



Psychological Assessments Remediation Plan - Amendment

Contract for the provision of
Defence Force Recruiting Services 2022

between the

**Commonwealth of Australia
(Commonwealth)**

and

**Adecco Australia Pty Ltd
(Adecco)**

Contract Number: DFR/RSC/2022/Contract10200

© 2023

Document Details

Version History

Date	Document Author/Reviser name	Document Revision
11/08/2023	s47F	Original Submission
27/11/2023	s47F	Amended Plan

Endorsements

Name	Role/Title	Date & revision	Signature
s47F	Director, Performance and Contract, Adecco	1.1	
s47F	Head of Health Services	1.1	

Data Item Descriptor

Requirement	Details
DID Number	DFR-3200
Title	Psychological Assessments Remediation Plan - Amendment
Date of issue	27 November 2023
Version No./Revision No.	v 1.1
Security Designation	Official
Contract No.	DFR/RSC/2022/Contract10200
Data Item Prepared For:	The Commonwealth of Australia
Data Item Prepared By:	Adecco Australia Pty Ltd

Document References

Document Name	Version/Date	Description
s22 - Psychological Assessments – Request for Remediation Plan	Ref: s22 Date: 13 July 2023	Contract Notice Issued by the Commonwealth of Australia requesting a remediation plan be submitted addressing psychological assessment shortfalls
Contract for the provision of Defence Force Recruiting – Recruiting Services 2022	Contract No: DFR/RSC/2022/Contract10200 Date: 1 November 2022	Contract for recruiting services
s22 - Psychological Assessments – Request for Remediation Plan	Ref: s22 Date: 15 October 2023	Contract Notice Issued by the Commonwealth of Australia requesting an amendment to Psychology Remediation Plan

Table of Contents

1. Introduction.....	4
1.1 Background	4
2. Forecast and Corrective Actions	4
2.1 Initial Forecast	4
2.2 Update to initial forecast	5
2.3 Existing corrective actions	6
2.4 Outcomes of actions taken to date	6
2.5 Further Corrective Actions.....	7
2.6 Current forecast.....	9
3. Ongoing monitoring and reporting	10
3.1 Progress against all corrective actions	10
3.2 Reporting.....	10

Attachment A – Update on open corrective actions

1. Introduction

1.1 Background

- (a) On 11 August 2023, Adecco submitted the 'Remediation Plan - Psychological Assessments' (Remediation Plan) in accordance with Contract Notice 008/2023.
- (b) On 20 September 2023, Adecco advised that the forecast included in the Remediation Plan, showing psychology assessment throughput of between s47G s47G by 13 November 2023 required revision.
- (c) By way of Contract Notice 008-02/2023 the Commonwealth requested an amended remediation plan which outlined the causes for the reduction in the forecast and Adecco's proposed actions to bring the forecast back within the original forecast (or whether no further adjustments are proposed).
- (d) This plan addresses the requests made in Contract Notice 008-02/2023.

2. Forecast and Corrective Actions

2.1 Initial Forecast

- (a) 'Remediation Plan - Psychological Assessments' submitted 11 August 2023 (Initial Remediation Plan), was developed within six weeks of the Operative Date of the Contract when service delivery was in a period of stabilisation.
- (b) Working with SonicHeal Plus (SHP) Adecco initiated numerous workshops to identify the root causes of the issues articulated in in Contract Notice 008/2023. At its core were three areas of challenge:
 - (i) recruitment and retention of psychologists;
 - (ii) duration of the psychology training program; and
 - (iii) IT infrastructure.
- (c) Operating assumptions were developed in order to predict the pace at which improvements in Psychology Interview (PI) throughput could be achieved. These assumptions were underpinned by the knowledge of SHP as a leading Occupational Health provider in Australia coupled with the transferred knowledge and experience of incumbent Psychologists and observational data accrued in the less than 2 months of operations.
- (d) While the specific assumptions are located on page 7 of the Remediation Plan, they can be themed up as follows:
 - (i) the number of available DFR accredited trainers and the trainer/trainee ratio;
 - (ii) the number of trainees and a presumed rate of progression for trainees to reach competency;
 - (iii) resolution of IT and booking issues.
- (e) While numerous corrective actions were closed out, as expected these actions did not have a significant impact on uplifting the PI throughput. See Attachment 3 - Impact & Effectiveness Analysis in the Remediation Plan.
- (f) What was underestimated at the time, was the level of support required by trainees through the various phases of training and therefore, the rate at which trainees could be brought onboard due to the required trainer to trainee ratio.

2.2 Update to initial forecast

- (a) On 7 September Adecco advised the Commonwealth that an update to the forecast was necessary as further data and understanding of key success drivers had been gathered. This led to a refinement of the assumption set as seen in Table 1 below.
- (b) The revised forecast indicated a PI throughput of the low s47G (as per Figure 1 below) and, if the s47G trainers could be extended, a throughput of s47G could be expected 24 weeks later.

