Public Sector Commission

Review of Recruitment Performance

March 2017

Contents

Executive summary

Background and Findings

The Public Sector Commission (PSC) engaged EY to conduct an assessment of recruitment performance across a sample of Western Australian (WA) public sector authorities. The review focused on the effectiveness of recruitment processes, timeliness, cost and whether practices are conducive to creating a more skilled and diverse public sector workforce.

The review found that the maturity of recruitment capability and practices varies widely across the sample agencies and are generally lower on the maturity scale than what can be observed in the private sector. This finding is in line with observations made of the federal public sector. However, due to the unavailability and poor quality of data, the review was unable to provide accurate metrics on time and cost to recruit.

The project identified key six themes within the sample agencies, which are likely to be applicable across the entire public sector. They can be summarised as follows:

- **Transactional support** – HR delivers a predominantly transactional recruitment service focused on administration
- **Diversity** – The importance of diversity is understood, but strategies to drive a diverse workforce are yet to be truly established
- **Candidate assessment** – Methods are formulaic and reflect techniques which are not in line with contemporary practice
- **Data and systems** – Ineffective data capture and the lack of enabling technology constrain talent acquisition activities
- **Risk aversion** – Mitigating the risk of a breach is driving behaviours and processes at the expense of focussing on the best outcome
- **Siloed effort** – Effort is duplicated across agencies with little to no knowledge sharing in place to promote better sector-wide outcomes

Implications

It is evident that, despite not being able to be accurately quantified, the financial burden of recruitment activities on the system is higher than it needs to be. Poor practices and inefficiencies will continue to be a cost to the system until systemic review and change is undertaken.

In the same vein, until diversity and inclusiveness strategies are operationalised through changes to processes and practices, the sector will not reap the benefits of acquisition of talent from broader and deeper talent pools.

The recruitment experience is a potential employee's first encounter with an organisation. At present, the public sector process does not always provide the candidate with as positive an experience as it could or should. In its current state, the sector may continue to lose high potential candidates to other organisations who are able to use their process to 'sell' their organisation as well as an assessment tool.

Recommendations

There are opportunities to improve talent acquisition at all levels, from the local agency level through to those which are sector-wide and PSC led. These initiatives should form part of a program of activity designed to drive cultural change and improve all elements of recruitment activity.

Moreover, PSC should consider engaging agency CEOs and CHROs to elevate the importance of strategic talent management across all levels the sector.

Background, context and approach

Background

The acquisition of diverse, flexible and innovative talent is a key requirement of the public sector workforce of the future

Background

The Public Sector Commission enhances the integrity of public authorities and increases the effectiveness and efficiency of the public sector.

The Commission balances its policy, assistance and oversight roles while acting in the public interest for the operational and strategic benefit of the system. These functions contribute to building high performing, professional and ethical public authorities, leaders and public officers to promote a public sector which serves the needs of our State now and for the future.

Merit-based employment free from bias, nepotism and patronage, using the resources of the State in a responsible manner, appreciating the accountability framework and maintaining public trust and confidence are all principles that make the public sector unique.

The Commission has a responsibility to ensure the precepts of integrity and accountability are more broadly known and understood across the whole system. This includes the public sector as well as local governments, public universities and government trading enterprises.

There is a commitment by the Commission to continuously improve capability and performance development opportunities. In doing so, the Commission supports a public sector that attracts the most talented and capable people with a diverse range of backgrounds, experiences and perspectives.

Looking ahead, the Commission will explore new approaches to talent supply and recruitment, incorporating diversity and inclusion into relevant system priorities, and providing better statistical and best practice information to public authorities.

This requires a commitment from Chief executive officers and Chief human resource officers to empower their organisations to make workforce decisions based on evidence and insights and to be creative in their approach to attracting, hiring and retaining talent.

Through this process, the Commission hopes to embed long term cultural change to workforce practices that will underpin an agile and high performing public sector.

Context to the review

PSC initiated a review into the recruitment practices and performance of the public sector as a precursor to exploring new and innovative ways to future proof the WA public sector workforce

The Public Sector Commissioner and the Director of Equal Opportunity in Public Employment are committed to supporting public authorities in creating diverse and inclusive workplaces.

In order to facilitate this outcome and ensure attraction and appointment of high quality candidates, the Commissioner has provided instruction on how to fill public sector vacancies.

However, limited visibility exists to determine compliance with the instructions and the general performance of the recruitment process in the WA public sector.

The Public Sector Commission engaged EY to conduct an assessment of recruitment performance across a sample of Western Australian public sector authorities.

