Defence Reserve and Employer Support (DRES) Organisation Design Project

Final Report

30 August 2019
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Executive summary

Context, purpose and approach

This organisational design activity has sought to identify the characteristics, structure and attributes of the organisation DRES needs to effectively respond to current and emerging strategic drivers, including: the impact of reforming the Defence Reserve Support Council (DRSC) and relevant Defence reform relating to the Total Workforce Model (TWM) the 2016 Defence White Paper (DWP 2016) and the First Principles Review (FPR).

To develop this report, three project phases were undertaken. In phase one, the context, drivers, strengths and weaknesses of the current design were considered, to understand the value DRES delivers and how it currently operates. In Phase 2, design principles and future state requirements shaped macro level options and the selection of an option for detailed design. In Phase 3 (this report), a detailed design is provided along with recommendations for implementation.

Current state findings

The current state assessment identified six key opportunities for improvement. Along with the driver analysis, these findings informed the development of design options, which were assessed against agreed design principles in a rational design approach then considered by DRES and RYD leadership.

1. Understand the importance of the role of Reservists and RYD in the changing Defence context.
2. Consistent and clear expectations are needed for what is done and how it is done.
3. DRES needs to be proactive in engaging clients to learn how it can be better.
4. Activities and decisions should be supported by data or evidence.
5. People need to perform at level and be accountable for contributing to outputs.
6. Where risks or poor behaviours exist, DRES needs a plan to address and a way of tracking/testing whether the intervention is successful.

The findings in this report are not just about structure. A holistic approach to improvement that considers DRES as an organisational system - including aligning culture and processes – will be required in addition to changes to organisational structure.
Proposed future design

The DRES leadership team considered four macro structural design options which addressed findings from the current state analysis. These were assessed against agreed design principles and as a result of this process a fifth option was co-designed and developed in detail. This option is presented here as a structural view.

The preferred option is designed to address the increased reliance on DRES personnel to undertake employer engagement activities following the cessation of DRSC. In total, seven additional FTE have been proposed for this structure – one EL1, four APS 6, two APS 5. In addition, a number of movements have been proposed to reallocate capability to the most critical needs based on DRES future demand requirements. The performance of this design is reliant on having the right capabilities, attitude and skills in the roles and in aligning leadership, culture and process so the structure functions as designed. A series of recommendations have been made with this intent, addressing each of the key findings from the current state analysis.

In seeking to explain the design, the following context is critical:

1. The structure should not be considered in isolation from the value chain that explains how DRES delivers value to customers and the design principles that guided its development. The value chain represents the ‘why’ of the organisation and the design principles (slide 20) are the rationale for this structure over any other.

2. Structural change alone will not successfully deliver a fit for purpose organisation. The recommendations include a range of proposed changes to align leadership, culture, processes and capabilities. The structure should be considered as only part of the future DRES organisational design and in conjunction with the other proposed changes.

### Executive summary

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<th>Director - DRES</th>
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<td><strong>Employer Support &amp; Service Protection</strong></td>
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<td><strong>Reservist Support</strong></td>
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<td><strong>Policy &amp; International Engagement</strong></td>
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- SME & second tier advice re: ESPS administration & Defence Determinations
- ESPS administration audits
- Coordination / Administer presentations to Reserve groups on Employer support payments / DRES
- Maintain & refresh internet / intranet material relevant to team
- Education and administration of Reserve Service Protection Act
- Mediation between employers, Reservists and Defence units
- Policy impact to Reservist
- International links re: Reservist Policy
- Set up and administer Advisory Body
- Establish and support Working Groups
- Develop reports, minutes and introductory materials
- Gather & analyse defence data relating to Reservists
- Coordinate the approval and distribution of Advisory Body & Working Group materials into Defence.
- JRWS Secretariat
- Maintain & refresh internet / intranet material relevant to team
- SME & second tier advice re: Reservist policy
- Strategic planning and alignment of activities to purpose (value chain)
- Advice and assistance to regions
- Set national priorities and programs
- Develop SOPs and drive national consistency
- Customer relationship management including strategic relationship maintenance
- Provide avenues into national events for communications, media, strategic outcome alignment.
- POWA/Tasman coordination
- Maintain & refresh internet / intranet material relevant to team
- SME & second tier advice re: POWA / Tasman queries
- Establish, build and maintain working relationships local & State/Territory Industry and current or potential reservist employers in accordance with national priority and planning
- Plan and execute local employer engagement events, including boss lift, executive stretch, employer support awards and other employer engagement activities – aligned to national priority and planning
- Maintain & refresh internet / intranet material relevant to local SME & second tier advice re: local events and local supportive employers
Executive summary

Value chain construction

The initial phases of this engagement have identified strategic drivers affecting DRES and the opportunities for change or improvement based on the perceptions of DRES and RYD leadership. What DRES needs to do can be described in by seven layers:

<table>
<thead>
<tr>
<th>Layer</th>
<th>Purpose</th>
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<tbody>
<tr>
<td><strong>Strategic layer</strong></td>
<td>DRES needs to be proactive in engaging with its customers to ensure that the work it is doing meets Defence’s needs in a shifting environment and to drive continuous improvement within DRES. The strategic layer ensure that DRES work aligns to what Defence requires.</td>
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| **Delivery 1 - Services and CJC** | The four delivery layers are how DRES provides value to Defence – through:  
  - contributing to policy through the Services, DPG and CJC;  
  - enabling the Advisory Body and its Working Groups to: “Develop better-informed Defence policy to enhance Defence capability”;  
  - engaging with employers (and potential employers) of Reservists, through activities including engagement; raising awareness and understanding; providing advice; administering ESPS and celebrating contributions; and  
  - contribute to Reservist attraction and retention through employer engagement; supporting effective employer/reservist relationships and coordinating some reservist engagement activities.  
The current state analysis found that DRES does not own all the elements relevant to the four ways it delivers value. As such, DRES must work to establish strong relationships with other stakeholders in each value chain so the work DRES contributes aligns with broader direction and contributes to enhancing Reservist contribution to Defence capability and preparedness. Stakeholder communications, influencing, and continuous improvement to build relationships are critical for each of the four delivery layers. |
| **Delivery 2 - Advisory Body** |  
| **Delivery 3 - Employers** |  
| **Delivery 4 - Reservists** |  
| **Enabling layer**   | The enabling layer relates to the essential services provided to DRES internal customers that are not provided elsewhere in Defence. Without enabling capabilities, the workforce is not developed, processes and procedures are not standardised and shared and knowledge is not distributed to all in DRES who need it. |
| **Influencing layer** | DRES contributes to many aspects relating to Reservists but does not hold ownership of policies relating to them. As such, DRES’s ability to engage with and influence the parts of Defence that do own policies is critical to the success of each of the Delivery layers. |
Executive summary

DRES value chain

A value chain was developed for DRES (pages 31 and 32) to express the value that DRES delivers to its customers (including other parts of the same organisation) and the layers of activity DRES needs.

Current state analysis and leadership consultation identified that DRES must deliver value to four key customers:

- Policy advice to Services & CJC;
- Support to the Advisory Body (replacing the DRSC);
- Employers (including potential Reservist Employers) through information sharing, engagement, celebrating contributions and supporting Employer Support Payments; and
- Reservists (current or potential) through providing information and facilitating retention.

DRES also has a requirement for a strategy layer, enabling layer and influencing layer.

Implementation roadmap and next steps

To support DRES in maintaining momentum following the organisational design and to commence on the change journey associated with embedding a new organisational design, a high level implementation roadmap has been developed (page 45) along with a list of next steps (page 46).

Activities have been aligned to eight objectives based on addressing the key findings identified in the current state; explored through the macro organisation structure and addressed through the detailed organisational design in addition to a communications stream and structural change stream.
Approach
Analysis approach

The DRES organisational design has been a phased journey, starting with context and current state, exploring potential options and then drilling down into one option and considering the implications for implementation. Such a phased approach builds understanding over time, with the complete narrative of the design journey incorporated into this final report.

By presenting and discussing these components throughout the design journey, DRES leadership has been able to validate the concepts, correct misinterpretations and misunderstandings and instruct for refinements. Communicating this whole journey to stakeholders, rather than simply the end ‘structure’ will aid in understanding how the final organisational design was reached.

Intent of the approach

The approach was intended to enable:

- an understanding of how DRES’s proposed new structure and workforce responds to key drivers;
- consideration of the strengths of the organisation and how areas for improvement have been addressed in the proposed structure and incorporated into the implementation plan;
- exploration of a range of design options;
- rational assessment of options using design principles;
- identification of the target design, and
- high-level planning to implement target design.

The approach incorporated two interim reports - a current state assessment report and macro organisational design report. Three workshops were also conducted – one to discuss and validate current state findings, a second to explore macro level organisational designs and a third with RYD leadership representation to refine the macro options to a target structure.
Change implementation

Achieving change, particularly when change includes elements associated with culture, leadership and process change in addition to structural reform, is something that is easy to underestimate. There are five stages to successfully delivering change into an organisation:

A best practice approach will ensure that Change Leadership; Communication and Engagement; Impact and Measurement of Change and Workforce Development and Transition is planned for and implemented as part of the program of work.

The recommendations section of this report includes a draft Implementation Roadmap and recommended next steps that draws on better practice change management methodologies.

As a first step, DRES may wish to work with DPG to undertake an initial Change Impact Assessment, taking into account the detailed nature of the changes based on which recommendations the leadership team decides to accept. This will enable DRES to map in detail the impacts of the changes on individuals as well as teams and to plan change management interventions and risk mitigations.
Strategic context
Strategic context

Introduction

Strategic context analysis identifies drivers that affect what DRES does and the way it is done, currently and into the future. The strategic context analysis influences the future organisation design by informing the development of design principles that represent what the organisation will need to be in the future to be seen as adding value to clients or the broader organisation.

Potential strategic context factors were identified through interviews conducted with RYD and DRES leadership, interviews with other identified stakeholders and a desktop review of relevant documents. The following factors were identified as relevant to DRES’ current and future situation:

- Reserve and Youth Division Mission
- Total Workforce Model
- DRSC Reform
- Defence Reserve Service Protection
- Accountability at level for Defence personnel
- One Defence – First Principles Review Reform
- RYD Business Plan
- Increased focus on tasks that enhance Defence capability, and where possible, a move away from transactional work
- Workforce factors (ADF Capability)
- Responsiveness to change within RYD
- Data driven / Evidence-based approach to building capability.

On Page 17 (Summary of drivers influencing DRES), these strategic context factors, along with other non-strategic drivers, have been mapped to four main categories: DRES internal drivers; RYD strategic direction, Defence Strategic Direction and Total workforce model. Drivers can and often will be relevant for multiple categories but have been aligned to one to prevent repetition.
Reserve and Youth Division (RYD) Mission

RYD’s mission has been defined in the Reserve and Youth Division / ADF Cadets Headquarters 2019-20 Business Plan as:

“To enhance the capacity of the ADF Reserves to contribute to ADF capability and preparedness, and maintain a coordinated, coherent and well-governed approach to policy impacting Youth development, experience and recognition programs in Defence, particularly in relation to the ADF Cadets.”

Within the Division, DRES (in the context of the RYD mission) is responsible for: enhancing the capacity of the ADF Reserves to contribute to ADF capability and preparedness.

Total Workforce Model (TWM)

The ADF is experiencing a reduction in the number of individuals that wish to join Defence, at a time when it is seeking to grow, not only in total military numbers but in several enabling capabilities. These enabling capabilities are also required by industry and demand for these capabilities is showing significant growth while Defence is struggling to attract and retain personnel in these fields. This issue is key to the changing nature of Defence expectations from Reservists.

The major ADF response to this situation has been the introduction of the Total Workforce Model (TWM) – a step change in how the ADF conceives and utilises the Defence workforce to generate and deliver capability. The TWM is designed to introduce flexibility across Service Categories (SERCATs), making it easier for military personnel to move between full-time and part-time service and to move in and out of the military more easily in accordance with personal priorities. In doing so, it has changed the nature of Reservists from providing a supplementary capability (e.g. 2 Division) to being recognised as capable of contributing to Defence’s primary capability as their personal circumstances allow.

While the TWM is described as a leading edge approach in concept for tackling a problem facing many western militaries, in practice, Defence is still maturing in its ability to support personnel to smoothly transition between SERCATs or to support units to make the best use of Reservists.

As part of the organisation responsible for enhancing the capacity of the ADF Reserves to contribute to ADF capability and preparedness, DRES must consider the impact of proposed policy changes on Reservists and make representations on behalf of Reservists to enable the intent of the TWM.
Strategic context

DRSC reform

In 2019, an independent evaluation reviewed the structure and objectives of the DRSC and identified the need for change. Key reasons for change included a desire to reduce the potential for reputational risk to Defence and an increased focus on the contribution of Reservists to capability outcomes.