Table 1: Revised assumptions set

Key assumptions and updates from Remediation Plan forecast	
1.	s47G
2.	A reduction in new trainees from 4-6 per week to 2-5 per month due to the trainer trainee ratio limits above.
3.	s47G
4.	Planned and Unplanned leave 15%; unplanned leave is any leave over and above standard employee entitlements.
5.	s47G
6.	Current s47G

s47G

- (c) Adecco continued to seek alternate ways to enhance PI throughput. . The following were assessed as having a significant influence on the rate of uplift:
- (i) total FTE trainers including any willingness to hold capacity flat and using further SHP Accredited Psychologists as trainers (i.e s47G [REDACTED])
 - (ii) s47G [REDACTED]
 - (iii) material change to the pace of training including access to the training materials outside of the DFRN; and
 - (iv) material change to the Assessment and/or Reporting Writing Requirements (Risk and Role Based).
- (d) At this time, Adecco also advised that the total number of candidates sitting in the s47G [REDACTED] was not growing. More work was, and continues to be, required to assess the legitimacy of the pipeline to better focus efforts on candidates ready and wanting to progress.
- (e) The activities noted in section 2.2(c)(iii) and (iv) were discussed at a workshop between the SHP Lead National Psychologist, Adecco Head of Health Services and the Commonwealth's Chief Psychology Officer (CPO). The revised training program was broadly agreed. s47G [REDACTED]

2.3 Existing corrective actions

- (a) The corrective actions developed in support of the Remediation Plan remain current and continue to be implemented to achieve an increase in PI throughput. The actions sought to increased recruitment and retention of psychologists, optimise the training program and enhancing supporting IT infrastructure. Of the 23 corrective actions 19 have been closed, with 4 remaining open but actively progressing to closure. The 'short notice call forward' action in the Remediation Plan is categorised as 'In Progress' as while the list has been established, it is still being refined operationally.
- (b) An update on the remaining open actions, can be found at Attachment A.

2.4 Outcomes of actions taken to date

As seen in Figure 2 below, steady improvement has been realised since late August 2023.

s47G

2.5 Further Corrective Actions

- (a) Adecco has assessed a suite of possible actions to bring the forecast closer to the original dates as noted in section 2.2(c) above. Of those measures 2.2(c)(iii) has been progressed as it was assessed as having the most significant impact on the rate of PI capacity growth.

- (b) In essence, s47G
 s47G
 s47G
 s47G Table 2 below indicates progression through the five phases of training.

Table 2: Accelerated training program

Phase	Min (days)	Max (days)
Phase 1 Nil Psych Interviews conducted by Trainee	s47G	
Phase 2 Nil Psych Interviews conducted by Trainee	s47G	
Phase 3 1 x Psych Interview per day conducted by Trainee	s47G (time spent in Phase)	s47G (time spent in Phase)

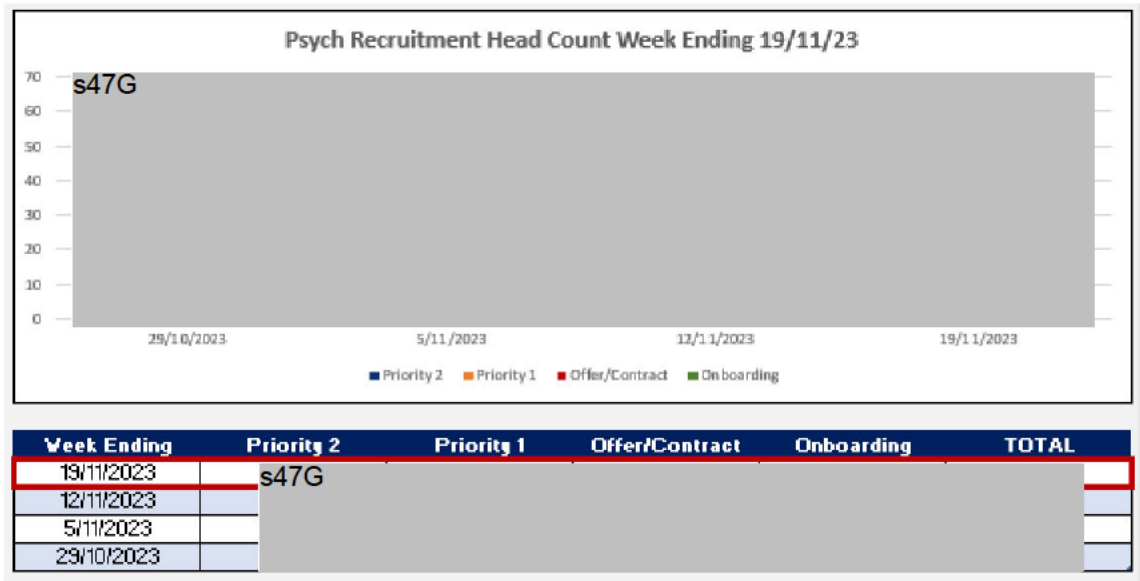
Phase	Min (days)	Max (days)
Phase 4 2 x Psych Interviews per day conducted by Trainee	s47G (time spent in Phase)	s47G (time spent in Phase)
Phase 5a	s47G (time spent in Phase) s47G	s47G (time spent in Phase) s47G
Phase 5b s47G Psych Interviews per day	Varied	Varied

- (c) As the training is now an intensive period of around s47G, the period between intakes can be significantly shortened; see Table 3 below. The intake size is representative of the recruitment pipeline for psychologists which was the other activity seen as having a significant impact on the growth in PI capacity. This was actively pursued through a joint recruitment partnership between Adecco Red and SHP since late July and has rendered significant results with the psychologist pipeline sitting s47G; see Table 3 below.
- (d) From February 2024, it is assumed that an additional s47G s47G will be brought into the training program.

Table 3: Training plan from November 2023 – January 2024

Intake schedule	Intake size
Nov 23	s47G
Dec 23	
Jan 24	

Figure 3: Psychologist recruitment pipeline



2.6 Current forecast

The combined effect of the accelerated training program and shortened periods between intakes has been modelled. The resultant forecast sees PI reaching available capacity of circa s47G ; see Figure 4 below. This assumes continued availability of trainers from s47G and does not account for any possible resignations or significant unplanned leave events.



3. Ongoing monitoring and reporting

3.1 Progress against all corrective actions

- (a) Monitoring of all corrective actions continues to occur at the weekly operations meeting held between Adecco and SHP where any impediments or constraints to closing out the corrective actions are discussed.
- (b) The number of corrective actions including closed and open status are included in the weekly dashboard produced by SHP which is shared at the meeting noted in 3.2(a) below and can be made available more broadly should the Commonwealth request.