Sample agencies:
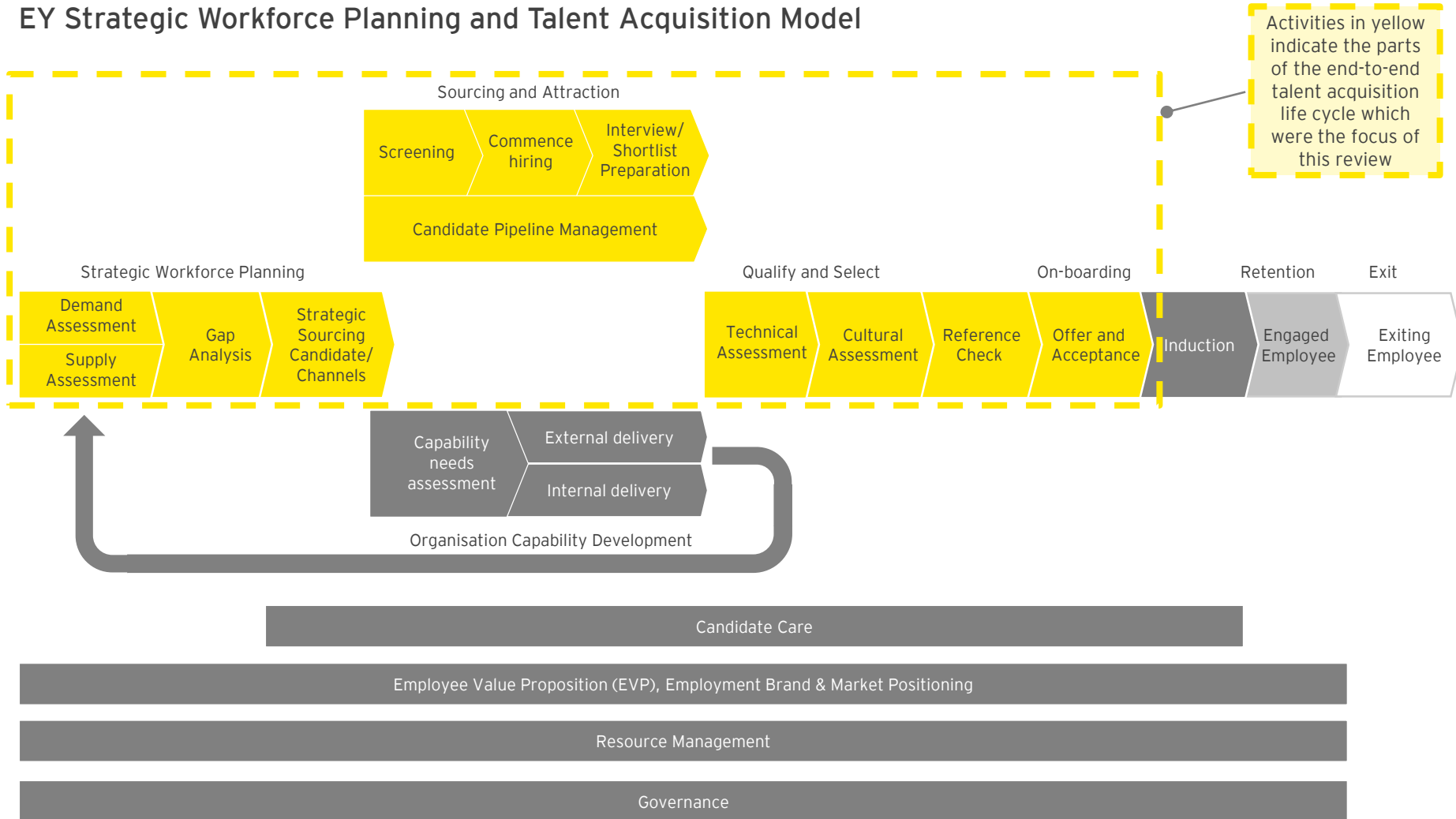
► Agency A
► Agency B
► Agency C
► Agency D
► Agency E
► Agency F
► Agency G

The review focused on the effectiveness of recruitment processes in terms of their structure, timeliness, cost and whether practices are conducive to creating a more skilled and diverse workforce.

Additional context: The talent acquisition life cycle

For the purposes of this review, EY has considered activities which occur at the beginning of the talent acquisition life cycle, commencing with strategic workforce planning and ending with offer acceptance

EY Strategic Workforce Planning and Talent Acquisition Model

Activities in yellow indicate the parts of the end-to-end talent acquisition life cycle which were the focus of this review

Sourcing and Attraction

Screening → Commence hiring → Interview/ Shortlist Preparation

Candidate Pipeline Management

Strategic Workforce Planning

Demand Assessment / Supply Assessment → Gap Analysis → Strategic Sourcing Candidate/ Channels

Qualify and Select

Technical Assessment → Cultural Assessment → Reference Check

On-boarding

Offer and Acceptance → Induction

Retention

Engaged Employee

Exit

Exiting Employee

Capability needs assessment → External delivery / Internal delivery

Organisation Capability Development

Candidate Care

Employee Value Proposition (EVP), Employment Brand & Market Positioning

Resource Management

Governance

Approach

EY combined desktop analysis of available documentation and data with stakeholder interviews over eight weeks to support PSC with the Recruitment Review

