implemented without involving users in the research and design process.

01

## Informed

User-centred research and design is ad hoc and only applied to specific HR initiatives.

02

## Organised

User-centred research and design is common and resourced as part of HR project planning.

03

## Connected

HR's user-centric culture is normalised, staff have the skills and tools to optimise its potential

04

## Continuous transformation

HR is user-driven with staff and management collaborating to set and implement strategy.

05





# Maturity assessment

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For our first maturity assessment,  
staff gave HR a maturity score of  
1.44 - Disconnected

Six months later the score increased to  
1.93, nudging the next level of maturity,  
**Informed.**



1.93  
Disconnected



# Projects and initiatives



People Divisions' news Strategies and plans Projects and initiatives Who does what Tools and resources

## Timeline

HR projects and initiatives are already driving strategic success through a range of short and long-term initiatives. View HR project information and milestones below. Projects with yellow milestones are included in the People Divisions' Top 20 Priorities.

Click below to save a pdf of the timeline or a condensed version organised by SRO.

[Project and initiatives](#)

## Legend

- People Divisions' Top 20 Priorities
- HR projects and initiatives
- Key dates
- Launch or release date
- Approval or endorsements

Note: A phase bar is blurred when project dates are approximated.

## Index

Select from the index below to view more detailed project information.

People Services

People Policy and Operations

Enterprise Transformation

A - B

C - D

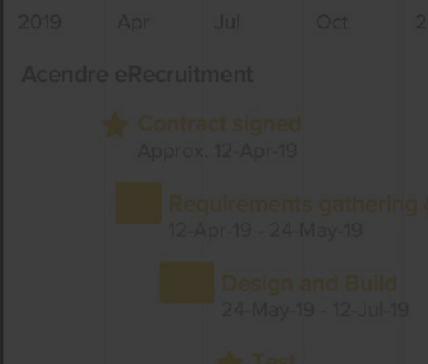
2019	Apr	Jul	Oct	2020	Apr	Jul	Oct	2021	Apr	Jul	Oct	2022	Apr	Jul
Acendre eRecruitment														
★ Contract signed Approx. 12-Apr-19														
■ Requirements gathering & analysis 12-Apr-19 - 24-May-19														
■ Design and Build 24-May-19 - 12-Jul-19														
★ Test														

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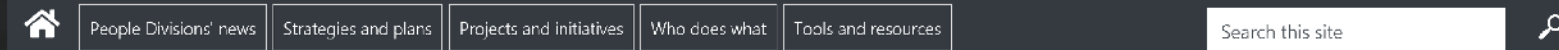
Click below to save a pdf of the timeline or a condensed version organised by SRO.

### Project and initiatives





# Projects and initiatives



## Connected HR

Connected HR aligns and integrates technology, people, processes and strategy to lift HR service delivery, reduce duplication and improve the staff experience.



It promotes an agile and collaborative approach to problem solving and provides capability development to enable staff to adopt new technologies and new ways of working. It supports the People Divisions' transition to a future-ready state through priorities and principles that guide that strategic transformation.

### Priority objectives

- Build a connected ecosystem - a clear vision to bridge silos through integrating and connecting projects and services. Promote collaboration and improved solution design to meet short and long-term goals.

## Progress feed

Connected HR strategy endorsement from NM Corporate Enabling

July 2019

Provided the Change Front Door (CFD) team with information for 73 HR projects. Only 3 of these were added to the Change Pipeline, saving HR teams 21 hours it would have taken for the 70 other projects to complete the change assessment form.

The CFD team will recommend connections for all HR projects to create alignments, prevent duplication and enable collaboration at a departmental level.

July 2019

Consulted with PDO and with PAC to understand and improve HR query data collection methodology and reporting.

Completed maturity assessment research sessions and the Connected HR agreed final baseline maturity measure of 1.87 - Disconnected.

July 2019

The new HR Online including Connected HR has been communicated with every PDE. The

## Project lead

Lisa Ryman  
[DigitalHR](#)

## In collaboration with:

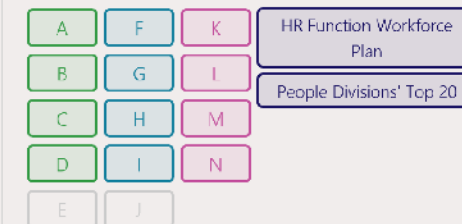
- Innovation and Technology
- Executive Communications
- People Analytics
- Business Support
- HR Operations

Last updated 15/08/2019.  
Advise updates by emailing [Digital HR](#)

## HR strategic alignment

Our Strategic Pillars

Other



## Timeline

HR projects and initiatives are already driving short and long-term initiatives. View HR projects below. Projects with yellow milestones are in the Top 20 Priorities.

Click below to save a pdf of the timeline and the HR Online SRO.

## Project and initiatives

2019 Apr Jul Oct 2020

## Acendre eRecruitment

★ Contract signed  
Approx. 12-Apr-19

Requirements gathering & analysis  
12-Apr-19 - 24-May-19

Design and Build  
24-May-19 - 12-Jul-19

Test

Search this site

Project information.