3.2 Reporting

- (a) A joint Adecco and Commonwealth CPO weekly ELME and PI status update meeting, chaired by the Adecco Head of Health Services tracks PI capacity, recruitment and training pipelines as well as an update on remediation actions (where relevant).
- (b) In addition, the weekly status dashboard and the open action items will be discussed at the weekly meeting between Director DBCM (Commonwealth) and Director Contract & Performance (Adecco).
- (c) Adecco will submit a report which outlines how the corrective actions are tracking and achievement against forecast on 31 January 2024, 28 February 2024 and 30 April 2024.

Attachment A – Update on open corrective actions

Action	Update	Status	Completion Date
P-CAP 1.7 Build a bench	s47G	5%	By June 2024
P-CAP 1.9 Retention of Psychologists		50%	Ongoing
P-CAP 2.6 Optimise training delivery		90%	22 December 2023
P-CAP 1.8 s47G after 6 months		0%	Commencing early January 2024
Short Notice Call Forward		90%	In Progress



Medical Assessments Remediation Plan

Contract for the provision of
Defence Force Recruiting Services 2022

between the

**Commonwealth of Australia
(Commonwealth)**

and

**Adecco Australia Pty Ltd
(Adecco)**

Contract Number: DFR/RSC/2022/Contract10200

© 2023

Document Details

Version History

Date	Document Author/Reviser name	Document Revision
	s47F	Original Submission

Endorsements

Name	Role/Title	Date & revision	Signature
s47F	Director, Performance and Contract, Adecco	1.0	
	Head of Health Services	1.0	

Data Item Descriptor

Requirement	Details
DID Number	DFR-3200
Title	Remediation Plan
Date of issue	
Version No./Revision No.	v 1.0
Security Designation	Official
Contract No.	DFR/RSC/2022/Contract10200
Data Item Prepared For:	The Commonwealth of Australia
Data Item Prepared By:	Adecco Australia Pty Ltd

Document References

Document Name	Version/Date	Description
CA NOTICE 016/2023 Medical Assessments Request for Remediation Plan	Ref: BN71522220	Contract Notice Issued by the Commonwealth of Australia requesting a remediation plan be submitted addressing medical assessment shortfalls
Contract for the provision of Defence Force Recruiting – Recruiting Services 2022	Contract No: DFR/RSC/2022/Contract10200 1 November 2022	Contract for recruiting services

Table of Contents

1. Overview	4
1.1 Background	4
2. Objective and Approach	4
2.1 Objectives	4
2.2 Approach and Identification of Opportunities.....	5
3. Get to Green Plan	5
4. Opportunities	12
4.1 Insufficient number of SHP resources	12
4.2 Establishment of SHP clinics	12
4.3 Bookings/ICT system	12
4.4 ELEMs occurring in clinics remote to candidates	13
4.5 Additional opportunities	13
5. Detail regarding Medical Officer FTE.....	14
6. Time to Target	15
7. Monitoring and reporting	16
7.1 Progress and reporting	16
8. Resources	16
8.1 Roles & Responsibilities	16
9. Risks	16
9.1 Risk Register.....	16
 Attachment A	 18
Attachmnet B	24

1. Overview

1.1 Background

- (a) On 23 October 2023, Adecco submitted a Get to Green Plan – Medical which sought to address issues that had been identified with the processing of candidates through medical assessments.
- (b) On 2 November 2023 the Commonwealth issued Contract Notice 016/2023 requesting Adecco submit a Remediation Plan (the 'Plan') addressing performance issues associated with:
 - (i) an insufficient number of Sonic HealthPlus (SHP) resources available to support the required Entry Level Medical Examination (ELME) and Medical Attestation Examination (Attestation) throughput;
 - (ii) s47G [REDACTED]
 - (iii) difficulties with the booking / ICT system;
 - (iv) difficulties in direct engagement between candidates and SHP; and
 - (v) Entry Level Medical Examinations (ELMEs) occurring in clinics remote to candidates.

Further, the Commonwealth were seeking clarity on how progress would be made to achieving the s47G ELMEs required to deliver against current and forecast targets (the Objective).

- (c) Adecco has continued to build and refine the content of the Get to Green Plan – Medical which forms the backbone of this Remediation Plan, and which is contained in Attachment A. Adecco has not re-iterated the contents of the Get to Green Plan – Medical but has extracted or elaborated those elements relevant to the Contract Notice or changed from that originally submitted.
- (d) The elements of the Contract Notice are addressed as follows:
 - (i) Section 3 – specific requests made by the Commonwealth with regard to the Get to Green Plan – Medical;
 - (ii) Section 4 – questions raised about the Medical Officer FTE construct; and
 - (iii) Section 5 – performance issues.

2. Objective and Approach

2.1 Objectives

- (a) The Remediation Plan (the 'Plan') documents how Adecco will address, rectify and prevent the reoccurrence of the identified issues. The Plan addresses the requirements of DID-REMP (DFR 3200); see *Attachment B - Traceability Matrix*.
- (b) s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- (c) The increase in throughput will be enabled by three key work streams: increased recruitment of Medical Officers, s47G [REDACTED]
[REDACTED]

2.2 Approach and Identification of Opportunities

- (a) On 3 August 2023 Adecco issued SHP a Contract Notice seeking the submission of a remediation plan which addressed s47G [REDACTED] SHP submitted a remediation plan in mid-August. The parties undertook a deep dive into the elements of the plan and continued to discuss and understand the opportunities and constraints for improvement. Adecco continued to monitor closely the environment and in September the parties co-authored the Get to Green Plan – Medical.
- (b) Learnings from improvements made in the provision of psychology services have been applied in this sphere and in the development of this Plan. As improvement opportunities were tracked and monitored two activities, more than any others, were seen to have a significant and near-term impact on uplifting capacity throughput – focused recruitment efforts and training optimisation. Adecco has and continues to apply these two levers in the provision of medical assessments to increase capacity. s47G [REDACTED] [REDACTED] will see a sustained increase in capacity driving achievement of the Target which is projected for May 2024.
- (c) Engagement with the Commonwealth bore out two supplementary actions. s47G [REDACTED] to support the delivery of medical services, which will aid in increasing throughput. In addition, the Commonwealth provided endorsement s47G [REDACTED] [REDACTED] While the impact of these two initiatives have not yet been modelled, the expectation is that they will positively impact the ELME throughput albeit in a minor way.