The review recommended ceasing the DRSC and instead establishing an Advisory Body, with a narrower remit of working with industry to identify barriers to Reserve service and the alignment of Defence policy settings to enhance the capacity of the ADF Reservist to contribute to ADF capability and preparedness – particularly in critical categories. The ultimate mission of the new Advisory Body is to: “Develop better-informed Defence policy to enhance Defence capability”.

The following high level impacts on DRES result from the cessation of the DRSC and stand-up and support of an Advisory Body:

- Reservist employer and industry engagement activities (e.g. Boss Lift, Executive Stretch, Employer Support Awards) that were previously coordinated by DRES personnel under the banner of DRSC will continue largely unaffected as the responsibility of DRES.
- Engaging with employers, explaining the value Reserve service can bring to their workforce and identifying and supporting the removal of barriers to employing Reservists is a current DRES function, however, one that has had inconsistent focus. Post DRSC, this will become a core focus for DRES State and Territory offices and a capability uplift will be required.
- Secretariat and administration support by DRES State / Territory Offices to DRSC Committees including State / Territory Committees and Regional Committees will largely cease, with effort converted to Employer and Industry engagement.
- The Advisory Body approach adds several new tasks and requirements (described in more detail on the following page) for DRES. This is in addition to the secretariat and administration support that was previously provided to DRSC National Executive and National Council in the past and that will now be provided to the new Advisory Body and Working Groups.
- The Advisory Body is intended to operate through thematic Working Groups that will be stood up and down in accordance with an agreed program of work. This approach necessitates that secretariat and administrative support transitions from a static/stable audience to a group that will change more regularly and contains members that may be unfamiliar with Defence or Government policies and procedures relating to travel, fees, information sharing, etc. Clear and concise induction material and standard operating procedures (SOPs) for engaging with new members will become critical and the overall level of support required is expected to increase.
DRSC reform

The new Advisory Body has a different remit to the DRSC and adds the following ongoing requirements on DRES:

- Work with workforce planners and other stakeholders across Defence to identify where an increase in Reservist capability is a critical need as a result of:
  - inability to recruit/retain Reservists to meet requirements
  - expectation that Reservists will be available to address shortfalls in Capability in Regular forces
  - data identifies underrepresentation of Reservists, and/or
  - other identified and agreed investigative projects.

- Engage with identified parts of Defence to collect appropriate information and inputs for the Working Group to review/consider.

- Coordinate the selection, recruitment and induction and disbanding of Working Group members.

- Coordinate Working Group sessions, including collating industry perspectives and Working Group outcomes into a report appropriate for dissemination within Defence including to Chief of Defence Force (CDF).

- Support the finalisation of reports through the review and revision process and developing supporting minutes or analysis as required.

- Work with DRES Policy and International Engagement team to enable Defence agreed industry insights to be disseminated appropriately and incorporated into RYD advice and analysis on policies impacting Reservists.

In addition to the new ongoing requirements identified above, the move from the DRSC to an Advisory Body requires a series of new activities to be developed for the administration and conduct of the new Advisory Body, and additional activities outside BAU to be undertaken to support the cessation of the DRSC.
Defence Reserve Service Protection

In 1999, the East Timorese crisis led to the deployment of Australian units to East Timor to establish and maintain peace. The extended nature of operations - from September 1999 to May 2002 - meant Reservists were an important part of the Australian force deployed in Timor and in ensuring capability existed to respond to other potential needs. Comments by Reservists indicated fear that if they participated in extended Reserve service, they were at risk of losing their jobs or being discriminated against or disadvantaged. In response, in 2001, the Australian Government introduced the *Defence Reserve Service (Protection) Act 2001* (the Act). In addition to introducing protection for Reservists, the Act changed the relationship between Reservists, their employers and Defence and introduced the Office of Reserve Service Protection (ORSP). The context of the Act is an important influence on how DRES interacts with industry and employers. While there is legislative protection in place to protect Reservists, DRES encourages Reservists to provide employers with reasonable notice of both service and training requirements and works to emphasise the benefits employers receive as a result of employing Reservists.

Accountability at level

Both the *2016 White Paper*[^1] and the *Defence First Principles Review* (FPR)[^2] have described the need for Defence to improve leadership (at all levels), accountability and behaviours focused on driving organisational performance. Within DRES, the geographical dispersion of personnel and varied access to local units and industry means there is a reliance on individuals taking an outcomes focused approach, seeking and generating opportunities, solving problems and employing the Defence values in the pursuit of Defence outcomes.

One Defence – FPR Reform

At the heart of FPR reforms is the need for Defence to operate as “One Defence” – a unified and integrated organisation that is more consistently linked to its strategy and clearly led by its culture.[^2] As a member of the Joint Capabilities Group, DRES is already working across all three Services to encourage consistency in the treatment of Reservists and Reservist employers and with other enabling capabilities including Defence Force Recruiting (DFR), Defence People Group (DPG), the Chief Information Officer Group (CIOG) and Defence Finance Group (DFG) to bring a Reservist perspective to proposed changes to policy and procedures. Continued focus on supporting tri-service and joint capability is an important strategic driver for how DRES operates.

[^1]: Department of Defence, 2016 Defence White Paper.
[^2]: Department of Defence, First Principles Review – Creating One Defence.

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[^1]: Department of Defence, 2016 Defence White Paper.
[^2]: Department of Defence, First Principles Review – Creating One Defence.
RYD Business Plan

The RYD and ADF Cadets Headquarters 2019-20 Business Plan (the Business Plan) lays out expectations for how RYD will act and areas for improvement. Key to this is that the Reservist employer engagement model is to be reformed to be more integrated and more co-ordinated, improving support for Reservists to both participate in and support training and operations activities. This project illustrates the link between DRES’ mission (enhance capacity of the ADF Reservists to contribute to ADF capability and preparedness) and additional strategic drivers identified in the Business Plan - specifically, RYD will:

- Engage with a range of stakeholders, inside and outside of the Defence portfolio in a positive way
- Create value, and engender and strengthen trust
- Generate policy and programs that reduce risk across the Defence portfolio, and
- Engage actively with changes impacting the Commonwealth and States through understanding the changes; communicating with stakeholders and revising business priorities where appropriate.

Increased focus on tasks that enhance Defence capability, and where possible, move away from transactional work

The 1800 Defence initiative represents part of Defence’s commitment to increase efficiency and reduce risk. 1800 Defence provides a central number that individuals can call as an initial point of contact for Defence queries, including queries about Reserve service and employer entitlements. The transition of queries to 1800 Defence removes some of the day to day questions from DRES personnel in National and State/Territory offices and provides more consistent information through scripts provided to 1800 Defence that contain responses to common questions. In this context, the National team has evolved to take on a Subject Matter Expert (SME) role – developing knowledge articles, working with legal to explore impacts and implications for unusual cases and providing second tier support where a query is escalated. This aligns with Defence’s broader agenda of focusing APS and Military personnel away from transactional activities and towards more strategic or specialist contributions.

Within DRES, there are not many transactional activities that can be stopped, however, there is substantial opportunity to increase focus on tasks that enhance Defence capability including engagement with employers and industry, working to identify barriers to Reservist participation and seeking untapped and underutilised pools of potential Reservists.
Strategic context

Workforce factors (ADF capability)
Concerns regarding the decreasing supply of personnel for the ADF have been consistent and long enduring. In 2002, the ADF released *Force 2020* - a short report considering the challenges associated with Australia’s future demographics and the increasing competition for talent. The Australian population is ageing and birth rates are declining, yet the ADF is highly reliant on demographics under the age of 40. In Australia, there is an increasing war for talent and the ADF (like many other western militaries) has recognised that to compete effectively, it needs to evolve employment conditions, non-monetary benefits and increase mobility between Regular and Reservist forces so personnel can transition between SERCATs as their life circumstances require. 4

Responsiveness to change within RYD
Increasingly, organisations are operating in environments that are Volatile, Uncertain, Complex and Ambiguous (VUCA). Organisations need to adapt to respond to change and inevitably this results in evolving workforce needs and the need to change the workforce. Defence is not unaffected by a VUCA environment, however, it has been reported that there is substantial variation in the adaptability of the Defence workforce. Adopting an approach where all personnel understand the value they contribute and the importance of continuous improvement can help to progress static components of the workforce beyond a ‘punch in / punch out’ mentality.

Data driven / evidence-based approach to building capability
Increasingly all organisations are seeking to leverage data, analysis and insights when making decisions about investments and evaluating whether performance is contributing to the organisation’s goals. As a relevant example, while RYD has a substantially higher budget for hospitality than most parts of Defence, RYD is no different in needing to respond to increasing calls for accountability for funds expended on travel, hospitality and whether activities are delivering outcomes.

In addition to measuring KPIs, data can shape and drive targeted investment by analysing where the Reservist population is over or underrepresented from regions and industries. More importantly, by employing data analysis and insights to drive targeted engagement, organisations are able to focus on the core mission. For RYD, this may include building Reservist numbers in the areas that the ADF most needs to contribute to capability and preparedness.

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4. Department of Defence, Force 2020
Summary of drivers influencing DRES

**DRES internal drivers**
- Workforce demographic risks
- DRES cultural change
- Geographical distribution

**DRES cultural change**
- Need to drive industry / employer engagement without the DRSC

**Defence strategic direction**
- Increase reliance on Reservists for Defence Capability
- Increasing engagement with international allies/partners
- Move away from transactional tasks
- Increasing reliance on Reservists for Defence Capability
- Changing work preferences
- Expectations of COs; Reservist employers and Reservists

**Responses**
- Understand the why - how personal work and DRES work contributes.
- Identify opportunities to contribute to Defence policy / procedures.
- Look for efficiencies that enable a move away from transactional work.
- Establish clearly defined roles and responsibilities.
- Identify and commit to addressing personal capability gaps.
- Be proactive in addressing unacceptable behaviours.
- Make collaboration easy and commonplace.
- Match future workforce to future work requirements and levels.
- Gather information and share it with all those affected.
- Identify and articulate risks
- Address personal knowledge gaps
- Increase efficiency and use resources well

**RYD strategic direction**
- Increase personal accountability
- Consult widely and build better relationships
- Strengthen management of finances and personnel

**Total workforce model**
- New ‘types’ of Reservists from the Total Workforce Model
- Changes to Defence policies and procedures
- Increase efficiency and use resources well
- Identify and articulate risks
- Address personal knowledge gaps

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Agreed design principles

Key finding themes

Building from the summary of key drivers and the opportunities identified through current state analysis, a series of design principles were identified then discussed, revised and confirmed at a workshop on 29 July 2019. The design principles have been used to evaluate the suitability of potential organisational structures and other changes required to deliver a DRES organisation designed for success.

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<tr>
<th>Design principle</th>
<th>DRES implications</th>
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<tr>
<td>Outcomes focussed</td>
<td>• Employees in DRES will understand how each activity contributes to the RYD mission.</td>
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<td>• Leadership will ask: “Is this the best way we can achieve the desired effect” when evaluating outcomes.</td>
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<td>• Customers/consumers will be consulted to identify how DRES can do better / contribute more to the RYD mission.</td>
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<td>• KPIs and Metrics will be employed to evaluate delivery to DRES / RYD mission.</td>
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<td>Role clarity and accountability</td>
<td>• Employees will have clarity of role, the ability to evaluate their capabilities against requirements, and opportunities to resolve identified gaps.</td>
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<td>• Employees will be accountable for achieving assigned duties appropriate to their level within the Defence Employment Standards.</td>
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<td>Customer centric</td>
<td>• DRES understands its customers and has methods for engaging with them to collect feedback and design work.</td>
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<td>• Evolution of DRES outputs incorporates customer feedback about past performance.</td>
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<td>• Outputs are tailored to meet the needs of the customer.</td>
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<td>Data driven</td>
<td>• Activities and decisions will be supported by data to direct investment and assess results.</td>
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<td>• Where data does not exist to support activity planning/decision making, data will be sought/developed.</td>
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<td>Organisational resilience</td>
<td>• The organisation will be agile and resilient and not reliant on any single individual.</td>
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<td>• Roles are flexible and individuals are capable of contributing to other roles where necessary.</td>
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<td>• There is the ability to work across the branch to achieve the best effect.</td>
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<td>• There is a plan for organisational capability to temporarily support hard to fill roles.</td>
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Current state assessment
Summary of findings

Introduction

This section summarises the review of the DRES current state in the context of strategic context and direction. The focus was on identifying opportunities for greater DRES organisational alignment to deliver value in accordance with the agreed design principles, however, the findings also have non-structural implications.