1 Tools
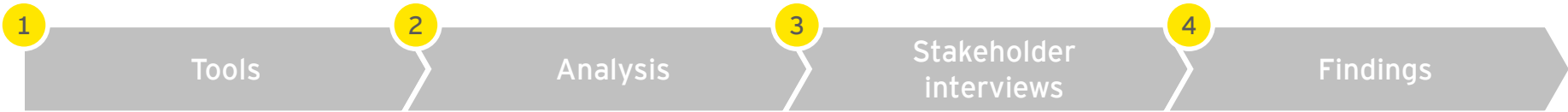
► Sample agencies assessed themselves against EY's leading practice recruitment taxonomy to identify areas of accountability and responsibility owned by the Business and HR function
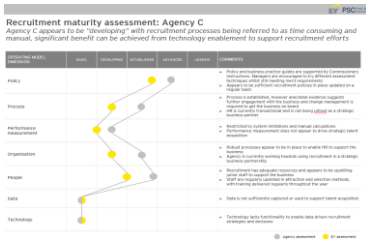

► Sample agencies evaluated themselves against a maturity model. EY provided an assessment of agencies against leading practice expectations of recruitment

2 Analysis

► A desktop analysis was executed which focused on analysing process performance data provided by the sample agencies

► The analysis aimed to quantify metrics including average cost per recruitment, time to fill a vacancy, channel effectiveness, and diversity demographics etc. in preparation for stakeholder interviews

► Analysis was limited by data provided by the sample agencies

3 Stakeholder interviews
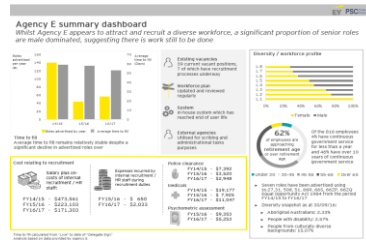
► Stakeholder interviews were conducted for each of the sample agencies

► Interviews focused on exploring compliance with Commissioner's Instructions, clarifying methodology, assessing the process level of maturity (i.e. how standardised and strategic the process is) and identify improvement opportunities

► Three interviews per agency were conducted, concentrating on Strategic, Operational and Voice of Customer insights

► Sample agencies provided best suited candidates for the interviews

4 Findings

► A set of emerging themes have been identified from interviews that may be applicable across the public sector

► Recommendations for practice improvements have been developed based on the findings of the review

Public sector findings and maturity assessment

Public sector recruitment statistics overview

The WA public sector has received over 200,000 job applications on average over the past three years, comprising regional and metropolitan candidates across fulltime, fixed term, pool and other vacancies

YTD FY16/17 advertised vacancies by region

Kimberly **364**

Pilbara **496**

Gascoyne **26**

Mid West **355**

Wheatbelt **417**

Perth Metropolitan **5444**

Peel **38**

South West **450**

Great Southern **212**

Goldfields-Esperance **356**

Advertisements

- 13,242 (FY14/15)
- 10,389 (FY15/16)
- 8,708 (FY16/17)

Applications

- 273,661 (FY14/15)
- 181,285 (FY15/16)
- 164,741 (FY16/17)

■ FY14/15
■ FY15/16
■ FY16/17

FY14/15
13,242 Advertisements
- 86
- 3021
- 3464
- 6671

FY15/16
10,389 Advertisements
- 409
- 2074
- 3849
- 4057

FY16/17
8,708 Advertisements
- 302
- 1688
- 2643
- 4075

■ Pool ■ Fixed term ■ Permanent ■ Other

Source: RAMS_Data_Adverts extracted 23 January 2017
Notes: External advertisements only, Expression of Interest (EOI) and other internal advertisements omitted
FY16/17 figures are year to date as at 23 January 2017
'Other' includes internship, registry, casual, none specified

Additional regions for FY16/17
► 217 vacancies with region unspecified
► 328 vacancies with multiple regions
► 2 overseas vacancies
► 2 interstate vacancies
► 1 Indian Ocean Territories vacancy

Year on year trends
Between FY14/15 and FY15/16 the total number of advertisements and applications decreased by 2,853 and 92,376 respectively

Position category
The number of permanent roles advertised between FY14/15 and FY15/16 decreased by 2,614

Overarching themes

Six key themes were identified through the review, all reflective of those found in similar reviews* undertaken in other jurisdictions, suggesting these are systemic issues across the Australian public service

Transactional HR support

HR delivers a predominantly transactional recruitment service to their agency, focused primarily on the administration of the recruitment processes

Data and systems

Ineffective data capture and the lack of enabling technology within agencies constrain the ability to support and report on talent acquisition activities