3. Get to Green Plan - Medical

- 3.1 On 23 October 2023, Adecco submitted a Get to Green Plan - Medical. Found in Attachment A, this plan sought to address issues that had been identified with the processing of candidates through the medical assessment component of the recruitment process.

The Commonwealth, in the Contract Notice has requested further information of certain elements of the Plan as follows:

3.1.1 s47G [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- (a) There are currently 19 sites operational with Maroochydore and Oxley to open in January 2024. At this time recruitment and training of Medical Officers will be prioritised so the regional higher volume locations of Wollongong, Albury, Bendigo and Coffs Harbour can be brought online. s47G [REDACTED] Albury presents an opportunity for efficiency as an ADFCC s47G [REDACTED]

- (b) Next year the remaining 9 sites will be opened – Orange, Karratha, Cairns, Mt Isa, Gladstone, Mackay, Launceston, Rockingham and Bunbury.
- (c) Candidates identified from a regional or remote location will, as an interim measure, have their ELME booked at an SHP clinic closest to the ADFCC which they are attending for their Defence Interview (DI). This ensures the candidate only needs to travel once and to the same location.
- (d) Any clinic which is or will be opened will be appropriately staffed with the requisite medical positions to perform the services. s47G
[REDACTED]
[REDACTED] The focus on building workforce capacity more generally must be a priority to opening low-volume regional or remote locations.

3.1.2 Completion dates for tasks

Adecco have included s47G [REDACTED] as the suggested completion dates for a number of opportunities and Defence would like to understand the key subordinate tasks and milestones prior to reaching the fully completed dates of June 2024.

- (a) A breakdown of high-level tasks has been included in Table 1 below. Completed tasks have not been included. For the full view of all identified improvement opportunities, refer to Attachment A.

Table 1: Get to Green Plan – Medical

Opportunity	Impact	Description	Key Subordinate Tasks	Key Milestone Dates	Dates/Status
Recruitment					
Accelerate internal applicant pool	High Increase to ~ §47G FTE or such # to deliver recruitment targets	Increase total number of MO's available for training to conduct DFR medical assessments.	§47G	30 November 2023	Before June – ongoing In progress
Targeted external recruitment	High Increase to ~ §47G FTE or such # to deliver recruitment targets	§47G §47G §47G §47G §47G §47G		31 March 2024	Before June – Ongoing In progress
Utilise military doctors for attestations	Medium §47G §47G	§47G §47G §47G §47G §47G §47G §47G §47G §47G §47G		January 2024	In progress

Opportunity	Impact	Description	Key Subordinate Tasks	Key Milestone Dates	Dates/Status
		s47G [REDACTED]			
Minimise lost MO time by utilising SHP locations	Medium s47G [REDACTED]	s47G [REDACTED]	s47G [REDACTED]	21 December 23	In progress
ELME Workflow Optimisation					
Cosigning ADF Form AD363	Low Increase ELME capacity	s47G [REDACTED]	s47G [REDACTED]	15 October 2023	On hold
Improve and optimise medical co-ordinator workflow and capacity	High Increase ELME capacity	s47G [REDACTED]	s47G [REDACTED]	March 2024	In progress

Opportunity	Impact	Description	Key Subordinate Tasks	Key Milestone Dates	Dates/Status
Implementation of DHM from end '22 to '23	High Ensure quality of services	s47G [Redacted]	s47G [Redacted]	30 November 2023	In progress
s47G [Redacted]	High Optimise post Assess phase	s47G [Redacted]	[Redacted]	30 June 2024	In progress
s47G [Redacted]	Low Increase medical co-ordinator capacity	s47G [Redacted]	s47G [Redacted]	N/A	On hold
s47G [Redacted]	Moderate Increase nurse capacity	s47G [Redacted]	s47G [Redacted]	NA	Ongoing
TRAINING					
Optimise training model and logistics	High Increase capacity	s47G [Redacted]	<ul style="list-style-type: none"> s47G [Redacted] 	15 December 2023	In progress

Opportunity	Impact	Description	Key Subordinate Tasks	Key Milestone Dates	Dates/Status
		s47G [REDACTED] [REDACTED] [REDACTED]	s47G [REDACTED]		
s47G [REDACTED] [REDACTED] [REDACTED]	Low s47G [REDACTED] [REDACTED] [REDACTED]	s47G [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED]	June 2024	Commence April 2024
Booking/ICT					
s47G [REDACTED] [REDACTED] [REDACTED]	Low s47G [REDACTED] [REDACTED] [REDACTED]	s47G [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Commenced August 2023	Ongoing	Ongoing

3.1.3 Financial commitment

Adecco should clarify if s47G

- (a) Adecco continues to work with SHP to understand s47G. Once a mature understanding is achieved, Adecco will advise the Commonwealth of the outcomes of those discussions.
- (b) s47G Feedback received from these staff was that DFR MO work is complex and carries a high administration burden when compared to other Occupational Health Services. There may be further opportunity to look at s47G which may positively impact the recruitment and retention of MOs.