Key themes

The analysis of DRES’s current state identified a range of challenges that represent opportunities for improvement, either through organisational design alterations or through other initiatives (new and ongoing). These challenges, specifically anticipating designs that would contribute to their resolution, was an input into the design process.

The summary findings have been grouped into themes, with additional information and implications for DRES included on following slides. The themes are:

1. Understand the importance of the role of Reservists and RYD in the changing Defence context
2. Consistent and clear expectations are needed for what is done and how it is done
3. DRES needs to be proactive in engaging to learn how it can be better
4. Activities and decisions should be supported by data or evidence.
5. People need to perform at level and be accountable for contributing to outputs.
6. Where risks or poor behaviours exist, DRES needs a plan to address and a way of tracking/testing whether the intervention is successful.
Findings and insights

1. Understand the importance of the role in the changing Defence context

Review of strategic driver documentation and discussions with RYD senior leadership repeatedly stressed that Reservists play an important role in ADF capability and that the importance is likely to increase as the ADF seeks to expand its overall footprint, becomes increasingly reliant on Reservists to supplement Regular ADF capability and has an increasing reliance on non-traditional enabling capabilities e.g. cyber, data analytics etc.

The Services are accountable for Reservist contribution to capability, however, DRES’s contribution to working with employers and industry to enable Reservist contributions is critical to ensuring the efforts of the Services and Defence Force Recruiting are supported instead of wasted.

Opportunities

- Enhancing Reservist contribution to Defence capability and preparedness requires understanding how the ADF uses and relies on Reservists, where increased current and future Reservist availability will deliver the most benefit to Defence, and where and why Reservist capability is less than might be expected or required. By engaging with Services and other Defence Groups on: “How can we support Defence by enhancing Reservist contributions?”, DRES will be more efficient in its efforts and will likely deliver greater effect. This revised focus is reflected in the move away from a DRSC that focuses on broad scale Reservist employer engagement to more targeted exploration of issues most relevant to Defence capability, designed to deliver analysis or recommendations that will enhance the ability of Reservists to contribute.

- DRES undertakes a wide range of activities including administrative support, external stakeholder engagement, event planning and coordination, contribution to policy development, quality assurance, representing Defence in international forums and providing subject matter expertise. The breadth of tasks and activities DRES delivers can make it difficult for staff to understand and keep the shared purpose in mind or to relate their specific work through the ‘golden thread’ of individual effort to strategy. In response to this, the value chains describe how DRES delivers value to Defence. To maintain the focus on delivering work that contributes towards the RYD mission, all current and emerging activities should be considered in the context of whether and how they contribute to identified values chains and subsequently to the RYD Mission. Activities that do not contribute to, or are not part of the strategic or enabling layers should be ceased or reassigned to parts of the Department where the activity contributes to their mission or value chain or the value chain revised to reflect the new value RYD is delivering.
Findings and insights

2. Consistent and clear expectations are needed for what is done and how it is done

Interviews with State / Territory Managers and DRES Canberra staff as part of the RYD support to DRSC Workforce Analysis identified a lack of process, SOPs and role expectations as contributing to the inconsistent and variable quality of activities being delivered. The move away from DRSC State / Territory and Regional representation places an increased importance on DRES State / Territory offices to own their agenda for engaging with employers and industry and without an increase in guidance this will not result in achieving the desired reduction to Defence risk.

Efforts have already begun to develop SOPs, role descriptions for State Manager and Operations Managers and a calendar of planned events to provide the national leadership with increased visibility of State / Territory activities employer engagement.

Opportunities

• Developing guidance in the form of SOPs, business processes and role expectations is an important step. When these are in place, they will enable additional activities such as:
  • Performance measurement through relevant Key Performance Indicators (KPIs), and
  • Continuous improvement.

• The level of geographic dispersion within DRES combined with RYD’s efforts to minimise travel means that State and Territory offices operate with limited direct oversight and at a pace set by the local leadership. Examples were provided illustrating how this led to variable levels of engagement with employers and industry and a range of different methods of evaluating success of activities. By standardising procedures and setting clear KPIs aligned to the RYD / DRES mission, National and State / Territory Office managers will be able to assess effort consistently and engage in additional activities where appropriate.

• Continuous improvement is a key part of the strategic layer focus and should seek inputs from personnel involved in delivering work; ‘customers’ of the work; in addition to the DRES leadership. Establishing a culture that aims for improvements each year on what is delivered and how it is delivered can help to translate savings made in improving efficiency into increased effectiveness in achieving the mission.
Findings and insights

3. DRES needs to be proactive in engaging to learn how it can be better

Only a small number of areas receiving outputs from DRES were able to be contacted during the period available for analysis. Of these groups, opinions varied substantially.

The Navy ESSP Administration group reported very positive engagement with DRES, receiving advice that was timely, accurate and fit for purpose. Information from DRSC members, collected as part of the DRSC reform analysis, and advice by DRES senior executive including [redacted] and [redacted] both expressed concerns with examples of DRES outputs in terms of timeliness, quality and sophistication (described as awareness of the mission and consideration of second/third order impacts).

Regardless of whether feedback is positive or negative, by actively seeking to understand how the organisation can improve, DRES will have access to the information that enables it to evolve and improve if effort is undertaken. It is important to note that if information is collected, a feedback loop should be incorporated to show how the information has been used. While it will not be practical to deliver all sought improvement activities at once, demonstrating that the feedback has been taken on board and that a plan for how to address concerns is important to showing customers that their suggestions have been understood and valued.

Opportunities

This finding represents a cultural change for DRES to address the concerns of consumers of DRES products – regardless of whether the current perception is positive or negative. By establishing processes that encourage utilising opportunities to identify how DRES can be better and treat seeking improvements as part of the BAU, DRES will be able to develop closer relationships with customers, be seen as more responsive to customer needs and provide the information that enables individuals to be accountable for success and DRES to address capability shortages.

• Embedding a culture of continuous improvement requires that staff understand the change in what ‘good’ looks like. ‘Good’ ceases to be delivering an activity or piece of advice without complaint; instead, ‘good’ includes genuine conversations with customers to understand whether DRES outputs are meeting their needs, how it could be better, discussing potential changes more broadly, and deciding how unmet needs will be addressed. When this culture is successfully embedded, it removes the concept of ‘good enough’ and replaces it with ‘how we can be better’.

• This culture attribute contributes to three other drivers identified by RYD leadership as important for DRES moving forward:
  • High levels of accountability
  • Improved relationships with customers / consumers, and
  • Better understanding of how DRES contributes to the RYD mission.
Findings and insights

4. Activities and decisions should be supported by data or evidence.

RYD leadership identified that data is becoming increasingly important in demonstrating the value RYD and DRES delivers to Defence. There are many sources of information available that can help to shape DRES future activities – both with the Advisory Body and through to how DRES identifies which parts of industry or which employers to engage with.

The increasing availability of data as a result of new and emerging capabilities such as 1800 Defence, provides new opportunities for DRES if it possesses the skill sets to draw insights and, where data is lacking, gather and analyse relevant information.

Embedding a data-driven approach to activities and decisions contributes to other key findings by:

• Enabling KPI measurement and evaluation (finding 2)
• Increasing accountability for outputs (finding 5), and
• Evaluating intervention to reduce risks or poor performance (finding 6).

Opportunities

• To increase the use of data and evidence in decision making, there is a need for research and analysis capabilities – an individual (or group of individuals) with the necessary skills, knowledge and experience to effectively generate, gather, store, analyse and use data.

• For leaders not experienced in working with data or using data insights to drive decision making, training may need to be provided to build familiarity with basic data analysis approaches and establish a level of comfort in incorporating data into decisions. The Australian Public Service Commission provides free access to a Data literacy skills suite of online training for APS employees at all levels who are not data specialists.

• Installing a data-driven culture requires that the capability exist and that personnel have a reason to seek / access the capability. This can be achieved through the addition of a step in business processes that brings a data-lens to activities or through revising documents to call out what data has been sourced, what insights were identified and what is being done with regards to them. It is important to note that individuals with data analysis capability are often in high demand. While salary is a factor in recruiting and retaining these individuals, for many, an important factor is knowing that their work is valued and contributes to decision making. Feeling that their work is underappreciated or unused is a common reason for analysts to seek alternative employment.
## Findings and insights

### 5. People need to perform at level and be accountable for contributing to outputs.

Several interviews raised the importance of accountability – for the quality of work, for appropriate expenditure of funds, for minimising risk, and for utilising resources effectively and efficiently to achieve the RYD mission.

RYD is currently developing tailored role descriptions that provide clarity about what is to be done and how it is to be done. This finding relates to holding individuals accountable for their actions and contributions, and the ensuring that personnel with management responsibilities understand their role in managing team performance and contributions. Accountability is not only related to performance – it relates to whether the work and activities being undertaken are an effective and efficient contribution to enhancing Reservist contribution to Defence Capability and Preparedness and being able and willing to identify where they do not.

It is recognised that this is not a new finding given the level of effort in reforming the DRSC and the changeover in staff over the last 18 months, however, there is a need to continue and renew focus on accountability.

### Opportunities

- An important prerequisite to accountability is clarity of purpose and mission. Other findings have already raised the importance of connecting individuals and activities to the RYD / DRES mission and the value chain through which it delivers value to Defence. A high degree of accountability is particularly important where roles have responsibility for driving and managing their own workloads – a factor that will become more common with the cessation of the DRSC.

- While it is possible to hold people to account, this finding focuses on the potential value of instilling and building personal accountability in DRES personnel for their own contributions; as such, this is a cultural change rather than a process change. In order to affect cultural change, personnel need to understand why accountability is important both to DRES and to the individual.

- One of the opportunities associated with this finding is being able to demonstrate value for money and efficient/effective use of funds.

- An important consideration under this finding is that where new capabilities are required, they are correctly aligned to the Defence Australian Public Service Standard Classification of Occupations (DAPSSCO) framework. As DRES duties evolve in response to the strategic drivers that have been identified, it is increasingly important to align new roles correctly with the duties they are required to deliver as part of setting them up for success.
Findings and insights

6. Where risks or poor behaviours exist, DRES needs a plan to address and a way of tracking/testing whether the intervention is successful.

Tied closely to finding 5 (accountability) is the need for intervention where risks or poor behaviour exists and a means of evaluating whether the efforts to resolve the issue have been successful. As noted previously, DRES has undergone substantial changes over the last 18 months to address many identified issues of underperformance, reputational risk to Defence and failure to contribute effectively and efficiently to the RYD mission. Discussions with RYD and DRES leadership have identified that despite the efforts that have occurred, there are still areas and roles where poor behaviours and risks exist.

Defence and APS employment guidelines provide guidance and direction on how to manage underperformance, however, in the case of DRES, there are roles where the structure within the organisation makes it difficult for underperformance activities to be conducted – for example, in State/Territory offices where different duties, an inability to compare performance and the implications of posting cycles can make it difficult for the local manager to consistently track and manage performance.

Opportunities

- The cessation of the DRSC and creation of the Advisory Body are contributing to changing requirements in DRES, particularly in State / Territory offices. The need for increased engagement with Reservist employers and industry creates the potential for new roles in areas with sufficient Reservist demand to justify increased effort and investment. It has already been identified that State / Territory based APS 5 administration officer roles (currently listed as Operations Managers) are not suitable to independently undertake engagement with external stakeholders. The new opportunities include the potential to create an APS 6 Industry Engagement role that can also contribute a more stable supervisory capability in select State / Territory offices.

- Where the size of the location does not drive the need for a revised structure, changes in internal policy relating to the dual management of underperformance can be enacted to provide a level of consistency, independence and calibration to provide a process that is fairer to the employee and to DRES as an organisation.
Value chain

Introduction
A value chain is used to illustrate the key functions and processes that drive value creation in a business. In organisational design the form, as well as capability and capacity requirements, follows function. Creating a value chain informs the structural design process helps to ensure all critical functions are captured and aligned.

What is the purpose of the value chain?
- A value chain is used to illustrate the key functions and processes that drive value creation in a business
- In organisation design, form follows function. Creating a value chain informs the structural design process helping to ensure all critical components are captured and aligned
- It describes the system in a consistent way, acknowledging the activities that must be conducted at the highest level, and is often used by leaders to explore with teams how they contribute
- Considering a system level view of the personnel value chain helps us to better understand the required actions and related steps across the continuum
- The value chain produced as part of this activity will be used to drive conversations with stakeholders about the system and the roles within it

Value chain options
A current lack of clarity regarding accountability for the overall system of Defence Reservist policy was identified at the design workshop on 29 July. In response to this, two options were considered – one (current posture) based on how extant responsibilities and work is currently assigned and a second (forward leaning by HRYD) based on a hypothetical change to responsibilities to clarify accountability for the overall system of Defence Reservist policy.