Diversity

Agencies have good awareness and understanding of the importance of diversity targets, but many are yet to implement strategies that will truly drive a more diverse workforce

Risk aversion

Mitigating the risk of a breach is driving behaviours and process execution, diverting effort away from a focus on generating the best recruitment outcome

Candidate assessment

Assessment methods appear formulaic and are rarely tailored to truly assess the ability of a candidate to meet the requirements of the role; the process may also be providing an advantage to candidates with an understanding of public sector recruitment practices

Siloed effort

Effort is being duplicated across agencies to run recruitment processes for similar roles and geographies; the sector does not share learnings across agencies to promote better sector-wide outcomes

* Based on the 'AUSTRALIAN PUBLIC SERVICE WORKFORCE MANAGEMENT CONTESTABILITY REVIEW' 2015

Transactional HR support

HR delivers a predominantly transactional recruitment service to their agency, focused primarily on the administration of the recruitment processes

Responsibility and accountability

► Recruitment responsibility sits predominantly with hiring managers, with HR providing support to the process

► Support provided by HR varies across sample agencies from highly transactional through to more specialist advice (delivered through a developing business partnership model). None of the sample agencies reviewed displayed what would be considered a mature or leading practice model of recruitment delivery. Developing proactive and tailored talent acquisition strategies, with greater involvement in the high value aspects of the process, will improve the acquisition of talented resources into the sector

► Hiring managers are provided with formal training and upskilling on how to effectively undertake talent acquisition activities; this, however, is not occurring consistently across the sample agencies

Continuous improvement

► An improvement mindset has been observed amongst HR practitioners, who understand the need to move beyond transactional services to operating as a strategic business partner offering more specialised recruitment support

► HR demonstrates a good understanding of contemporary and leading practice talent acquisition, however in some cases lack the support and buy in from the business to contemporise current approaches; anecdotal evidence suggests this is largely due to talent acquisition not being seen as a priority

Specialist advice

► Agency talent acquisition practices span the maturity continuum. Some already provide a more specialised and contemporary service, however the majority are still at the basic end, providing predominantly transactional support

► External recruitment agencies are being engaged across the sector to support talent acquisition activities. In some cases they are used to provide specialist advice to improve recruitment outcomes. However, the majority of agencies are utilising these consultants to supplement transactional activities, which would ordinarily be undertaken by hiring managers supported by internal HR or administrative support

Workforce planning

► Whilst some agencies have developed a workforce plan, it does not appear to be used to drive strategic talent acquisition

► Accountability for workforce planning varies across agencies, at times resting with the business and elsewhere developed and owned by HR

► Investment in strategic workforce planning is required; the sector needs to move away from seeing workforce planning as a 'tick box' exercise to one which will truly future-proof the workforce

Diversity

Agencies have good awareness and understanding of the importance of diversity targets, but many are yet to implement strategies that will truly drive a more diverse workforce

Tailored practices

► There is some evidence to suggest agencies are identifying ways of tailoring attraction methods to target diverse candidates. For example, the use of promotional material including posters and videos, as well as community contact and information sessions allows agencies to attract candidates through offline channels. Typically however, agencies are relying on single channel strategies and dated methods (including newspaper advertising)

► Agencies frequently advertise roles with Equal Employment Opportunity (EEO) clauses and statements relating to diversity and eliminating discrimination. However, it is evident that limited advertisements are being placed throughout the sector for ss.27,31, 50d, 51, 66R, 66S, 66ZP and 66ZQ Equal Opportunity Act 1984 roles

► There is little evidence to suggest selection techniques are tailored to meet the specific requirements of diverse candidates

Criteria and cultural limitations

► Agencies are consistently adopting a 'standard public sector approach' to the assessment of candidates. This approach requires candidates to respond to detailed selection criteria in a formulaic way, which often favours public servants who know "the right way" to succeed in the process. This constrains the ability for agencies to recruit diverse and fresh talent into the sector

► A culture of hiring employees with specific agency knowledge exists, despite this not being an essential requirement for the role. This practice appears to be done to decrease time spent upskilling new employees in agency specific ways of working. However, it is not conducive to attracting a candidate pool who bring fresh and diverse perspectives

Workforce strategy

► A small number of agencies appear to have a team responsible for developing a workforce strategy which encompasses diversity related initiatives

► Agencies that do have a detailed workforce and diversity management plan have suggested this is an area that requires more attention to drive execution of specific initiatives

► Rarely is diversity data captured and reported on to drive talent strategy and talent acquisition

Specific diversity groups

Gender:
► Gender diversity statistics appear to vary across the sample agencies. There does not appear to be any specific talent acquisition strategies targeted specifically at increasing female representation

Disability:
► Majority of agencies identified that significant improvements were required to tailor attraction and selection techniques for candidates with disabilities

Aboriginal candidates:
► Some agencies appear to focus on identifying and attracting Aboriginal candidates. Direct contact with Aboriginal communities is used as a sourcing channel