C - D

Connected HR

Connected HR System

Culture Change Approach

Culture Testing

Customer Contact Definition

Data Governance Framework





# Embracing Connected HR

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# Embracing Connected HR

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## Benefits for senior executive and business

- Informs project and work prioritisation
- Demonstrates how work contributes to strategic goals
- Supports project communication and successful change implementation
- Enables top-down cultural change impact
- Increased visibility of strategic goals and how they relate to project and business-as-usual work.



# Success to date

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- Increased collaboration
- Process improvement
- Improved user experience
- Adoption by senior executive
- Increased organisational maturity
- Departmental awareness







# Continuing our success

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- Engage all of HR in our digital success
- Joint ownership
- Visible achievements
- Ongoing iteration and development
- Ongoing leadership at all levels







# And this all happened in less than 12 months?

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Factors for success:

- High performing team
- Engaged stakeholders
- Supportive executive staff
- A willingness from all staff to see effective change







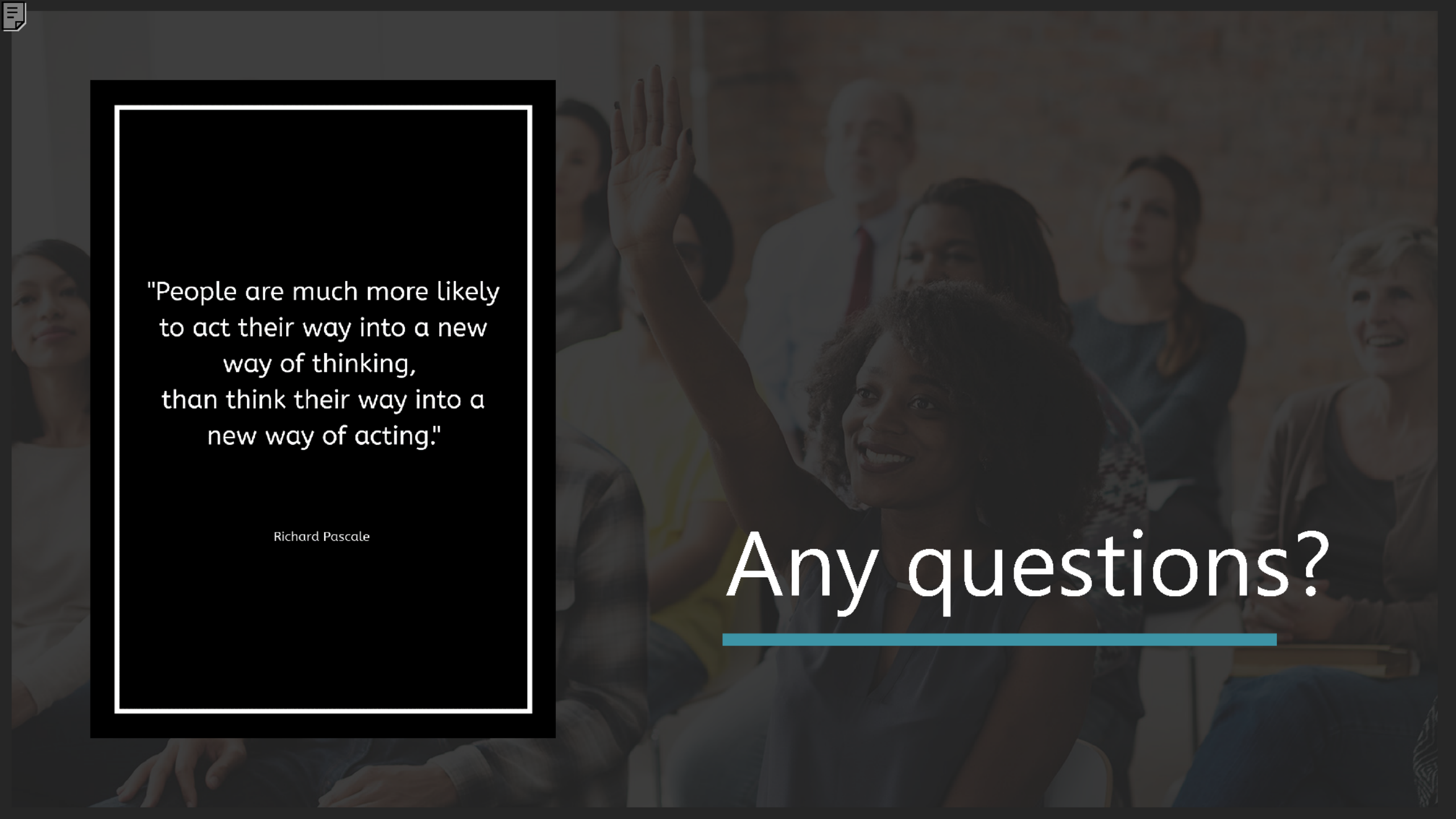
# What now?

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We believe success is a journey, not a destination.

Which is just as well because there's a long way to go!



A background image showing a group of people in a meeting or conference. In the foreground, a woman with curly hair is smiling and raising her right hand. Other people are visible in the background, some looking towards the camera and others looking away.

"People are much more likely  
to act their way into a new  
way of thinking,  
than think their way into a  
new way of acting."

Richard Pascale

# Any questions?

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