



Australian Government
Department of Immigration
and Border Protection

Australian Department of Immigration and Border Protection: Bolstering HCM and Innovation from the Cloud

Australia's Department of Immigration and Border Protection is overcoming its human capital management (HCM) challenges with SuccessFactors® solutions and its need for collaboration to boost innovation with the SAP® Jam™ social software platform. SAP provides these solutions as a cloud service, saving money and IT resources while hastening response to emerging requirements.



Organization

Australian Department of
Immigration and Border
Protection

Headquarters

Belconnen, Australia

Industry

Public sector

Products and Services

Immigration, citizenship,
and border control services

Employees

15,000

Web Site

www.border.gov.au

Executive overview

BUSINESS TRANSFORMATION

Objectives

- Cut costs while improving productivity
- Provide better support for personnel recruitment, learning, and development
- Encourage and support innovation in a transparent, collaborative manner

Resolution

- Implemented solutions for human capital management (HCM) from SuccessFactors, an SAP company
- Adopted the SAP® Jam™ social software platform as a forum for innovation
- Developed a leading-edge visa application management solution

Benefits

- Improved ability to manage and report on personnel performance
- Increased efficiency and process speed at all levels
- Enhanced culture for dialog and innovation

Read more ►

2

Forms for new employees,
down from 13

0

Paper involved in the
recruitment process

1

View of career manage-
ment for all involved

“With SuccessFactors we have eliminated paper from our HCM processes, made them consistent and repeatable, and provided a single place to find information and a single way of doing things.”

Matthew Yannopoulos, CIO, Australian Department of Immigration and Border Protection

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Managing the border control challenges of a popular country

The Department of Immigration and Border Protection is responsible for all immigration, citizenship, and border control activities for Australia, including issuing visas and controlling cargo.

Australia is a popular destination for people, both visitors and potential new citizens. Managing the influx of people and goods is a growing challenge for the department, requiring it to get the most out of existing staff and to recruit, train, and motivate the best in new personnel. Until recently the department performed human capital management using a mixture of paper-based processes and software solutions from multiple vendors including SAP. To meet the growing challenges, the department wanted to reduce or eliminate its reliance on paper and make its HCM processes more seamless, consistent, efficient, and effective.

Another important goal: the department is so dedicated to innovation that it formed an Innovation Division to elicit new ideas and solutions from employees and help them flourish. However, the division was relying on inadequate communication methods. It wanted a better way than paper and e-mail for its creative and imaginative staff members to collaborate and develop new ideas.

Satisfying these goals required new software solutions, but the department was reluctant to add more capital expense. On the contrary, it wanted to cut costs and at the same time improve bandwidth for users and increase flexibility and agility for the business. And it knew exactly how to do it: cloud computing.

“We’re challenging our business and IT people to say, ‘Why wouldn’t we put it in the cloud?’ whenever a new software requirement arises.”

Matthew Yannopoulos, CIO, Australian Department of Immigration and Border Protection



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A world-class system for managing visa applications

The department is so committed to cloud technology that it formed a “Cloud First Initiative” that made cloud the default approach to solving new problems. The department evaluated cloud-based applications for its HCM and innovation platform needs and found that the best solutions for both came from the same vendor, SAP. “SuccessFactors has a lot of key HCM support functionality that had been lacking in our old on-premise applications,” says Matthew Yannopoulos, the agency’s CIO. “We especially like that it comes with a process, which greatly simplifies things. Instead of debating about processes, we just go with what’s built in.”

“We saw SAP Jam as a quick way to support collaboration on innovative projects,” Yannopoulos continues. “It allows everybody in the organization, regardless of hierarchy, to communicate with one another. And it comes from the cloud.”

For implementation help the department engaged the Service & Support organization from SAP, which Yannopoulos heartily recommends. “That way you assure yourself that you’ve got the best team and approach,” he says.

Using its new SAP software, the department built an important new tool for use in applying for an Australian visa, the Visa Finder. This paperless solution lets people around the world interact with the department much more efficiently than in the past. It simply steps people through the application process, only eliciting the information that is relevant and required. “We couldn’t possibly have achieved what we have with Visa Finder without the technological advancement resulting from our partnership with SAP,” says Craig Farrell, first assistant secretary for the agency’s support division.



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Benefits for all stakeholders

The SuccessFactors® Recruiting Management solution is now deployed for all the department's recruitment, digitally and without using paper. Since the solution can be used from home, the department is finding that processes are completed more quickly and efficiently. Additional HCM process support is provided by the SuccessFactors Learning and SuccessFactors Performance & Goals solutions. The most mature implementation is the SuccessFactors Workforce Analytics solution, whose success helped convince management to continue on the cloud path.

All stakeholders are benefiting from the new SAP software. Employees have more consistent and

repeatable experiences and real-time data at their fingertips. Through self-service, they can better manage their own careers including performance assessment and learning. Managers get better information more quickly, equipping them to make more-informed decisions and giving them time for higher-value activities. IT likes the fact that routine management of the environment is someone else's responsibility, so they can focus on strategic improvements. New employees have a cleaner, more pleasant experience before and after they join the organization. The agency as a whole is accomplishing more with less, with demonstrable and significant cost savings, while offering a better employment proposition.

"SAP Jam has proven to be a very big winner for this agency. It is the primary way we communicate innovation throughout the department."

Craig Farrell, First Assistant Secretary – Support Division, Australian Department of Immigration and Border Protection



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Completing the end-to-end recruiting process

The next application in the department's plan is the SuccessFactors Onboarding solution. After it is implemented in the near future, the agency will have a true end-to-end process supported by SAP software for moving recruits from initial contact all the way to getting them on the payroll and through their early days. This will help them get comfortable with the organization and come up to speed more quickly on the job.



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