► Anecdotal evidence suggests jobs are advertised using the 51a provision and also on the Aboriginal Workforce Development Centre (AWDC) jobs board. Where possible recruitment panels include an Aboriginal representative, or panel members are trained in cultural awareness

► Despite these efforts some agencies continue to have no employees who identify as Aboriginal or Torres Straight Islander

Candidate assessment

Assessment methods appear formulaic and are rarely tailored to truly assess the ability of a candidate to meet the requirements of the role

Standard assessment methods

► There is a perception across the public sector that "merit based selection" requires every candidate to be assessed in the exact same way without the ability to tailor or adapt assessment methods

► Candidates are typically assessed through a one off behavioural and technical interview, which on its own is not a particularly contemporary or effective form of assessment

► There is some evidence of tailored and varied assessment techniques for pool and mass entry level recruitment which adopt a variety of assessment methods including interviews, assessment centres, scenarios and psychometric and ability testing

Techniques utilised

► Responsibility for candidate assessment activities generally appears to sit with hiring managers. Sample agencies have suggested hiring managers are prone to using tried and trusted recruitment techniques, some dating back 20 years

► Written applications incorporating detailed selection criteria responses, followed by a technical interview appear to be the most commonly adopted assessment technique in use

► Scenarios and work based tasks including telephone assessments, written assessments and conflict management scenarios are used, along with written applications and interviews for entry level positions

► Pool recruitment has been adopted by agencies across the sector and often include varied assessment techniques including phone screening, group interviewing, assessment centres, psychometric testing, ability testing and work based scenarios

Selection criteria

► Detailed and complex selection criteria appear to be limiting the quality of the candidate pool and attracting predominantly government based employees who understand the fundamental steps required to succeed in the process. Anecdotal evidence highlighted a culture of current government employees completing the written application criteria on behalf of other applicants

► The process for assessing candidates against selection criteria is convoluted and significantly impacts panel members time. Furthermore, agencies are losing high quality candidates as process timeframes are being exceeded. In some cases candidates are dissuaded from applying altogether due to time consuming application requirements

► Some agencies are moving towards an industry model where candidates provide a detailed CV and cover letter. This appears to be reducing the burden on candidates and panel members alike, therefore expediting the assessment process

► Culture and values fit is identified as an important criteria, but is not consistently used as a determining factor in the current risk avoidant culture

Data and systems

Due to poor data quality, processes and practices, the public sector is not able to accurately quantify the basic recruitment metrics of "time to fill" and "cost to fill"

Data

► A significant proportion of agencies are not capturing basic recruitment data

► Where data is captured, anecdotal evidence suggests that data is obtained for the sake of capturing it. The majority of this data capture appears to be manual, rarely used to move the agency forward and sometimes not even used at all

► Furthermore, where metrics are captured, definitions have not been standardised across the sector. For example *time to fill* is measured from a different start and end date in the process across different agencies, making comparisons difficult

► Education and information sessions are required to understand how to use available systems and effectively manipulate data to drive insight and support strategic decision-making

► Manual workarounds are relied on to supplement the lack of data. These shortcuts are prone to human error and are often time consuming

► Lack of systems integration contributes to an inability to obtain talent metrics

Systems

► RAMS is the core recruitment system used by the majority of agencies and is primarily used as an application management portal to advertise available roles

► A small proportion of agencies use in-house legacy systems to drive candidate management and recruitment. Whilst these systems have reasonable functionality, it is clear that they are limited in their ability to automate processes or provide integrated data analytics to support strategic talent acquisition

► Some agencies are supplementing RAMS with additional technology to support workflows and records management such as TRIM and Kyubit

► Manual spreadsheets, prone to data entry and version control issues, are often used to keep track of the recruitment process and supplement processes where possible

► Paper based tools and templates are utilised by many agencies throughout the recruitment process. These are used to support the management of the process and assist panel members with the assessment process

► A proportion of agencies have started to use alternative advertising channels that are not common practice in the public sector such as LinkedIn and social media to support talent acquisition

► It is understood that work is being undertaken to assess business requirements for a new system to support and enable more strategic talent acquisition across the public sector

Risk aversion

Mitigating the risk of a breach is driving behaviours and process execution, diverting effort from a focus on generating the best recruitment outcome

The breach

► For the most part, recruitment in the public sector is hindered by an overarching fear of the breach period and breach claims. Recruitment activities are overly influenced by this and are therefore not as focussed on outcomes for the agency as they should be

► Unnecessary activities have been built into the recruitment process by the risk adverse culture. This often increases time to fill and may filter out high potential talent

► There appears to be significant duplicated effort between panel members and external recruitment consultants to complete the initial screening of candidates. Due to the concern of triggering a breach, panel members are often required to read every application, even if they have already been screened