Following discussions with DRES leadership, the value chain used for analysis is current posture - based on continuing the current responsibilities and accountabilities relating to Reservist contribution to Defence policy (and specifically the uncertainty about ownership of reservist policy) remains and DRES through HRYD contributes to but does not own policy.
**DRES value chain - current posturing**

**Layer**
- Strategic Layer
- Delivery Layer
- Enabling Layer
- Influencing Layer

**Function**
- Performance and Improvement
- Scan environment
- Define and adapt
- Deliver
- Evaluate

**Outcome**
- DRES Purpose and Identity, Continuous improvement,
- Reservists contribute to ADF capability
- Employers excited to support Reservist employees & engage with Defence
- Reservists available to contribute to ADF capability
- Providing essential services to internal (DRES) customers
- Shape key elements that it can influence but not control.

**Main Customer**
- Services & CJC:
  - Define capability requirements
  - Advice on Reservists contribution to capability
  - Deliver advice (DRSP / ESSP)
  - Advice on Policies & Targets for Reservists
- Advisory Board:
  - Identify focus areas
  - Secretariat & Administrative support to Advisory Board & WGs
  - Report writing and dissemination
  - Advice to inform Policy
- Employers:
  - Target and engage with
  - Awareness and understanding
  - Deliver advice (DRSP / ESSP)
  - Pay / Administer ESSP
  - Celebrate contribution
- Reservists:
  - Attract and recruit
  - Training / L&D
  - Deliver advice (DRSP / ESSP)
  - Performance talent and career mgmt
  - Retention, transition, engagement

**Key**
- DRES role: Blue = Lead, Blue = Contribute, White = Not involved

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**Value Chain - opportunities compared to current state**

**Identified improvement opportunity**

1. Clarity around the value DRES delivers and how individuals contribute to it.
2. Reviewing performance (activities and capability delivered over time) with a goal of identifying how it can be improved to better achieve the RYD mission.
3. Embed a data-driven evaluation methodology to collect feedback and measure capability.
4. Establish, grow and maintain relationships with DRES ‘customers’.
5. Incorporate Advisory Body analysis into Defence policy contributions.
6. Build key employer awareness of benefits of employing Reservists through targeted activities and tailored benefits.
7. Increase quality assurance and training activities to increase consistency of ADF Reservist enablers.
8. Establish CRM database and drive information refresh (Intranet/internet).
10. Increase strategic planning and develop and maintain SOPs for activities.
11. Increase staff accountability for at-level performance. Focus on knowledge gap identification and resolution.

12a. Influence ADF Conditions of Service using information generated through Advisory Body findings and recommendations, shared with P&IE and ESSP teams to drive change within Defence.

12b. Support the development and implementation of polices and procedures that close the gap between TWIM concept and in-practice application.

13. Working through the Advisory Body, establish bidirectional relationships with key Defence industries to identify Reservist barriers and raise awareness of Reservist benefits.
Recommendations
Introduction

The preferred design was co-developed with the DRES / RYD leadership following the presentation and discussion of a series of options (found at Appendix D) in the second phase of this project.

The structure is designed to address the increased reliance on DRES personnel to undertake employer engagement activities following the cessation of DRSC, with a minimum of additional FTE in addition to taking advantage of other identified opportunities including enhancing policy outcomes, incorporating data and evidence and improving line of sight between activities and contribution to Defence.

The proposed organisation aligns effort more effectively against desired outcomes to deliver increased value to Defence despite an overall reduction in capacity (when considering the cessation of the DRSC). The total number of additional FTE proposed for this structure is seven full-time roles – one EL1, four APS 6, two APS 5.

To achieve the efficiencies identified in this structure, DRES must consistently have the right capabilities, attitudes and skills among employees in the roles. A series of recommendations have been made based on opportunities identified in the current state to ensure that the leadership, culture and process practices are in place to enable the structure to deliver as planned.

<table>
<thead>
<tr>
<th>Section</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommended macro structural design</td>
<td>To introduce the proposed structural design and provide information about how it aligns with the evaluation criteria of RACI, value chain activities, comparison to design principles.</td>
</tr>
<tr>
<td>Preferred structural option design (to team level)</td>
<td>How the proposed structure converts to individual roles including where additional FTE or AFS have been proposed.</td>
</tr>
<tr>
<td>Features and considerations of proposed structure</td>
<td>Discussion of features, benefits and possible challenges associated with the proposed structure, broken down by teams.</td>
</tr>
<tr>
<td>Comparison with current state</td>
<td>Comparison of the proposed organisational design with current state findings to identify additional recommendations necessary to achieve the desired outcomes.</td>
</tr>
<tr>
<td>Change Impact Estimate</td>
<td>Estimate of the perceived degree of impact associated with adopting the proposed DRES organisational design and structure.</td>
</tr>
<tr>
<td>Implementation roadmap</td>
<td>High level map of activities to be undertaken to achieve the proposed organisational design.</td>
</tr>
<tr>
<td>Recommended next steps</td>
<td>Steps to maintain momentum from the organisational design and begin the change journey.</td>
</tr>
</tbody>
</table>
Structure overview

Introduction
The structure proposed for DRES aims to capitalise on opportunities for improvement that were identified through the current state analysis and have been considered against the design principles.

Structure concept / overview: Refined sub-team design
This structure has been developed with DRES and prioritises aligning DRES teams with value chains. In addition to alignment with Value Chain structures, this approach aligns teams and activities against:
- Planning/Thinking (P&IE / NPP)
- Operational activities (Regional)
- Support (ESSP).

1. Employer Support & Service Protection
   - Employer Support
   - Reservist Support
   - SME & second tier advice re: ESPS administration & Defence Determinations
   - ESPS administration audits
   - Coordination / Administer presentations to Reserve groups on Employer support payments / DRSP
   - Maintain & refresh internet / intranet material relevant to team
   - Education and administration of Reserve Service Protection Act
   - Mediation between employers, Reservists and Defence units

2. Policy & International Engagement
   - Policy & International Engagement
   - Advisory Body Support
   - Policy impact to Reservist
   - International links re: Reservist Policy
   - Set up and administer Advisory Body
   - Establish and support Working Groups
   - Develop reports, minutes and introductory materials
   - Gather & analyse defence data relating to Reservists
   - Coordinate the approval and distribution of Advisory Body & Working Group materials into Defence.
   - JRWG Secretariat
   - Maintain & refresh internet / intranet material relevant to team
   - SME & second tier advice re: Reservist policy

3. National priority and planning
   - National priority and planning
   - Employer & Reserve Relations
   - National Event Planning
   - Strategic planning and alignment of activities to purpose (value chain)
   - Advice and assistance to regions
   - Set national priorities and programs
   - Develop SOPs and drive national consistency
   - Customer relationship management including strategic relationship maintenance
   - Provide avenues into national events for communications, media, strategic outcome alignment.
   - POWA/Tasman coordination
   - Maintain & refresh internet / intranet material relevant to team
   - SME & second tier advice re: POWA / Tasman queries

4. Regional Engagement
   - Regional Engagement
   - Stakeholder management
   - Event coordination
   - Establish, build and maintain working relationships local & State/Territory Industry and current or potential reservist employers in accordance with national priority and planning
   - Plan and execute local employer engagement events, including boss lift, executive stretch, employer support awards and other employer engagement activities – aligned to national priority and planning
   - Maintain & refresh internet / intranet material relevant to team
   - SME & second tier advice re: local events and local supportive employers
Structure overview

This page:

- illustrates the alignment of the proposed structure to the value chain; and
- identifies who is accountable, responsible, informed and consulted (RACI).

- It should be noted the Director is accountable for each horizontal value chain layer.

The following page (pg 35) summarise the key features and observations of the proposed organisational design and provides a map of the option against the agreed design principles (pg 6).

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Structure analysis

Observations / key features

- A core strength of this design is that teams are aligned to value chains with roles given increased role clarity, accountability and alignment to mission, but the risk of siloing is mitigated by the introduction of a planning / operations / support matrix that flows horizontally across teams to retain connectedness.

- Within this approach, support to the Advisory Body is provided through a sub-team transitioning from Employer Engagement (where DRSC support sits) to the Policy and International Engagement function. This builds better alignment through the Advisory Body value chain and creates an end-to-end loop with engagement with Services/Policy to identify areas where reservist contribution has room to improve; work through the Advisory Body and Working Groups to generate analysis; and return of this information through the same group to the customer that originally identified areas for focus. While this approach (as in Design 1) poses a slight capacity risk relating to the ability of an APS 6 employee (supported by an APS 4 in the NPP team), it represents an improvement over the requirements in the current state where the EL 1 Employer Engagement is overburdened.

- Core to this structure is the introduction of a National Priority and Planning (NPP) team. This team will work alongside the P&IE and the DRES Director to build the strategic link between work conducted in the section and the DRES mission and value chains. The team will be responsible for setting a national plan for events that regional offices will deliver. The team is also responsible for developing SOPs and providing support to improve consistency of DRES events and activities throughout Australia and coordinating national activities.

- Also under this design, Reservist engagement functions such as the Prince of Wales awards and Tasman scheme are combined with the NPP team. This provides additional capacity for the P&IE team to take on board new responsibilities relating to the Advisory Body (particularly at the O5 level in oversight) and enables a better connection between Reservist support and Reservist engagement/reward activities.

Assessment against design principles

<table>
<thead>
<tr>
<th>Design principle</th>
<th>Assessment against design principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes focussed</td>
<td>As part of this design, the greater alignment between the activities sections do and value chains (in particular, the ability to structure end-to-end value chains) enables a strong link between the purpose of the activity and DRES’s mission. While there is still a need for managers to introduce KPIs and hold personnel to account. The introduction of the NPP team provides a source that will be responsible for ensuring that activities / events and expenditure aligns to DRES outcomes and drives continuous improvement.</td>
</tr>
<tr>
<td>Role clarity and accountability</td>
<td>The revised sub-team structure enables clear differentiation of routine work between sub-teams with personnel accountable for specific activities. Under this structure, the range of accountabilities in regional areas and the National Employer Engagement team narrows enabling managers to identify consistent skill requirements and to identify and support the resolution of gaps.</td>
</tr>
<tr>
<td>Customer centric</td>
<td>This design provides capacity and capability for an approach that puts customers at the centre of the business and uses data and discussions to drive continuous improvement.</td>
</tr>
<tr>
<td>Data driven</td>
<td>This design incorporates a new researcher role and encourages the leadership to undertake training to build data literacy. In addition, the establishment of a national priority and planning team enables an evidence-based and data-driven approach to considering investment in employer engagement and other activities.</td>
</tr>
<tr>
<td>Organisational resilience</td>
<td>This structure builds on the opportunities resulting from the DRSC reform to address the current span of control burden on the national team manager. The reallocation of functions into the P&amp;IE team and from P&amp;IE to NPP (Tasman &amp; POWA), combined with the introduction of a National planning cell and additional roles in the largest State/Territory areas, increases the organisational capability and reduces single points of failure. Including Advisory Body as a sub-team within P&amp;IE may require that the O5 team lead role undertake duties that are beyond the APS 6 personnel at times.</td>
</tr>
<tr>
<td>Ability to be implemented</td>
<td>Under this option, there will be substantial restructure of roles and responsibilities but, following the initial change impact, has many advantages in attempting to implement due to the alignment with sought cultural change relating to the increase in role clarity and alignment to mission.</td>
</tr>
</tbody>
</table>

Total resource change: +7 FTE

+1x EL 1 (ongoing) – Regional Engagement lead
+4x APS 6 FTE (ongoing) – Regional Employer engagement
+1x APS 5 FTE (ongoing) – Researcher
+1x APS 5 FTE (ongoing) – Regional Engagement Admin Support

Key:

-01
-02
-03
-04
-05
-06

Document Classification: KPMG Confidential
Team level structure design

The structure below illustrates the optimally aligned distribution of roles based on the macro level structure selected after assessment against agreed design principles. Additional information on the features of this structure is presented in pages 36 to 38.

# Contracted support until 30 June 2020
As required Reservist support in line with concurrent WGs post 1 July 2020

**APS FTE transfer from TAS to ACT
*** APS 5 role replaced by Assistant State Manager – O4 (R)**
This section highlights key future state design features and considerations for the ESSP and P&IE teams within the proposed future state structure.