3.1.4 Reliance on s47G

Adecco should clarify:

- s47G
 - s47G
- (a) Adecco understand that the provision of s47G
- (b) At the time of writing, Adecco has received eleven (11) expressions of interest from s47G, in performing DFR medical services of which s47G are suitable to progress to training.
- (c) Assuming a training period of s47G days, which will occur in a central location over a weekend so not to impact on BAU ELME capacity, it is anticipated that these MOs will be able to perform medical attestations from January 2024.
- (d) Adecco anticipate utilising these resources until June 24 when SHP MO's have reached the Target output.
- (e) As ELMEs require a higher level of competency, which requires further training, a decision to invest in this training is on hold. However, additional training may be offered to individual MO's that present as likely to proceed to ELME competency in a very short timeframe.

3.1.5 s47G

- (a) s47G, however, acknowledge that should they need to occur approval will only be sort in extenuating circumstances.

4. Opportunities

4.1 s47G

- (a) s47G
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
- (b) The recruitment pipeline will be monitored via the weekly status dashboard and reported through to the Commonwealth at the weekly ELME / PI update meetings chaired by the Head of Health Services.

s47G
[Redacted]

4.2 Establishment of SHP clinics

Please refer to section 3.1.1 above.

4.3 Bookings/ICT system

Adecco has been working to create improvements in the booking/ICT system which positively impact capacity and candidate experience:

- (a) From 20 November 2023 a system reconfiguration has enabled the establishment of a s47G
[Redacted]
- (b) SASS diaries are being reconfigured in the last week of November/first week of December 2023 to enable complexity bookings in the new year. This will enable a s47G
[Redacted]
- (c) Text message booking reminders have been revised to enable candidates to respond Yes / No to a reminder message. s47G
[Redacted]
[Redacted] Sending reminder text messages s47G [Redacted] allows enough time for the bookings team to try and fill that ELME appointment with candidates on the Short Notice Call Forward list should the candidate need to cancel.

- (d) s47G [REDACTED]
[REDACTED] will be introduced to provide longer coverage enabling MHQ questionnaire vetting to occur outside normal business hours.
- (e) s47G [REDACTED]
[REDACTED]
- (f) Currently where a SHP nurse is unable to connect with candidate, the message left advises the candidate to call the Nurse Officer's direct line for the return call, rather than the 13 19 02 number.

4.4 ELME's occurring in clinics remote to candidates

- (a) Adecco is aiming to increase the medical capacity in order to improve the ability for candidates to have ELME's undertaken at a clinic close to them. s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4.5 Additional opportunities

4.5.1 ELME workflow optimisation

- (a) s47G [REDACTED]. s47G [REDACTED]
[REDACTED]
[REDACTED]
- (b) Over the past 4.5 months, MO's have been booked to 4 ELME's per working day which has included candidates that failed to attend at a rate of approximately s47G [REDACTED]
- (c) s47G [REDACTED]
[REDACTED]
[REDACTED]
- (d) Week commencing the 20 November, s47G [REDACTED] was opened in the diary for Doctors not engaged in training or attestations, which saw an uplift in capacity of s47G [REDACTED]
- (e) s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- (f) s47G [REDACTED]
[REDACTED]
[REDACTED].
- (g) s47G [REDACTED]
[REDACTED]

4.5.2 Training

- (a) SHP have initiated s47G [REDACTED] to offer remote support to trainees in Phases 4 & 5.

- (b) s47G [REDACTED]
[REDACTED]
[REDACTED]
- (c) s47G [REDACTED]
- (d) Trainee progress will be tracked against the revised training plan and monitored via the weekly dashboard reported through to the Commonwealth at the weekly ELME / PI update meetings chaired by the Head of Health Services.

s47G [REDACTED]