► Agencies have repeatedly defined success as how many checks and balances are in place and how few breach claims are received through their recruitment process

Candidate assessment

► Anecdotal evidence suggests that some agencies deliberately avoid assessing candidates through tailored techniques to avoid the risk of initiating a breach claim. Simple and informal approaches such as follow up meetings to debrief and taking potential candidates out for a coffee to gauge cultural fit are rarely used

► Anecdotal evidence suggests that candidate alignment to the selection criteria is weighted as more important than the candidate's cultural fit to the agency and role, to ensure the process does not become a breach claim

► It is apparent that agencies are making second ranked hiring decisions based on candidates looking better on paper and "ticking all the boxes", than holistic fit and teaming requirements

Siloed effort

Effort is being duplicated across agencies to run recruitment processes for similar roles and geographies; the sector does not share learnings across agencies to promote better sector-wide outcomes

Duplication

- ► Silos exist across the public sector and within agencies
- ► Effort is being duplicated for comparable roles across agencies and regions. For example, entry level recruitment is conducted in the Pilbara region for similar roles by different agencies, often without communication between the agencies (agencies are not sharing information and in some cases may be competing for talent)
- ► Effort is being duplicated within agencies. Anecdotal evidence suggests similar processes are being run for comparable roles. For example, candidates often apply for multiple roles within the same agency, requiring multiple panels to be established to assess candidate suitability
- ► Agencies are engaging external recruitment firms to support the recruitment process through candidate screening services. Agencies are then requesting that panel members read all applications (again), despite the external recruitment firm having already done so (having been paid to do so)

Sharing knowledge

- ► Agencies do not appear to be sharing success stories and recruitment insights that may be innovative. These stories and insights could be leveraged by other agencies across the sector to support strategic talent acquisition
- ► Cross agency learnings could prove to be extremely beneficial and support the public sector in attracting and retaining high performing candidates that will assist organisational purpose and drive success
- ► Agencies are not sharing those candidates with high potential who have applied for a role but been unsuccessful. These suitable candidates could be transferred to another relevant vacant role within the public sector
- ► There is anecdotal evidence of a culture where managers like to consider their own applicants and won't take candidates who have been through a merit based selection process with another agency

Responsibility

- ► Agencies who have responsibilities for recruitment activities often delegate to different people and multiple touchpoints resulting in a lack of connection and communication within the recruitment function in the agency
- ► It was highlighted on multiple occasions that there is a lack of engagement of HR resources beyond transactional involvement

Recruitment maturity assessment

Maturity of recruitment across agencies has been measured with the use of a maturity model developed using EY's significant global HR transformation experience

DIMENSION	BASIC	DEVELOPING	ESTABLISHED	ADVANCED	LEADING
Policy	Policies exist but are not regularly reviewed or updated, are paper based and not readily accessible	Policies are regularly reviewed and updated, stored on a central server which is readily accessible when required	Policies are regularly reviewed and updated inline with relevant legislation, form part of the process and can be easily accessed	Policies are regularly reviewed and updated inline with relevant legislation, enable the process and are used as guidelines rather than rules	Policies enable the organisation to maintain maximum flexibility with respect to talent acquisition, are in line with relevant industry practice and legislation and are embedded within the process
Process	Processes are not documented or consistently followed	Processes are documented and followed, but are rigid and do not allow for flexibility of approach for specific roles; little emphasis placed process efficiency	Some flexibility with respect to process execution, and a degree of process efficiency and improvement has been considered	Substantial flexibility within the process allows for tailoring for requirements of specific roles; likely to be underpinned by enabling technology	True business partnering between business and HR leads to joint process execution, which is tailored to the specific role and is fully automated and underpinned by sophisticated technology
Performance measurement	Metrics are rarely captured, are unreliable and not used to drive decision-making	Metrics are captured and reliable, and used to drive process efficiency and performance	Metrics are captured and reliable, and regularly relied on to drive process performance and tactically inform business decision-making	Metrics are used to establish a culture of process excellence, drive business decision-making and form a key part of the consideration when strategic decisions are made	Metrics and targets used to drive strategy, and are accessible to relevant stakeholders in real time to allow for tactical decision-making
Organisation	Ownership and accountability for recruitment is not formally stated and is unclear; the business reacts to requests through tactical resource management	Ownership and accountability for recruitment is understood but not documented, some forward resource management planning is handled at the team level	Ownership and accountability for recruitment is understood and clearly documented; capacity planning is conducted across the business	Flexible models are established to allow the business to adjust proactively to emerging business conditions; resource capacity planning for aligned to strategic workforce plans	Ownership and accountability for recruitment is understood and clearly documented, with flexible and innovative operating models understood and implemented (eg. outsourcing, alliances, external partnerships)
People	Employee capability (skills, experience and credentials) are not well understood or tracked; no development strategies formally in place	Employee capability (skills, experience and credentials) are tracked by some operating units in a stand alone database or spreadsheet; team based informal development plans are in place	Employee capability (skills, experience and credentials) are tracked in a stand-alone LMS; formal development and succession plans are in place	Employee capability (skills, experience and credentials) and development is invested in and tracked in the LMS; the right number of the right people with the right skills are in place to meet commercial requirements	Employee capability (skills, experience and credentials) and development is invested in; information is hosted on integrated HRIS which is used to run reports and monitor key performance metrics; commercial requirements are anticipated and proactively planned for
Data	Data capture is ineffective, entered manually in standalone spreadsheets and not used for planning or reporting purposes	Offline data capture is effective and reliable, but still requires manual effort and inconsistently used for planning or reporting purposes	Data is captured as part of the business as usual and reliable; some manual intervention may be required within an automated process; data is regularly used for planning or reporting purposes	Data capture is part of an automated process, enabled by technology with little manual intervention required and is available for use for business planning purposes	Data is automatically captured as part of the automated process and is available in real time to allow for tactical and strategic business planning
Technology	Recruitment is implemented using a paper based system with some spreadsheet tracking	Recruitment is done using MS Office products. Reports are manually created for management and electronic copies are stored on a secured server	Recruitment is a standalone system. Reports are real-time and can be either printed or viewed on-line	Recruitment is one of the modules of Talent Management Suite (eg. Recruitment, Workforce Planning, Learning & Career Development, Performance Management, Succession Planning). It is not integrated with HRIS	Recruitment is part of the Talent Management System and is fully integrated with HRIS. HR staff can track applicant progress (look-up calendar, setup interviews appointments with interviewers, capture interview feedback, create offer / rejection letter). Access is available via cloud solution or other