**Feature / consideration**

1. This structure proposes minimal change to the ESSP team. Changes for this team are largely cultural in nature with a continued emphasis on demonstrating value along the Reservist value chain and breaking down silos of subject matter expertise.

2. Discussions with DRES leadership indicated that the Office of Reserve Service Protection (ORSP) has recently been combined with Employer Support to form the ESSP team. Amendments to Defence Reserve Support Protection Act legislation enable DRES to focus on advice, administration, education and mediation rather than undertaking investigations. There may still be occasions when investigation is required. The investigation function may transfer to IGADF however this has yet to be confirmed and should it occur, it will not include a transfer of positions.

3. P&IE’s responsibilities increase but become more focussed as a result of the proposed shifts. All activities align to the Services/CJC or Advisory Body value chains (after transferring POWA/Tasman to ESSP and responsibility for contributing to Australian-based international engagement activities to the NPP team).

4. A key consideration in this structure is the capacity of the O5 DDP&E. Currently, this role leads international representation; contributes to policy and supports a number of ad-hoc activities from RYD and within DRES. This role will have more subordinates and additional responsibilities relating to the Advisory Body. The transfer of POWA/Tasman activities to NPP enables increased allocation of appropriate international engagement activities to the O4 Reservist role.

5. An already planned transition within P&IE has been replacing the current O4 Reservist with an O5 Reservist with Policy experience to take on more of the policy engagement. This change is increasingly important in the new structure with additional duties on the DD P&IE.

6. Transitioning POWA & Tasman activities to the NPP team enables this role to take over international engagement support and secretariat functions, providing additional capacity for the O5 AD P&IE role to manage and work across P&IE and DEPN activities.

7. The addition of an APS 5 researcher with data analysis capability provides DRES with the capability necessary to leverage Defence and Industry data to take a targeted approach to reservist/employer engagement and measuring outcomes.

8. This role will be the principle point of contact for both the Advisory Body secretariat and main Working Groups. The role will include stakeholder coordination, information gathering, and report writing to deliver an outcome from Working Groups. The role will receive capability uplift during the initial stand-up phase from a contracted position (see comment ten).

9. This role is proposed to be filled initially (September to 30 June 2019) via a contractor and will be responsible for establishing the Advisory Body and developing initial SOPs; Induction materials and templates for the Advisory Body and Working Groups and training the ongoing APS 6 (identified in comment eight in their duties. Beyond 1 July 2020, the role will provide support to second concurrent working groups on an as-needs basis through a Reservist with relevant skill sets/experience in the type of work being considered by the working group.

10. Administrative support to the P&IE team (including Advisory Body group) will be provided by an APS 4 position located in the NPP team. Support will include coordinating travel, payments and remittances for the Advisory Body and Working Groups.
This section highlights future state design features and considerations for the NPP team and leadership of the Regional Engagement team.

**Feature / consideration**

11. The creation of a new National Priority & Planning team represents the largest evolution from the current DRES structure. The reasons for establishing this team are heavily linked to several Design Principles. The NPP team increases alignment of all DRES activities to the desired outcomes and will be responsible for ensuring a cohesive approach to building Reservist capacity to contribute to Defences’ Capability and Preparedness. Increased role clarity and accountability in State / Territory Offices by enabling focus on key activities (either event coordination in accordance with National standard through SOPs) or local engagement with Industry / Employers. It has a strong contribution to a customer centric organisation by driving (from the EL 1 role) the strategic layer of the value chain, ensuring that each DRES team engages with customers as part of a continuous improvement process. It builds organisational resilience by establishing capability to support events or stakeholder consultation in regional areas should key personnel become unavailable or positions become vacant. This team also has an important element in enabling the proposed structure to be implemented as the reduction in State / Territory role complexity resulting from cessation of DRSC support activities and establishment of national strategies for employer engagement and events provides the additional capacity necessary for State / Territory Offices and the Regional Engagement Manager to focus on their emerging responsibilities relating to Employer engagement.

12. The requirements of this role, include: responsibility for ensuring a national agenda for activities and engagement aligned to Defence needs and for driving customer centric continuous improvement activities across DRES. This role must demonstrate how DRES contributes to Defence.

13. This role will have lead responsibility for managing DRES’s contributions to the Customer Relationship Management (CRM) tool; (administration expected to be hosted in RYD more broadly). In addition, the role will hold and maintain strategic relationships with external organisations relating to Industry and Employers and support regions with local engagement of strategic relationships.

14. This role has responsibility for mid to long-term forward planning of events aligned to a national priority and program that can clearly demonstrate it’s contribution to DRES/RYD missions and desired outcomes. The role will be involved in developing SOPs and driving National consistency for events delivered by State / Territory Offices and will influence the allocation of funds for events in line with contribution to DRES outcomes. The role will additionally work with the P&IE section to develop and maintain knowledge of the strategic needs of Defence as it relates to Industry and Employer engagement and maintain a national address/invitation list for strategic, growth or focus employers.

15. DRES has secured a previous State Manager as a Reservist to provide a limited (approximately 40 days per year) capacity as a coordinator for major Exercises.

16. This role will provide administrative support to both the NPP team and the P&IE team. Administrative support to include: coordinating travel, payments and remittances for the Advisory Body and Working Groups.

17. The Regional Engagement team encompasses all of the State / Territory offices with a revised remit associated with planning and executing events locally in accordance with the NPP calendar and engaging with local Industry or Employers per NPP priorities.

18. This role’s responsibility is to manage State / Territory Offices and act as a exchange point between State/Territory personnel and the NPP team and ensuring that activities contribute to National agenda for engagement as planned. It has been noted that the relationship between the EL1 NPP and O5 (or EL1 should additional AFS not be possible) for Regional Engagement is of critical importance to the success of this structure.

19. Role provides administrative support to the Assistant Director – Regional Engagement position including support to travel, coordination, consolidation of materials from State / Territory offices and where necessary, back-up to the ACT Operations support.

20. Approximately 150 days per year of administrative support provided by a Reservist.
This section highlights key future state design features and considerations for State and Territory offices in the Regional Engagement team.

**Feature / consideration**

21. A key feature of this structure and each of the other proposed organisational structures has been exploring the structure of State / Territory offices in consideration of the identified strategic drivers – in particular:
- DRSC reform resulting in a reduction in administrative/secretariat support to State / Territory and Regional DRSC councils.
- DRSC reform resulting in a need for State/ Territory offices to have enhanced capability for stakeholder engagement with Industry / Employers.
- TWM and increasing Defence demand for Reservists driving the need to focus engagement activities on Employers or Industries that will result in the greatest contribution to outcome (Reservist capability to contribute to Defence).

In response, the revisions to State / Territory structures move away from a one size fits all approach and increases capability in areas with the greatest opportunity to contribute to outcomes.

22. Building on comment 20, NSW, VIC and QLD consistently represent the highest number of Employers, according to reporting by the Australian Securities and Investments Commission (ASIC), and the highest number of Reservists according to data published by the Defence People Group. As these areas represent the greatest opportunities for Defence to increase targeted engagement, it is proposed that these State / Territory teams be restructured to have one APS 6 position – managing and coordinating events and managing the APS 4 position, one O4 (Regular) position – leading employer engagement; and one APS 4 position – providing administrative support, as a standard structure.

A critical component of this change is that while a new APS 6 position is being created, the responsibilities and expectations for this role are substantially different to those of the extant APS 5 positions in these locations. To enable role clarity and to reflect the breakdown of activities as appropriate for levels, the APS 6 position is a Communications Officer within the DAPSSCO framework (which emphasises event coordination and Liaison) while the APS 4 role will be an Administration support function - managing travel, finances and supporting the State / Territory team as directed.

23 & 24. Currently DRES maintains a joint presence in Victoria and Tasmania with an APS 5 Operations Manager in Tasmania under the direction of the VIC O4 State Manager. With the cessation of DRSC State / Territory and Regional bodies and the minimal number of employers (26,421 according to ASIC April 2019) and Reservists (697 according to DPG October 2018) in Tasmania; consideration should be given to reducing DRES presence in Tasmania from a full time ongoing APS 5 Operations Manager to an O3 or O4 Reservist Assistant State Manager (using the already vacant position in the Victorian / Tasmanian team) with a target capacity of 150 days per year. This shift enables the transfer of the FTE associated with the Operations Manager role to the ACT and Southern NSW team which supports more than twice as many employers (46,295) and four times as many Reservists (2,841) and currently operates without a dedicated APS employee to provide operations support. The ACT/Southern NSW team has previously been reliant on the National team for support – something that cannot continue with the split between Regional Engagement and National Priority & Planning. Should DRES pursue this approach, engagement with Tasmanian Employers and coordination of Tasmanian events would continue under the remit of a Tasmanian based O3/O4 Reservist with support provided by the Victorian APS 4 and APS 6.

25. Although NT & Kimberley office also have a smaller number of Employers and Reservists, unlike Tasmania, this region has a substantial geographic spread and is too far from the nearest alternative State / Territory office to make regular travel practical. Critically, NT also represents the largest proportion of Australia’s Indigenous population (29.5% compared to 3.3% for Australia overall according to ABS data). Increasing employment with Indigenous Australians is a Defence priority listed in the DWP 2016. To target Indigenous employer engagement and in recognition of a part-time O4, this Territory office has also been allocated an APS 6 role.
Comparison with current state

Introduction

As a result of the current state analysis, six key findings were identified that shape the transformation to the desired future state.

<table>
<thead>
<tr>
<th>Key finding</th>
<th>Application to proposed organisational design</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Understand the importance of the role in the changing Defence context</td>
<td>- The proposed structural changes improve alignment of roles, sub-teams and teams to the organisation’s mission, however, addressing this finding requires going beyond the introduction of a structure.</td>
</tr>
<tr>
<td></td>
<td>- As part of communicating and explaining the changes, the rationale for change must consistently return to the value DRES delivers its customers. Driving forward this culture will help to establish the ‘golden thread of logic’ that enables each individual to connect the work they do with enhancing Reservist capacity to contribute to Defence Capability and Preparedness.</td>
</tr>
<tr>
<td></td>
<td>- Process changes have been identified as part of the proposed organisational restructure that will contribute to achieving this finding. The establishment of the NPP team contributes by aligning stakeholder engagement and event planning to a national agenda based on Defence.</td>
</tr>
<tr>
<td></td>
<td>- For proposed new roles and existing roles, there needs to be a greater understanding of how the role contributes to Defence and increased emphasis by management on individuals taking personal accountability for ensuring that the work that is undertaken and funds that are divested contribute to achieving DRES identified outcomes. Working with employees to identify how their duties, new or revised contribute to the DRES mission will help employees to understand the importance of their contributions and help managers to identify activities that can potentially be ceased or transitioned to other teams where they do not contribute to agreed value chains.</td>
</tr>
</tbody>
</table>
### Key finding

#### Application to proposed organisational design

2. **Consistent and clear expectations are needed for what is done and how it is done**

- In common with the DRSC, DRES roles, particularly those in State and Territory offices had such a wide range of responsibilities and expectations that it was difficult for employees to prioritise planning activities in the face of reactive demands. The removal of secretariat requirements and administrative duties relating to the DRSC State and Regional Councils as well as the identification of groups of employers to target will provide DRES personnel with a narrowed scope of activities.

- In addition, the lack of SOPs and detailed guidance and expectations of how activities would be conducted, led to a variety of approaches and outcomes. Under the proposed structure, the establishment of the NPP and specifically, APS 6 roles responsible for the national engagement agenda and national events planning will provide information and advice relating to the expectations for how events will be coordinated, measured and considered for value.

- Another factor expected to clarify expectations is the increased capacity for State / Territory office management that will be available to the National Manager following the transfer of national planning responsibilities to the NPP team and DRSC (Advisory Body in future) support to the P&IE team. This increased capacity is planned to provide the National Manager with the time and responsibility to take a more hands-on approach with managing State and Territory offices.

3. **DRES needs to be proactive in engaging to learn how it can be better**

- Analysis of the value chain structure revealed that DRES is currently a largely reactive organisation responding to emerging demands and without capacity or expectation that it would engage with customers and clients to learn how it can deliver value better. Under the revised structure, the EL 1 role in the NPP (along with the DRES Director) is responsible for driving across all teams, a continuous improvement agenda that puts customers at the centre of what each team does.