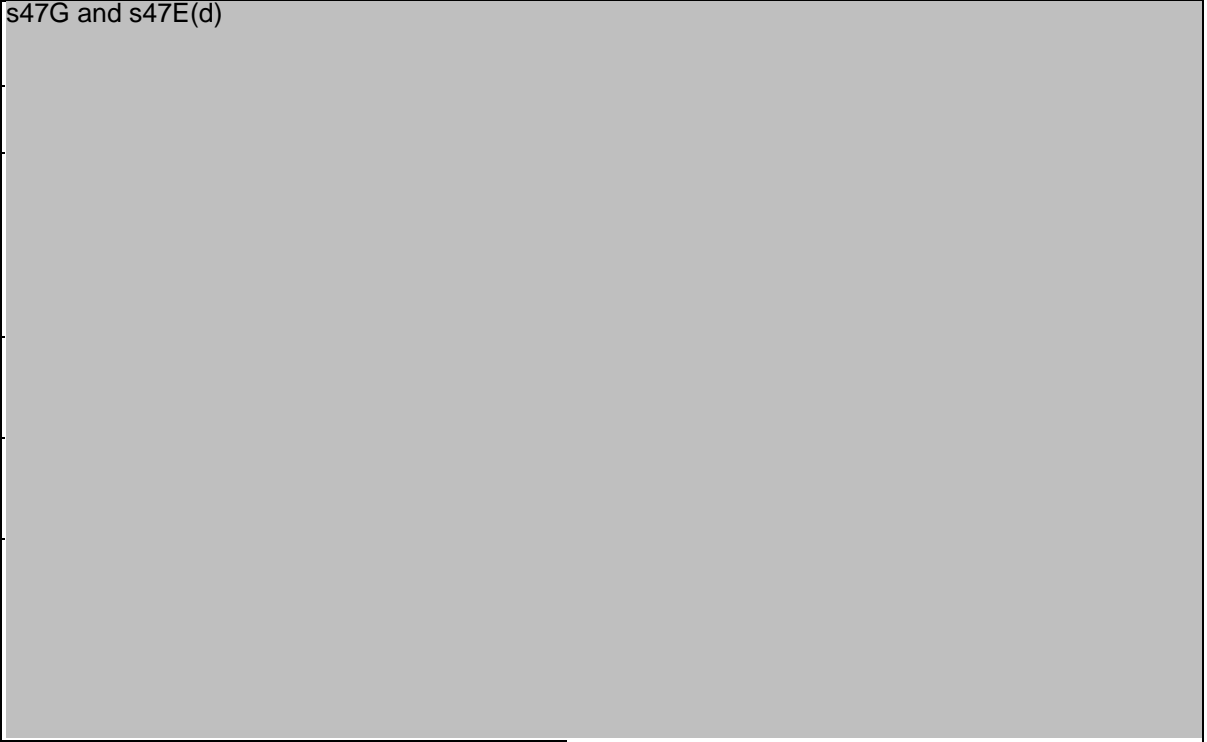
-

5. Detail regarding Medical Officer FTE

- 5.1 In the Contract Notice, the Commonwealth has requested information regarding the Medical Officer FTE and capacity for Medical Officers to perform ELMes. In particular the Commonwealth requested the following:

Question	Answer
s47G and s47E(d)	[REDACTED]

s47G and s47E(d)



6. Time to Target

- 6.1 Modelling has been undertaken to determine the timeframe to achieve the Target. The model does not account for the introduction of s47G and will see the Target being realised by May 2024. s47G
- s47G

s47G



7. Monitoring and reporting

7.1 Progress and reporting

- (a) Monitoring of all actions continues to occur at the weekly operations meeting held between Adecco and SHP where any impediments or constraints to closing actions are discussed.
- (b) A joint Adecco and Commonwealth CPO weekly ELME status update meeting, tracks capacity, recruitment and training pipelines as well as an update on remediation actions (where relevant). A weekly status dashboard is presented and discussed at this meeting.
- (c) In addition, the weekly status dashboard will be discussed at the weekly meeting between Director DBCM (Commonwealth) and Director Contract & Performance (Adecco).

8. Resources

8.1 Roles & Responsibilities

No person has been taken off-line in order to develop and execute the Plan as management of these, and any ancillary issues, falls within the responsibility set of each person's role. The table below captures the high-level responsibilities of the Adecco Executive:

Person	Title	Responsibilities
Adecco		
s47F	Managing Director	Overall responsibility for performance of Remediation Plan and point of escalation for ongoing issues.
	Director Performance & Contract	Management and execution of Remediation Plan and Get to Green Plan - Medical
	Head of Health Services	Management and engagement of Approved Subcontractor (SHP); Commonwealth liaison for provision of medical services

9. Risks

9.1 Risk Register

There are currently four (4) high risks which are being closely tracked and monitored by Adecco's Head of Health Services.

#	Risk Title	Risk Description	Counter Measures	Risk Rating
1	Labour shortages	s47E(d) and s47G		HIGH
2	Current workforce capacity			HIGH
3	Candidate medical complexity			LOW
4	Candidate experience			MEDIUM

Attachment A: Get to Green Plan – Medical



Attachment B: Traceability Matrix

Requirement	Reference
The Remediation Plan shall:	
a) describe the actual or potential problem, failure or breach that led to the requirement for submission of the Remediation Plan	See sections 1 and 2
b) describe the objectives of the Remediation Plan and the outcomes to be achieved in tangible, measurable terms and/or the exit criteria to be achieved (i.e., in the context of the generic outcomes identified at clause 3.1), including identifying when these objectives and outcomes will be achieved	See sections 2, 3, 4 and 5
c) identify the position responsible for achieving the objectives and outcomes identified pursuant to paragraph b above, including the name of the person filling the identified position;	See section 8
d) set out the detailed steps that the Capability Partner will take to achieve the identified objectives and outcomes, including: (i) the dates by which they will be completed; (ii) any review points and/or decision points; and (iii) the locations where the steps will be undertaken;	See section 5
e) explain: (i) why each of the steps is necessary and how these steps will achieve the identified objectives and outcomes in the proposed timeframes; (ii) how the plan minimises the impact on the delivery of existing Services under the Contract and the Commonwealth; and (iii) where the plan does have an impact on the delivery of the existing Services under the Contract and/or the Commonwealth, why these impacts are unavoidable;	See section 5 and Attachment A
f) if the actual or potential problem, failure or breach was identified or investigated by an Adecco or independent audit or other Commonwealth review activity (including as part of the Independent AIC Audit Program), address the recommendations from that audit or review activity, as notified by the Commonwealth Representative;	Not applicable
g) identify any assumptions or risks associated with the plan, and how those assumptions will be managed and the risks mitigated;	See section 9
h) for each of the steps in the plan, identify: (i) the resources required, including the people involved (by name), describing the activities that each person will be undertaking and identifying whether or not these people are involved in other Contract work; (ii) any Subcontractors involved and describe the activities to be performed by these Subcontractors, including explaining how these activities will contribute to achieving the identified objectives and outcomes;	This is addressed throughout the plan
i) identify any inputs required to be provided by the Commonwealth to implement the steps (which, for clarity, shall be minimised and not include any additional requirements for GFM, GFF or GFS);	See section 2.2(c)
j) describe the reports that will be provided to Adecco on the progress of the plan, which shall: (i) be provided on a monthly basis; (ii) identify the activities undertaken since the last report, the steps completed, any difficulties encountered, and the actions being taken to address the difficulties; and	See section 7

(iii) identify any envisaged changes to the Approved Remediation Plan and provide justification as to why these are considered necessary;	
k) if applicable, describe any ongoing monitoring that will be implemented after all of the steps in the Approved Remediation Plan have been completed to ensure that the situation, which has led to the requirement for the Capability Partner to submit a Remediation Plan, does not recur;	See section 7
l) Include any other information pertinent to the plan.	As contained with sections 2, 3, 4 and 5