Recruitment maturity assessment

Self assessment of the maturity of the recruitment process by representatives from sample agencies demonstrates how wide the spectrum of maturity is, but on average is assessed as basic to developing

DIMENSION	BASIC	DEVELOPING	ESTABLISHED	ADVANCED	LEADING	COMMENTS
Policy						► Sufficient policies are in place and reviewed on a regular basis ► Policies provide guiding principles but do not enable strategic talent acquisition
Process						► Workforce planning is conducted mainly on an as needed basis and recruitment is largely reactive across agencies ► Recruitment processes are predominately transactional and manual, lacking ability to enable efficient talent acquisition ► Some talent management programs, systems and processes are integrated in some agencies
Performance measurement						► Little importance is placed on talent acquisition metrics in agencies ► Recruitment metrics that have been developed are generally not monitored or tracked ► Performance objectives are poorly aligned with the organisation's strategies
Organisation						► HR tasks within the recruitment process are consistently being completed by staff outside of the HR function, often with minimal formal training ► External agencies are being engaged to support transactional processing
People						► Limited view of talent gaps and resource requirements ► Development gaps exist in recruitment capability to deliver more specialist and strategic recruitment activities across agencies
Data						► Data is not sufficiently captured or used to support talent acquisition ► Workforce data exists in multiple locations or systems, however it is often not monitored or integrated ► Manual manipulation and calculation is required to provide recruitment metrics
Technology						► Technology lacks functionality to enable data driven recruitment strategies and decisions

Note: Positions on the spectrum reflect an aggregated assessment of sample agency results.
*End nodes display the breadth of maturity along a spectrum of self assessed results by sample agencies.

●- - -● Breadth of maturity*   ● Agency assessment   ● EY assessment

Recruitment process assessment

Using leading practice as a guide, EY completed an assessment of the recruitment process of each agency in the review to understand gaps and opportunities for process improvement

1 Preparation	**2** Activity completion assessment	**3** Activity ownership assessment
► EY utilised an abridged APQC Process Classification Framework and Global EY Best Practice, adjusted to fit PSC for the purpose of the review to assess sample agencies against a leading practice recruitment taxonomy	► Agencies were asked to assess themselves against EY's leading practice recruitment taxonomy ► Agencies identified the steps that were completed, and called out steps that were not completed in the recruitment process	► Agencies identified which steps in the process were owned by the Business and which were owned by the HR/ recruitment function ► EY then determined if this ownership model reflected leading practice ownership

► EY analysed the information provided by the agencies and visualised completeness of the process in a Harvey Ball matrix, which displays taxonomy steps identified as completed or not competed by agencies

► Again with the use of Harvey Balls, EY visualised how closely an agency aligned with leading practice

2 Activity completion assessment

Self assessment by the agencies suggests that most steps within the recruitment process are being completed