- Particularly during the establishment of this aspect of organisational culture, the identified individual will need to support the identification of methodologies and activities through which teams within the organisation engage with customers to identify the strengths and weaknesses and how DRES teams can work more closely with their clients to deliver better outcomes.
Comparison with current state

<table>
<thead>
<tr>
<th>Key finding</th>
<th>Application to proposed organisational design</th>
</tr>
</thead>
</table>
| 4. Activities and decisions should be supported by data or evidence. | • This finding relates to a need for cultural change within DRES, enabled by the proposed addition of an APS 5 Researcher role.  
• Introducing a new position, particularly at the APS 5 level, will not be sufficient to embed a culture of data / evidence driving decisions and investments. In order to embed this culture, leaders within DRES, need to have an appreciation and enhanced understanding of the opportunities and value of data driven decision making and to embed this as part of the leadership’s expectations for assessing options. To build this capability, DRES leaders are encouraged to complete the APSC’s ‘Data Literacy’ training suite – a set of courses designed for APS decision makers and free to members of the APS.  
• The researcher role will be an important link within DRES connecting P&IE with the broader Defence agenda (what needs does Defence have that it is reliant on Reservists to fill) both to drive Advisory Body discussions and to shape the agenda for engagement and event planning (NPP); delivery of activities (Regional Engagement) and support to Reservists and Employers (ESSP). |
| 5. People need to perform at level and be accountable for contributing to outputs. | • The ability of individuals to perform at level and to be held accountable for completing their tasks is dependent on at least two factors: clarity of role so the individual understand what is expected and capability/capacity so personnel have the skills and capacity required to undertake the task.  
• Within DRES, the restructures within State / Territory offices combined with the reallocation of duties is designed to increase accountability through role clarity and by ensuring that roles are appropriately aligned to the Defence APS Standard Classification Occupation level and skill set.  
• An important group for accountabilities will be the DRES leadership team both in Canberra (EL 1s) and in the regions (APS 6s and O4s). Each of these roles has a responsibility not only for completing their own work, but also for managing employees and ensuring that they are responsible for deliver value for Defence. Supervisors will be supported moving forward with increased availability of data (via the researcher role) and national consistency in SOPs.  
• A next steps activity recommended for DRES moving forward is a skills / capability audit of individuals against the revised duties. This will enable the identification of skills gaps that need to be resolved. |
Comparison with current state

<table>
<thead>
<tr>
<th>Key finding</th>
<th>Application to proposed organisational design</th>
</tr>
</thead>
</table>
| 6. Where risks or poor behaviours exist, DRES needs a plan to address and a way of tracking/testing whether the intervention is successful. | • Over the last 18 months, RYD and DRES leadership have repeatedly demonstrated a willingness to intervene where risks or poor performance exist. This finding, building on finding 5, focuses on the need to maintain this culture throughout the transformation.  
• This finding is also supported by cultural changes and capability uplifts identified previously:  
  • Establishing clarity with regards to how roles and activities contribute to DRES’ outcomes enables the identification of activities that provide limited or no value to DRES’ customers. This will enable DRES leadership to explore the implications of ceasing or transitioning activities to other areas.  
  • Embedding a data-driven decision making culture amongst managers will help to gather the evidence that enables constructive conversations to occur where an individual or area appears to be underperforming.  
  • Another application of data-driven decision making, blended with role clarity is the opportunity for a skills-gap audit. This activity helps individuals and their supervisors to identify gaps in an employee’s capabilities then design a personalised intervention strategy that provides them with the skills, knowledge, experience or mentoring necessary to develop the skills they need or to support the employee to decide whether they wish to transition to another role.  
• In addition to the points identified above, DRES operates within the bounds of the broader Defence organisation and is able to seek support from Defence People Group to manage underperformance, resolve risk or to address other identified poor behaviours such as absenteeism or presenteeism where they are identified. |
Change impact estimate

A high level estimate of change impact has been provided to translate the perceived degree of impact associated with adopting the proposed DRES organisational design and structure. This is a holistic overview including proposed changes in culture, leadership approach and processes in addition to structural changes. This chart is an estimate only and should be updated with a formal change impact assessment process based on which recommendations are adopted.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Immediate</th>
<th>Short term</th>
<th>Medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To 30 Sept</td>
<td>1 Oct – 31 Dec</td>
<td>1 Jan – 30 Jun</td>
</tr>
<tr>
<td>Understanding the importance of DRES role in the changing Defence context</td>
<td>• Establish branch purpose and aspirations via value chain and target culture.</td>
<td>Establish NPP connections with P&amp;IE / Services to identify national priorities.</td>
<td>Develop National priority plans for engagement and events.</td>
</tr>
<tr>
<td></td>
<td>Consistent and clear expectations for what is done and how it is done</td>
<td>Revise position descriptions for changing DRES roles</td>
<td>NPP personnel to develop SOPs for National consistency</td>
</tr>
<tr>
<td></td>
<td>• Establish position descriptions and purpose statements for NPP roles. • Explore and detail RACI implications.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proactively engaging to learn how DRES can be better</td>
<td>• Identify customers for each value chain, segment customers and develop shared aspiration for relationship.</td>
<td>Establish and embed continuous improvement process throughout DRES via NPP.</td>
<td>Implement CRM model including measures of success.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Select and introduce CRM model.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Using data and evidence to support activities and decisions</td>
<td>Identify information sources and establish base line metrics and targets</td>
<td>Review decision making processes to identify opportunities to incorporate data/evidence for improved outputs.</td>
</tr>
<tr>
<td></td>
<td>• Set expectation of leadership participation in data literacy. • Commence researcher recruitment discussions with HR Business Partner (BP).</td>
<td>Build DRES performance framework</td>
<td>Embed DRES performance framework</td>
</tr>
<tr>
<td></td>
<td>Performance at level and accountability for outputs</td>
<td>Communicate expectations based on revised position descriptions</td>
<td>Undertake skills/capability audit against new position descriptions to identify capability gaps to close.</td>
</tr>
<tr>
<td></td>
<td>• Establish accountability as a critical cultural attribute for DRES.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing risk and poor performance</td>
<td>• Explore leaders’ confidence at leading difficult conversations.</td>
<td>Identify extant risks / poor performance</td>
<td>Ongoing review of intervention effect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ongoing review of intervention effect</td>
<td>Managers work with HR BP to remove risk / embed interventions</td>
</tr>
<tr>
<td>Communications stream</td>
<td>• Engage all DRES personnel in the ‘case for change’ – using a summary of strategic drivers to explain the new target state.</td>
<td>Ongoing communications internally and externally:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comms: Baseline</td>
<td>Comms Strategy Implement &amp; Measure</td>
</tr>
<tr>
<td>Structural change</td>
<td>• Consult with HR BP on requirements for structural change.</td>
<td>Change planning</td>
<td>Change management activities</td>
</tr>
</tbody>
</table>
Recommended next steps

The proposed implementation roadmap focuses on the ‘organisation and people’ aspects of organisational change, as these have been the primary focus of this review. It is important to note that the majority of work to date has taken place with the DRES / RYD leadership cohort and that, in order for the change to be implemented effectively, the broader organisation must be engaged to explain the findings to date (the case for change); explain in detail what the vision for the future is and how DRES will change to achieve this and to conduct other preparatory activities such as role realignment; capability gap assessment and engagement with HR BPs to support the change.

In conjunction with the decision process regarding structure, the immediate ‘next steps’ are recommended to maintain momentum from the organisational design and begin the change journey:

• Conduct staff engagement at sub-team level, in particular with State and Territory offices about the findings of the organisational design process and seek agreement to the ‘case for change’.

• Seek contracted support experienced in establishing Advisory Bodies and Working Groups including the development of SOPs and Induction materials. A key responsibility for this role is capability development of the ongoing APS 6 and NPP APS 4 admin support position in the Advisory Body Support team in addition to the development of materials support and initial recruitment and establishment of the Advisory Body. This role should be temporary in nature ceasing on 30 June 2020 at which point the role will convert to Reservist days eligible to be allocated to seeking Reservist support from an individual with a skill set relevant to the work by a Working Group, and only required when concurrent working groups are underway.

• Reform recruitment practices to increase alignment to DRES outcomes, increase leadership involvement in assessing applicants and establish probation protocols to evaluate and where necessary move to alternative suitable applicants using probation clauses.

• Confirm the availability of additional FTE to support DRES to reform. Without additional FTE, DRES is unlikely to be able to respond to the emerging new demands on it following the cessation of the DRSC. This will likely result in increased risk relating to the level of employer engagement and the ability to support the Advisory Body. In addition, being unable to establish the NPP will continue to overstretch the National Manager role with the result that activities and engagement remains local and reactive rather than proactive and aligned to a national agenda.

• Articulate role expectations for newly proposed positions – both as a starting point for recruitment and to shape the distribution of responsibilities for other positions.

• Commence work with HR BPs to coordinate structural change and the establishment of new positions in accordance with Defence People Group Policy. Activities to be conducted in collaboration with HR BPs include: a formal change impact assessment of planned change and a Skills / Capability audit of personnel throughout DRES to identify capability gaps and strategies for individuals to resolve gaps.
Appendices

Introduction

As noted on page 10 (approach), this activity has been an iterative process through which information has been gathered, reviewed, analyses, findings validated then recommendations posed. The appendices contain relevant information and analysis conducted over the course of this activity that does not fit within the main body of the report.

Appendices information is structured aligned to:

- Appendix A: Stakeholders consulted / Documentation reviewed
- Appendix B: Current state structure and functional analysis
- Appendix C: Macro structural design options and recommendations relevant to multiple design options.
- Appendix D: Disclaimers.
A.1 - Information sources

Stakeholder consulted

Stakeholders consulted as part of initial workforce analysis

The DRES Organisational Design builds directly on a preceding workforce analysis piece that sought to understand DRES support to the DRSC and how skill sets may need to change in response to potential DRSC reform options. This starting state provided access to a range of customer insights (from the DRSC via the DRSC reform activities) and with DRES personnel working in the team that engages with Industry and Employers.

- DRES Leadership team
- E&IE National Team
- E&IE State/Territory Offices

Additional stakeholder consultations

In addition to the interviews conducted previously, multiple interviews were conducted with the following DRES and RYD personnel with most of the leadership team identified below participating in multiple workshops.

- DRES Leadership team
- E&IE National Team
- P&IE Team
- ESSP Team
- RYD Leadership
- Other stakeholders
A.2 - Information sources

Documents reviewed
As with stakeholders, information gathered in the workforce analysis conducted prior to the DRES Organisational Design was incorporated into the current state analysis.

Documents reviewed as part of initial workforce analysis
- Memorandum of Understanding between the Department of Defence represented by Vice Chief of the Defence Force and the Defence Reserves Support Council, 2012
- RYD/DRES Establishments Data.
- SWPA Reservist workforce data.
- DAPSSCO Job Profiles.
- APS Job Families Model.
- Interview notes from meetings conducted by the KPMG DRSC Reform team.

Additional documents reviewed
- Reserve and Youth Division / ADF Cadets Headquarters 2019-20 Business Plan
- Department of Defence, 2016 Defence White Paper.
- Department of Defence, First Principles Review – Creating One Defence.
- Department of Defence, Force 2020
- DRES Position descriptions (various)
- DAPSSCO Job Profiles.
B.2 - Current structure

Current state – DRES / ESSP
B.3 - Current structure

Current state – DRES / P&IE

- EL 2 – Dir Res & Employ Support
  - O5 - ADP&IE
    - O4 - SO2 RES SPT
    - O4 - SO2 Pol RES

- Reserve Engagement
- Support to Int. Engage
- Policy Support/Advice

Removed: Names
B.4 - Current structure

Current state – DRES / E&IE

EL1 - National Mgr - DRS

EL 2 – Dir Res & Employ Support

O4 - xxx (R)
NSW State Mgr

O3 - xxx
QLD State Mgr

O4 - xxx
WA State Mgr

O4 - xxx
VIC/TAS State Mgr

O4 - xxx (R)
NT/Kimerlys State Mgr

O4 - xxx
SA State Mgr

O5 – xxx (R)
ACT State Mgr

APS 6 – xxx
Nat. Ops Mgr

APS 5 – xxx
QLD Ops Mgr

APS 5 – xxx
NSW Ops Mgr

APS 5 – xxx
VIC Ops Mgr

APS 5 – xxx
NT/Kimerlys Ops Mgr

APS 5 – xxx
SA Ops Mgr

O5 – xxx
ACT Ops Mgr

APS 5 - xxx (R)
NT/Kimerlys State Mgr

O4 – xxx (R)
SA State Mgr

O4 – xxx (R)
ACT State Mgr

O3 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

O3 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

O4 – xxx (R)
Asst State Mgr

WO2 xxx (R)
Admin Assist

WO2 xxx (R)
Admin Assist

WO2 xxx (R)
Admin Assist

Reservists supporting Regional (x7)

Reservists supporting Regional (x4)

Reservists supporting Regional (x2)

NSW

QLD

WA

VIC & TAS

NT

SA

ACT

National

* Position is approx. 40 days per year and only supporting Exercise Boss Lift - Malaysia

Removed: Names
B.5 - Functional analysis

As part of the current state analysis and target state identification, 76 activities were identified that are conducted by DRES personnel. These activities were grouped into sub-functions based on the primary skill set / capability required and the audience (customer) then into further compressed into functions.