Requirement with reference to CN016/2023	Reference
1. The Remediation Plan must detail the steps Adecco will take to address the performance issues as per the issue identified in the Contract Notice.	See section 5.
2. Defence specifically seeks clarity on the Medical Officer (MO) FTE and capacity for MOs to perform ELMs and requests Adecco to provide information as per the Contract Notice.	See section 4
3. Defence request the Remediation Plan also address gaps identified in Adecco's Get to Green Plan (Reference B).	See section 3



The Honorable Matt Keogh, MP

Zurich, 03 April 2024

Minister for Defence Personnel

Via: Matt.Keogh.MP@aph.gov.au

Dear Minister,

Thank you for taking time to meet with The Adecco Group during my visit to Australia in March. As discussed in the meeting, Adecco are absolutely committed to meeting our contractual requirements for Defence Recruitment in a timely and focused approach.

I want to assure you that we understand the national significance of what we are delivering for Australia and the urgency with which we must act. As promised, we wish to provide you with an update and would be happy to follow-up further on any of the points raised.

- a. **Oversight and Senior sponsorship from Adecco** - In January this year, we changed the reporting lines to reflect the importance of this contract to Adecco. The DFR contract now reports directly into our s47F [REDACTED]. This has elevated it to “Country” status which allows greater oversight by our s47G [REDACTED] and a faster approval process. In addition, regular visits have been instituted by myself and s47F [REDACTED], Group CEO The Adecco Group, which ensures that this area remains under our very close attention.
- b. **Medical and Psych Assessments** – In November 2023, we recognised we were not increasing our Medical and Psych assessment capacity fast enough. With the closer management oversight, we have seen increases in this assessment capacity by 10% increase since January 2024. However, we acknowledge that it has not been fast enough, so in addition to this we started increasing our Health Services organisation to prepare for s47G [REDACTED] · s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- c. **Increasing volume for FY2023/24** - Since we met, our Defence and Adecco teams have done several deep dives of the “Pre-Enlist” stage of the pipeline and been able to negotiate the fast tracking of candidates for enlistment. The teams will continue to look for additional opportunities to “fast-track” candidates for enlistment, for the remaining 3 months of this Financial Year and make it a business-as-usual activity moving into FY 2024/25.
- d. **Increasing Volume into FY2024/25** –We received the targets, for the next Financial Year, from Defence last week and will ensure we are preparing now for the year ahead.
- e. **Improving Velocity** - We are working closely with Defence to achieve our contractual requirements to attain 100 days, from application to enlistment, s47E(d) and s47G [REDACTED]. We are working in close coordination across multiple areas of the Defence Department to achieve this, as some of this is reliant on Defence to reform certain processing times for areas such as s47G [REDACTED] and s47G [REDACTED].
- f. **Candidate Experience** – In January 2024, we the significantly increased the size of our candidate experience team and for the past 6 weeks, the metrics have pleasingly continued to notably improve in a sustainable way.



We believe we have come a long way in the 9 months since we assumed responsibility on 1 Jul 23, however, we acknowledge we have much more to do and we need to do it faster. Our CEO s47F will be in Australia in during the week of 15 July and would appreciate a meeting with you, if you have availability.

Yours sincerely,

s22

s47F

Cc:

s22



**THE HON MATT KEOGH MP
MINISTER FOR VETERANS' AFFAIRS
MINISTER FOR DEFENCE PERSONNEL**

RefNo: MC24-001116

s47F

Adecco

s47F

Dear s47F

DEFENCE FORCE RECRUITING

Thank you for your correspondence of 3 April 2024 that provided advice on Adecco's performance in the 18 months that Adecco has been in contract with Defence Force Recruiting (DFR), which followed my meeting with you in March 2024.

The understandings and explanations set out in your letter are not acceptable to me and I remain unconvinced that Adecco comprehends the gravity of its current circumstances. Indeed, assurances in your letter have already not been delivered. Adecco's performance to date as the Australian Defence Force's (ADF) recruiting partner has not been satisfactory, with a forecast result against the overall target for the ADF for financial year 2023-24 being wholly deficient. The Government has directed the ADF to grow significantly by 2040 and current ADF recruiting performance, underpinned by Adecco's efforts, will not achieve this critical national security outcome.

As we approach the completion of a full year of recruiting operations in support of the ADF, I am deeply disappointed with Adecco's performance. In responding to the matters identified in your letter, I have considered detailed information provided by Defence on the progress that Adecco is making towards improving recruiting results, much of which is requiring the use of ADF personnel, which is somewhat counterproductive to the purposes of agency recruitment.

Your letter notes the added elevation of oversight by s47G and I welcome this appointment. s47G

I expect this management oversight will continue until remediation efforts are successful and sustained.

I am aware that shortfalls in s47E(d) continue to have the greatest impact on the recruiting pipeline. These shortfalls which have been evident from the earliest days of the operational phase of Adecco's contract in July 2023 and reveal shortfalls against the staffing levels obtained by your predecessor in this role. Following receipt of your letter, Defence advised me that Adecco would be unable to deliver on its remediation of this serious deficiency by May 2024, as it had previously identified in formal plans issued to Defence. Instead, I understand Adecco has proposed a revised remediation date of November 2024.

A continued reduction in DFR's capacity to process candidates for military service will lead to ongoing poor performance against target, with a direct impact on Defence's ability to meet current taskings, prepare for future contingencies, and realise future capability. In addressing the medical and psychology service deficiencies, your letter explored Adecco's efforts to both increase the numbers of staff in s47E(d), s47E(d) actions which seek to increase DFR's processing capacity. I look forward to further concrete advice on how soon you will implement these actions such that they can have a meaningful effect on the recruiting pipeline, especially given your continued failures in this regard to date.