	Agency Reviewed					
	Agency A	Agency B	Agency C	Agency D	Agency E	Agency G
Develop Recruitment Strategy & Resource Needs	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed	Poorly completed
Identify & Engage Talent Community	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed
Develop Recruitment Plan & Mobilise Selection Tools	Fully completed	Fully completed	Fully completed	Poorly completed	Fully completed	Fully completed
Manage Requisitions & Recruitment Data	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed
Source & Advertise	Poorly completed	Fully completed	Fully completed	Fully completed	Fully completed	Poorly completed
Pre-screen & Shortlist	Poorly completed	Fully completed	Fully completed	Poorly completed	Fully completed	Fully completed
Interview & Select	Fully completed	Fully completed	Fully completed	Fully completed	Fully completed	Poorly completed
Manage Offer Acceptance	Poorly completed	Fully completed	Poorly completed	Poorly completed	Poorly completed	Poorly completed

Legend:
- ○ Not completed
- ◔ Poorly completed
- ◑ Adequately completed
- ◕ Satisfactory completed
- ● Fully completed

Note: Agency F was not included in the leading practice taxonomy assessment.

3 Activity ownership assessment

EY's assessment of activity ownership suggests that there is an opportunity to reallocate ownership of some activities to those who could complete them more effectively and efficiently

	Agency Reviewed					
	Agency A	Agency B	Agency C	Agency D	Agency E	Agency G
Develop Recruitment Strategy & Resource Needs	Good	Good	Poor	Good	Good	Poor
Identify & Engage Talent Community	Partial	Partial	Partial	Partial	No alignment	No alignment
Develop Recruitment Plan & Mobilise Selection Tools	Good	Good	Good	Good	Partial	Poor
Manage Requisitions & Recruitment Data	Partial	No alignment	Partial	Partial	Partial	Full
Source & Advertise	Good	Good	Good	Good	Good	Good
Pre-screen & Shortlist	Poor	Poor	Poor	Poor	Poor	Good
Interview & Select	Poor	Partial	Poor	Partial	Poor	Good
Manage Offer Acceptance	Good	Good	Good	Good	Partial	Good

Legend:
- ○ No alignment
- Poor alignment
- ◐ Partial alignment
- Good alignment
- ● Full alignment

Note: Agency F was not included in the leading practice taxonomy assessment.
Assessment is based on overall responsibility and does not include supporting activities.

Positive stories in the public sector

The review identified multiple areas of the recruitment process that are contributing to drive successful talent acquisition outcomes across the public sector

Contemporary practices
- ► Agencies are successfully executing some contemporary recruitment practices for pool recruitment and large scale recruitment
- ► This includes scenario-based assessment, psychometric testing and behavioural based interviewing

Targeted candidate sourcing
- ► Some agencies have demonstrated targeted recruitment practices to identify potential candidates for specific roles
- ► These include employee referral schemes, university-campus recruitment and the use of online talent platforms such as LinkedIn

Upskilling panel members
- ► Formal training is being delivered in some agencies to ensure panel members are appropriately skilled in the delivery of recruitment and candidate feedback
- ► This training is often delivered throughout the year and available online

Policy
- ► Policies appear to be established and reviewed throughout the public sector
- ► For the most part, anecdotal evidence suggests these policies are easily accessible and understood by relevant personnel involved in the recruitment process

Improvement mindset
- ► Recruitment practitioners have a positive intent to improve the delivery of the recruitment process and HR more broadly, with the vision of becoming strategic business partners within the agency

Transactional process
- ► Despite the recruitment process being highly transactional in most agencies and often relying on manual interventions, agencies are able to execute this transactional process effectively

General agency opportunities

In addition to the sector wide improvement initiatives, individual agencies can act locally to improve their own talent acquisition outcomes

Agency level opportunities

Create an enabling culture
► Work with hiring managers to shift the focus of recruitment away from managing a potential breach, to practices more conducive to selecting the best candidate for the role

Realign recruitment responsibility
► Refocus the responsibilities of the HR team to move from strictly transactional to a specialised supporting role, in line with the delegation of responsibilities observed in leading practice (requires technology enablement)

Tailor for diversity
► Identify opportunities to tailor recruitment practices to meet the requirements of candidates with diverse needs
► Consider alternative options for candidate sourcing, application submissions and adjusted assessment techniques

Maintain candidate community
► Create candidate communities to maintain connections with prospective talent in the market (requires technology enablement)
► Retain the details of previous high quality applicants for consideration for alternatives roles

Reduce requirements
► Consider moving to CV and cover letter only to reduce burden on applicants and panel members

Continuous improvement
► Conduct surveys with new hires and previous candidates, both successful and unsuccessful to assess the effectiveness of recruitment and identify improvement opportunities

Make talent acquisition metrics a priority
► With the support of improved system enablement, capture and regularly report on key talent metrics
► Use metrics to drive talent strategy and business decisions

Resource from within
► Limit the use of external recruitment consultants providing administrative support for recruitment processes
► Provide development opportunities for talent within the agency

Leverage other agency practices
► Create communities of practice to share recruitment experience and processes
► Adopt and apply varied assessment techniques currently used across the sector for pool and entry level recruitment more broadly

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