Activities were analysed based on the projected impacts of the strategic drivers including the DRSC reform to identify where change to current functions would be required in future. Nine new activities were identified; 13 activities were identified where DRSC participation/effort would need to be delivered by other personnel (mostly DRES); six activities will largely change and require additional skill sets; four activities will be reassigned and two activities were identified that would cease. The shift in functional requirement helped to define the target state value chain that demonstrates how DRES delivers value to customers.

The full functional analysis including activity level and change requirements has been provided electronically to DRES.
C.1 - Macro structural design options considered

Introduction

Four structures were developed that seek to achieve the design principles, capitalise on opportunities for improvement that were identified through the current state analysis and have been considered against the design principles. For each option a two page assessment was developed to describe the option (1), provide a structural overview (2), demonstrate how the structure aligns to the value chain (3), identify who is accountable, responsible, informed and consulted (RACI) (4), summarise key features and observations of the options strengths and weaknesses (5) and map the option against the agreed design principles (6). In mapping against design principles, consideration is given both to overall suitability and to the risk to DRES’s ability to deliver against the value chain.

Structures are ordered from least change to most change but all are designed to address the emerging capability needs identified through as a result of strategic drivers (including DRSC reform).

The designs are:

1. Minimal change *
2. Delivery chains design
3. Sub-team design
4. Expanded primary focus

* Option 1 (Minimal change) was not recommended but was included to highlight the minimal changes to address emerging requirements – it does not take advantage of opportunities to improve structural alignment.
C.2 - Option 1 overview

Minimal change design

This structure is included to highlight the minimal changes to address emerging requirements – it does not take advantage of opportunities to improve structural alignment.

Alignment to value chains

RACI Matrix

<table>
<thead>
<tr>
<th>DRES components of Value Chain</th>
<th>ESSP</th>
<th>P&amp;IE</th>
<th>Employer engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Services &amp; CJC</td>
<td>R</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td>Advisory Body</td>
<td>I</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Employer Engagement</td>
<td>I</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Reservist Engagement</td>
<td>R</td>
<td>I</td>
<td>R</td>
</tr>
</tbody>
</table>
C.3 - Option 1 analysis

**Observations / key features**

- The RACI matrix illustrates that currently, activities that contribute to a value chain for a customer are spread throughout DRES with multiple levels of responsibility (R) but limited consultation (C).

- In the existing design, there is already a heavy burden on the manager of the Employer Engagement team, with added complexity owing to personnel being broadly geographically dispersed. As a result of the strategic drivers affecting DRES, there are two activities that take on an increasing importance – employer engagement and Advisory Body support – both of which sit primarily within this team under a minimal change option.

- While the easiest to implement, this model is the most difficult to achieve the desired effects with. Without a remit for change driving a fundamental shift in culture and duties, it is possible that opportunities for improvement that have been identified for all designs (e.g. a culture of working with customers to drive continuous improvement and building the golden thread aligning individual duties and activities with contribution to the DRES / RYD mission) will not be dismissed.

- Continuing with the current secretariat / administrative support arrangements in place for the DRSC, the Advisory Body would be supported by one APS 6 (increasing to two when a second working group is created). As noted on page 10, this poses a risk as an APS 6 level role may struggle to build the relationships and obtain the input required from Services and other parts of Defence to identify opportunities for Working Groups and may not have the level of report writing / minute writing experience necessary to convert Working Group discussions into actionable insight reports that are coordinated through the Advisory Body, RYD and Defence.

**Assessment against design principles**

<table>
<thead>
<tr>
<th>Design principle</th>
<th>Assessment against Design principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes focussed</td>
<td>Staff will continue to support a wide range of activities in both State / Territory offices and in ACT based teams. The structure is not optimally aligned to outcomes focused but an improvement is expected as a result of changes in culture and practices relevant to all design options (e.g. the introduction of KPIs aligned to DRES mission).</td>
</tr>
<tr>
<td>Role clarity and accountability</td>
<td>Staff will continue to support a range of value chains and customers through a broad range of activities which inhibits role clarity and accountability. For EL1s in P&amp;IE and ESSP, the role is a mix of leadership and personal duties. For the EL 1 in employee engagement, there are so many people to manage that it inhibits the ability to dedicate as much attention to underperforming areas as would be desired. This would be particularly problematic if the Advisory Body was assigned to this area as engagement activities with Service representatives will initially most benefit from an EL 1 establishing relationships.</td>
</tr>
<tr>
<td>Customer centric</td>
<td>Changes in practices to provide activities and events that deliver more value to reservist employers and Defence indicate a transition towards delivering greater customer value. This models ability to deliver high levels of customer centricity is limited by the structure not being aligned to value chains which makes it more difficult for teams to coordinating a holistic approach to improving outcomes for customers.</td>
</tr>
<tr>
<td>Data driven</td>
<td>As noted in page 9, all designs include a new researcher role and encourage the leadership to undertake training to build data literacy.</td>
</tr>
<tr>
<td>Organisational resilience</td>
<td>Under this design, organisational resilience is strong in pockets but has weak links in critical areas such as Advisory Body support and Employer Engagement leadership. These roles have minimal backfill and are stretched in the number of duties expected.</td>
</tr>
<tr>
<td>Ability to be implemented</td>
<td>This design requires minimal implementation but it is expected to encounter difficulty in achieving the desired effects, particularly relating to Advisory Body outcomes and effective, targeted employer stakeholder liaison activities.</td>
</tr>
</tbody>
</table>

**Total resource change:** +6 FTE

- +4x APS 6 FTE (ongoing) – Regional Employer engagement
- +1x APS 6 FTE (ongoing) post 1 July 2020 – Second WG support
- +1x APS 5 FTE (ongoing) – Researcher

---

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Document Classification: KPMG Confidential
C.4 - Option 2 overview

Delivery Chains design

This structure maps DRES’s teams to align with the outcomes identified through value chains.

The approach provides enhanced use of data across all teams to evaluate work and drive the identification and uptake of opportunities related to DRES mission.

Alignment to value chains

RACI Matrix

Director

Services & CJC

Advisory Body

Reservist Employers

Reservists and Reserve Groups

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**Observations / key features**

- State and Territory teams continue although with an emphasis on engaging with Industry and Reservist Employers through two main types of activities (1) Event management / coordination; (2) Employer stakeholder management.

- This structure emphasises aligning activities (including which employers are engaged with and how they are engaged with) to outcomes. The size and structure of State / Territory offices are based on the size of opportunities and expectation for level of engagement / number of activities to be conducted. Within NSW, QLD, VIC and NT, team is to be led by a newly recruited APS 6 role that will focus on Employer engagement. O4 positions will continue, supporting employer engagement where relevant but primarily focused on event coordination. Where an APS 6 role is created, the APS 5 Operations Manager role will transition to an APS 4 Administration Support role. Additional roles in SA and WA may be required subsequently if Defence decides to increase targeted industry/employer engagement in these regions.

- A new team, headed by a new EL 1 position and supported by an existing APS 6 role (previously supporting the DRSC) will support the Advisory Body. This role will require additional experienced support during the start up phase to undertake one-off activities and to provide specific training and capability uplift.

- Implementing an outcomes focussed design that emphasises accountability is made easier if managers and staff are supported with data and analysis to identify opportunities and objectively evaluate success. A new APS 5 position is recommended to support the collection, analysis and gathering of data.

- When successfully implemented, this design is characterised by strong levels of support provided between teams but minimal overlapping customers to provide greater role clarity, accountability and focus on outcome.

**Assessment against design principles**

<table>
<thead>
<tr>
<th>Design principle</th>
<th>Assessment against Design principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes focussed</td>
<td>Staff currently support a wide range of activities in both State / Territory offices and in ACT based teams. The revised structure emphasises and groups roles that similarity contribute to delivering value. This approach will likely necessitate the conscious use of 1800 Defence where appropriate as the first point of contact for Reservist queries to State / Territory offices to provide personnel with the ability to focus on Employer / Industry engagement. This transition also supports improved data generation but comes at a slight cost of flexibility in Reservist engagement.</td>
</tr>
<tr>
<td>Role clarity and accountability</td>
<td>Enabling EL1 Managers to focus on engagement with a key customer segment enables greater focus on accountability and supports the introduction of KPIs aligned to desired outcomes. This approach encourages the assignment of duties and responsibility for continuous improvement to individuals.</td>
</tr>
<tr>
<td>Customer centric</td>
<td>This structure emphasises the link between teams and the customer they serve and supports increased continuous improvement approach as teams focus on one type of customers.</td>
</tr>
<tr>
<td>Data driven</td>
<td>As noted in page 9, all designs include a new researcher role and encourage the leadership to undertake training to build data literacy.</td>
</tr>
<tr>
<td>Organisational resilience</td>
<td>The emphasis on work that contributes to the mission through a particular customer group risks silo’s emerging where personnel focus on improvements within their area. Within Canberra, regular rotation of APS staff can prevent the establishment of silos and enable cross-pollination of ideas in addition to improved organisational resilience.</td>
</tr>
<tr>
<td>Ability to be implemented</td>
<td>Structurally simple, this approach will require revisions to role descriptions aligned to functions, the creation and recruitment to new roles, shifting and reclassification of some roles. In addition, this approach is reliant on</td>
</tr>
</tbody>
</table>

**Total resource change: +7 FTE**

- +4x APS 6 FTE (ongoing) – Regional Employer engagement
- +1x EL 1 FTE (ongoing) – Advisory Body lead
- +1x APS 6 FTE (ongoing) post 1 July 2020 – Second WG support
- +1x APS 5 FTE (ongoing) – Researcher
C.6 - Option 3 overview

Sub-teams design

This structure builds and revises DRES’s current teams to align with value chains.

The approach provides enhanced use of data across all teams to evaluate work and drive the identification and uptake of opportunities related to DRES mission.

Alignment to value chains

RACI Matrix

DRES components of Value Chain

<table>
<thead>
<tr>
<th></th>
<th>ESSP</th>
<th>P&amp;IE</th>
<th>S&amp;T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Services &amp; CJC</td>
<td>R</td>
<td>C</td>
<td>I</td>
</tr>
<tr>
<td>Advisory Body</td>
<td>I</td>
<td>R</td>
<td>I</td>
</tr>
<tr>
<td>Employer</td>
<td>I</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Reservist</td>
<td>R</td>
<td>I</td>
<td>C</td>
</tr>
</tbody>
</table>

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## C.7 - Option 3 analysis

### Observations / key features

- The sub-team design is intended to provide an enhanced capability over the design 1 (minimal change) while maintaining the current three EL 1 positions. The enhanced capability compared to design 1 relates to two main areas:
  - Although a sub-team, the Advisory Body support function transitions from Employer engagement (where DRSC support sits) to the Policy and International Engagement function. This generates better alignment through the Advisory Body value chain and creates an end-to-end loop with engagement with Services/Policy to identify areas where reservist contribution has room to improve; work through the Advisory Body and Working Groups to generate analysis; and return of this information through the same group to the customer that originally identified areas for focus. While this approach (as in Design 1) poses risk relating to the ability of an APS 6 employee to undertake all the responsibilities, it represents a better balance of work in the section to adding more responsibilities to the Employer Engagement EL 1 role.
  - After moving the Advisory Body function from Employer Engagement, it enables a greater focus on this specific customer group with all of this team’s activities contributing to the same value chain. This enables a second end-to-end consideration of how to continuously improve the means of engagement, including ensuring that stakeholder engagement activities and event coordination activities represent complementary rather than competing lines of effort.
- Also under this design, Reservist engagement functions such as the Prince of Wales awards and Tasman scheme are combined with the ESSP area to provide a single area for SME advice. While not a perfect fit, this transition provides the additional capacity for the P&IE group to take on board new responsibilities relating to the Advisory Body.