One matter arising from your letter was the notable improvement in the metrics measuring incoming calls to 13 19 01. I would like to acknowledge the good work being undertaken by the Candidate Experience Team to drive down wait times and reduce abandonment rates, as I know that successful first contact provides a positive candidate experience. I look forward to ongoing improvement in all areas of candidate engagement to replicate this experience, and without the current necessity to use additional ADF personnel for this purpose.

However, I would take this opportunity to observe that both my parliamentary office and that of the Deputy Prime Minister, as the Minister for Defence, continue to receive correspondence and telephone calls directly from candidates, or from those advocating for them, regarding concerns about poor candidate communications. Such correspondence has typically focused on less than desirable levels of contact with candidates, particularly where candidates note an inability to contact their Adecco recruiter in the first instance or receive timely follow-up to email or voicemail messages. With that in mind, I look forward to Adecco's immediate and ongoing investment in all areas of candidate engagement to replicate the experience of first-time applicants to the ADF.

In addition to concerns regarding poor levels of candidate communication, candidates and their advocates also frequently contact the Deputy Prime Minister and I regarding their frustration with DFR's slow recruiting processes. I am cognisant the Recruiting Services Contract allows for a staged approach to reach the '100 day from application to Letter of Offer' target through to 1 July 2025. However, central to DFR's ability to improve volume, velocity and candidate experience is the implementation of the Future Service Delivery Model – from July 2024, the time for recruitment should drop to 150 days but this is being missed by over 100 per cent. Defence has briefed me that the planned implementation of the Future Service Delivery Model is experiencing delays. I understand that Defence is working with Adecco to determine which elements of the program Adecco can deliver to improve business workflows and drive now long overdue processing efficiencies.

In contracting with Adecco, Defence sought a partnership with an entity who could transform Defence's recruiting process to deliver a modern and scalable recruiting solution. I am aware that Defence has formally issued Adecco the ADF's fulltime and part-time targets for financial year 2024-25 which, at s47E(d) individuals, number more than s47E(d) more than the previous year. I urge Adecco to pursue aggressively the resolution of issues relating to health services, candidate communications and care, and volume and velocity to enable improved recruiting outcomes in 2024-25 and beyond.

In closing, I want to be clear that I desire for Adecco's partnership with Defence to succeed. Adecco's current performance and actions to remediate deficiencies do not convince me that Adecco understands the seriousness of a failure to deliver against ADF need. I require assurance from the highest level that Adecco are taking all practical measures to rapidly improve recruiting results, particularly noting the significant work our Government is doing with Defence to open the aperture of who can apply for ADF roles to grow the potential number of recruits. I look forward to the opportunity to continue our engagement and see the relationship between Defence and Adecco continue to build through practical cooperation.

Yours sincerely,

s22

HON MATT KEOGH MP

30 May 2024

s22

The Honorable Matt Keogh, MP
Minister for Defence Personnel
Via: Matt.Keogh.MP@aph.gov.au


Dear Minister,

Thank you for taking time to meet with The Adecco Group during my recent visit to Australia in July. As discussed in the meeting, Adecco remain fully committed to meeting our requirements, during this challenging period for Defence Force Recruitment.

I also want to continue to assure you that we understand the national significance of what we are delivering for Australia and the urgency with which we must act. Accordingly, I wish to provide you with an update on the following actions I have directed to take place:


- a. **Oversight and Senior sponsorship from Adecco** – As previously committed to, we continue to have regular visits to Australia by s47F [REDACTED] which ensures that this area remains under our very close attention.
- b. **Additional increased investment from Adecco** – As a result of my recent visit I have approved the increase in staffing of s47G [REDACTED], within the Recruitment Operations function of DFR. This equates to approximately s47G [REDACTED] in additional investment per annum. Recruitment for these new roles is commencing as I write, and I anticipate this significant increase in resourcing will have a large and positive impact across Target attainment and Candidate Experience.
- c. **Psychology Assessments** – As a result of Adecco's additional investment in sourcing, recruiting and training additional psychologists for s47G [REDACTED], I am very pleased to report that Psychology Assessments are on track to achieve s47G [REDACTED] assessments per week well before the target date of s47G [REDACTED].
- d. **Pop Up ADF Careers Centre** – Another element of our innovative approach to Defence Force Recruiting has been realised, with the activation of the Pop Up ADF Careers Centre (PACC) on 5 Aug 24 in Geelong. This will contribute to increased awareness and accessibility to candidates who are unable to do attend one of the 16 permanent ADF Career Centres.
- e. s47E(d) [REDACTED]
- f. **Increased Applications** – As you would be aware, recent increases in application rates can be attributed to new Campaigns in the market. With the Air Force Campaign released in March and now the new ADF Careers Campaign released in July, I anticipate a continued increase in application rates. Further work on call to action campaigns such as the "I'm a Submariner" campaign will ensure we target key priorities for the ADF in a more agile and targeted fashion.

g. s47G




h. **Candidate Experience** - Candidate Experience continues to improve and with this increased investment into the Recruitment Operations function of DFR, I am confident that it will also address the final issues that we have been experiencing with calls into the Candidate Experience Centre and in particular calls to 131902. As well, I anticipate seeing return calls to candidates also improving towards the end of this year, when we have recruited and onboarded these new staff.

i. s22



Overall, I have directed the Adecco-DFR team to move faster and be primarily focussed on full target achievement in everything they do, and I am confident that this message has been clearly understood. I anticipate that once this significant investment in additional staffing and the s47E(d) have been onboarded, we will see an increase in Volume, Velocity and Candidate Experience.

Yours sincerely
s22



s47F



Cc:
s22