### Assessment against design principles

<table>
<thead>
<tr>
<th>Design principle</th>
<th>Assessment against Design principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes focussed</td>
<td>As part of this design, the greater alignment between the activities sections do and value chains (in particular, the ability to structure end-to-end value chains) enables a strong link between the purpose of the activity and DRES’s mission. There is still a need for managers to introduce KPIs and hold personnel to account for these however, within this structure, there is opportunity to seek greater alignment of activities as they relate to achieving effects related to improving employer engagement; generating reservist policy impacts and advice and supporting the Reservist employee value proposition.</td>
</tr>
<tr>
<td>Role clarity and accountability</td>
<td>The sub-team structure enables clear differentiation of routine work between sub-teams with personnel accountable for specific activities. A second benefit of the end-to-end value chains is increased opportunities to work with customers to identify strengths and areas for improvement throughout a range of different activities and to design holistic continuous improvement options.</td>
</tr>
<tr>
<td>Customer centric</td>
<td>This design is a strong enabler of collecting feedback from customers for continuous improvement but the risk associated with including Advisory Body as a sub-team within P&amp;IE is that the APS 6 may not be able to undertake all duties to the full extent.</td>
</tr>
<tr>
<td>Data driven</td>
<td>As noted on page 9, all designs include a new researcher role and encourage the leadership to undertake training to build data literacy.</td>
</tr>
<tr>
<td>Organisational resilience</td>
<td>This structure realigns duties across a three EL 1 structure to reduce the risk of burnout or inability to fully oversee activities, particularly for the Employer engagement lead. It enables the potential to cross train for support in the POWA/Tasman coordination and would include a full APS 4 administration officer to support P&amp;IE international engagement activities. There is a risk relating to capability the Advisory Body support area should the APS 6 role leave without corporate knowledge being able to be shared.</td>
</tr>
<tr>
<td>Ability to be implemented</td>
<td>Option 3 requires substantial restructure of roles and responsibilities but, following the initial change impact, has many advantages in attempting to implement due to the alignment with sought cultural change relating to the increase in role clarity and alignment to mission.</td>
</tr>
</tbody>
</table>

### Total resource change:

- +6 FTE
- +4x APS 6 FTE (ongoing) – Regional Employer engagement
- +1x APS 6 FTE (ongoing) post 1 July 2020 – Second WG support
- +1x APS 5 FTE (ongoing) – Researcher
C.8 - Option 4 overview

Centralised Employer Engagement team

This structure is based on Employer Engagement being the strongest of the DRES value chains and proposes the establishment of employer engagement hubs with specific functions that travel nationally to bring a consistent methodology to engagement and events. The increased travel cost to be offset by FTE reductions from no longer maintaining State / Territory offices.

Alignment to value chains

RACI Matrix

DRES components of Value Chain

<table>
<thead>
<tr>
<th>Director</th>
<th>A</th>
<th>A</th>
<th>A</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; CJC</td>
<td>R</td>
<td>C</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Advisory Body</td>
<td>I</td>
<td>R</td>
<td>C</td>
<td>C</td>
</tr>
<tr>
<td>Employer Engagement</td>
<td>C</td>
<td>I</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Reservist Engagement</td>
<td>R</td>
<td>I</td>
<td>I</td>
<td>C</td>
</tr>
</tbody>
</table>
C.9 - Option 4 analysis

Observations / key features

- This structure illustrates the opportunities associated with a radical redesign. The value chains for DRES show that the area DRES has the most ownership of and accountability for (as opposed to contributing to value chains owned by other areas) is engagement with Reservist employers or potential employers. Engagement with employers will expand as a result of the cessation of the DRSC and it is expected that DRES will take up this responsibility. Within employer engagement, there are at least two types of activity (Stakeholder engagement and Event management), however, current state analysis identified issues with calendar planning and variable levels of engagement, accountability and quality.

- In this approach, employer engagement drives the capability requirements. By establishing cells dedicated to specific functions the cell can focus on evolving identifying the most effective and efficient method is for activities and standardising it.

- This approach represents a more targeted, strategic approach to employer engagement with data and engagement with Services, DPG and DFR identifying which industries or employers to focus on and using a planned calendar of engagement and activities throughout the year that are supported/coordinate by the EL1.

- This model could take two forms – (A) with the employer engagement team centrally located (not necessarily or even ideally in Canberra); or (B) disbursed with cells responsible for different activities based from different areas. Option A enables rotation within the team to spread fresh ideas, increase resilience and prevent staff becoming stagnant in their roles. Option B enables a presence at regional areas to maintain local networks with employers that are not necessarily those targeted.

- This approach will necessarily include increased travel costs compared to the other models but at a substantial reduction in cost due to staffing; increased effectiveness and efficiency as a result of economies of scale and increased professionalisation of personnel undertaking engagement activities through greater planning and more opportunities to practice.

- The negatives of this model include significant cultural change, reduction in total employer engagement and a potential reduction in reservist engagement.

Assessment against design principles

<table>
<thead>
<tr>
<th>Design principle</th>
<th>Assessment against Design principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes focussed</td>
<td>The emphasis on employer (and industry) engagement within this design and the ability to design the workforce to deliver an effect that is both targeted and agile, able to refocus on new types of employers or industries without the risk of offending existing relationships. This design seeks for Defence to achieve its impression and send its message once, rather than through multiple low level attempts.</td>
</tr>
<tr>
<td>Role clarity and accountability</td>
<td>Under this approach, roles have a greater level of clarity than ever before and individuals supporting activities or undertaking stakeholder engagement have increased opportunities to refine and improve their practices and to take accountability for continuous improvement.</td>
</tr>
<tr>
<td>Customer centric</td>
<td>This design prioritises the customer group DRES has the greatest level of accountability and ownership for – Employer relationships and is designed to deliver a smaller number of better quality effects that work in tandem with agreed recommendations by the Advisory Body.</td>
</tr>
<tr>
<td>Data driven</td>
<td>In addition to the upgrade in capability described on page 9, this design enables employer engagement teams to leverage data relating to outcomes across the country to seek efficient and effective events and stakeholder engagement arrangements.</td>
</tr>
<tr>
<td>Organisational resilience</td>
<td>Under this design, it is possible to build a high level of resilience both within micro teams (with multiple roles contributing together) and, if the employer engagement team is co-located, across multiple sub-functions. Resilience is strong within the Advisory Body function, improved within the ESSP team but dips slightly in the P&amp;E team due to the transition of a staff member responsible for POWA/Tasman.</td>
</tr>
<tr>
<td>Ability to be implemented</td>
<td>This design requires substantial effort to be implemented due to the need to identify locations for co-locating employer engagement teams and the effort associated with transferring state and local connections to employers into a strong CRM model. To achieve the best effects, it will require the development and continual refinement of processes for coordinating activities and the development of strong relationships with local representatives such as local COs, Reservists, Youth personnel to gather information relating to event opportunities.</td>
</tr>
</tbody>
</table>

Key:

- Low
- High

Total resource change: +4 FTE

+1x APS 5 FTE (ongoing) – researcher
+1x EL 1 FTE (ongoing) – Advisory Body lead
+1x APS 6 FTE (ongoing) post 1 July 2020 – Second WG support
+1x APS 5 FTE (ongoing) – researcher

* This design has many staffing changes with an overall FTE effect of +4.
C.10a - Changes applicable to multiple structures

There are points of consistent change that are required and have been incorporated into all structural designs. To enable a focus on how the structures differ, these points are identified below where they are common across multiple structures.

<table>
<thead>
<tr>
<th>Approach proposed affecting:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State / Territory Office restructures based on targeted employer engagement</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✗</td>
</tr>
<tr>
<td>To address the increasing requirements relating to effective, targeted, outcomes focussed engagement with industry and employers, the following restructures are proposed in State and Territory teams.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The size and structure of State / Territory offices are based on the size of opportunities and expectation for level of engagement / number of activities to be conducted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Within NSW, QLD &amp; VIC the team is to be led by a newly recruited APS 6 role that will focus on Employer engagement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• O4 positions will continue, supporting employer engagement where relevant but primarily focused on event coordination.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Where an APS 6 role is created, the APS 5 Operations Manager role will transition to an APS 4 Administration Support role.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In NT, the Operations Manager positions is proposed to be advertised as an APS 6 role with responsibilities for Stakeholder Management in line with those in NSW, VIC and QLD. This is to address the variation between regular and Reservist State or Territory Manager.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In WA, SA and the ACT, the State Manager will have reduced targets for employer stakeholder engagement with the Operations Manager accountable for coordinating event management. Should an increase in capability be required, these offices may require additional roles to enable the adoption of the structure in place in NSW, QLD, VIC and NT.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Data driven capability</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Implementing an outcomes focussed design that emphasises accountability is made easier if managers and staff are supported with data and analysis to identify opportunities and objectively evaluate success.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A new APS 5 position is recommended to support the collection, analysis and gathering of data.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Managers – starting with EL / O5 personnel are encouraged to complete the APSC data literacy skills package.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## C.10b - Changes applicable to multiple structures

### Approach proposed affecting:

<table>
<thead>
<tr>
<th>Advisory body stand-up</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The set up of the Advisory Body includes a range of activities that are either:</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>• one-off (cessation and farewell activities for the DRSC, developing selecting criteria for the Advisory Body), or;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• in bulk up front but subsequently conducted rarely (recruitment and selection of Advisory Body members and developing SOPs, policies, procedures and instructional materials).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Noting that DRES does not currently have any roles (although it may have an experienced employee in another roles) that relates to Committee establishment, it would be logical for DRES to seek experienced but temporary support in the form of a non-ongoing employee, contractor, secondment from another organisation or consulting support to undertake the work of standing up the Advisory Body without committing DRES to an ongoing employment arrangement with an employee who may not be suited to the duties associated with leading the Advisory Body support team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• If this role was recruited as an APS employee or secondment, it is envisaged that the support would cease by 30 June 2020, with the role offset by a new APS 6 employee to enable the stand up of a second concurrently operating Working Group.</td>
<td></td>
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</tr>
</tbody>
</table>

### EL 1 led Advisory Body support

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When functional requirements drive capability, the optimal structure for the Advisory body support are influenced by the level of stakeholder engagement that will occur as well as the quality required to prepare effective briefing materials for the Chief of Defence Force and Chiefs of Service.</strong></td>
<td>✗</td>
<td>✓</td>
<td>✗</td>
<td>✓</td>
</tr>
<tr>
<td>• The preferred structure for the Advisory Body support is 1x EL 1 leading a team of 1x APS 6 for each Working Group (up to a maximum of three concurrently) and 0.5 FTE of APS 4 administrative officer associated with each working group. The EL 1 and APS 6 role(s) should be listed with specific required activities and capabilities under the Communications Officer or Industry Policy and Program using the DAPSSCO job family model. The APS 4 role is an administrative officer.</td>
<td></td>
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</tr>
</tbody>
</table>
## C.10c - Changes applicable to multiple structures

<table>
<thead>
<tr>
<th>Approach proposed affecting:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alignment to purpose</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>• Role descriptions that identify how a role contributes value to the primary client and contributes to the DRES / RYD mission.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• For roles with management responsibilities, the requirement that underperformance be managed in accordance with Defence HR practices.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increased personal accountability</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>• The development of KPIs that are relevant to the desired outcomes.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• The inclusion of a KPI that requires all staff / personnel to consider ways to improve efficiency or effectiveness of activities (or the introduction of new activities) that contribute to DRES’ mission.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Skills gap audits to plan learning and development requirements</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>• As part of performance discussions and the transition to a new structure that results in changes to roles, employees should be given the opportunity to self-assess their capability with regards to key capability requirements including those defined by DAPSSCO or the role description. Personnel to discuss their self-assessment with their supervisors who will provide their own assessment of demonstrated capability referencing evidence for claims. Where there is a gap between current capability and the capability required by the role, a training plan will be developed to provide employees with access and opportunity to formal training, experience opportunities or mentors to enable the individual to develop necessary skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recruitment as a long term investment</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>• As part of this activity, there are recommendations for new roles and changes to roles that will necessitate recruitment. Recruitment, particularly in State / Territory offices represents a long term investment. It is recommended that until the structure stabilises (1 July 2020), recruitment of any APS 6 roles include the team EL 1, DRES Director and at least one external HR representative. Recruitment below the APS 6 level to include at least the team EL 1 and an external representative.</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Inherent limitations

This report has been prepared as outlined in the Approach Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study and the reported results reflect a perception of Department of Defence personnel but only to the extent of the sample consulted, being Department of Defence’s approved representative sample of management and personnel. Any projection to the wider management and personnel is subject to the level of bias in the method of sample selection and restrictions inherent in the individuals interviewed and documents reviewed.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, Department of Defence management and personnel consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

The findings in this report have been formed on the above basis.

Third party reliance

This report is solely for the purpose set out in the Approach Section and for the Department of Defence’s information, and is not to be used for any other purpose or distributed to any other party without KPMG’s prior written consent.

This report has been prepared at the request of the Department of Defence in accordance with the terms of KPMG’s engagement letter dated 5 July 2020. Other than our responsibility to the Department of Defence, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party’s sole responsibility.