



AFP National Guideline on organisational structure management

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1. Disclosure and compliance

This document is classified **UNCLASSIFIED** and is intended for internal AFP use.

Disclosing any content must comply with Commonwealth law and the [AFP National Guideline on disclosure of information](#).

Compliance

This instrument is part of the AFP's professional standards framework. The [AFP Commissioner's Order on Professional Standards \(CO2\)](#) outlines the expectations for appointees to adhere to the requirements of the framework. Inappropriate departures from the provisions of this instrument may constitute a breach of AFP professional standards and be dealt with under Part V of the [Australian Federal Police Act 1979](#) (Cth).

2. Acronyms

ACT	Australian Capital Territory
AFP	Australian Federal Police
AOCC	AFP Operations Coordination Centre
CFO	Chief Financial Officer
FMIS	Financial Management Information System
FTE	Full-time equivalent employee
HRIS	Human Resources Information System
HR	Human Resources
HR SSC	HR Shared Services Centre
IDG	International Deployment Group
MIR	Major Incident Room
MPS	Manager People Strategies
NMHR	National Manager Human Resources
NPP	New policy proposal
PDA	Performance Development Agreement
RAAR	Recruitment approval and advertising request
SAP	Systems, Applications and Products
SLG	Strategic Leaders Group
SMT	Structure Management Team

3. Definitions

In this guideline, the following terms have the following meanings:

Appointee – has the same meaning as in s. 4 of the [Australian Federal Police Act 1979](#).

AFP employee – has the same meaning as in s. 4 of the [Australian Federal Police Act 1979](#).

Delimiting – is a process to shorten the validity period of a position or an organisational unit

and replace it with an earlier end date.

FTE – is a budgetary measure used to count the average number of AFP employees paid on a full-time equivalent basis during a financial year.

Inoperative – means an employee who is unavailable to the AFP in a work capacity, whether paid or unpaid.

Inoperative pool – is an organisational unit where an inoperative employee is recorded.

Organisation unit – is an entity within the AFP's hierarchical structure. It represents a level in the organisational structure which may include responsibility for:

- budget management
- delegations
- workflow approvals and
- employees' development, performance, coaching and mentoring.

Position – is an entity within an organisation unit to which an appointee is attached in order to identify the appointee in terms of business area, band and role, and to enable that individual to be counted for reporting purposes.

SAP – means the Systems, Applications and Products information system used by the AFP to support human resource and financial functions.

4. Authority to create the National Guideline

This guideline was created by the Manager People Strategies using power under [s. 37\(1\) of the Australian Federal Police Act 1979\(Cth\)](#) as delegated by the Commissioner under s. 69C of the Act.

5. Introduction

This guideline outlines the principles and administrative procedures governing the management of the AFP organisational structure within the human resource and finance system.

This document should be read in conjunction with the [Practical Guide on organisational structure change](#), and the [National Guideline for AFP role classification principles](#).

6. Policy

The AFP will maintain one organisational position for each appointee, in order to enable the AFP to:

- accurately satisfy statutory reporting requirements on FTE and other resources and
- develop automated workflows for the exercise of delegations.

7. Reporting requirements

The AFP must report, to government quarterly and upon demand, detailed information on its

workforce composition (e.g. vacant positions, headcount, etc).

The AFP has also established internal quarterly reporting to enable the Strategic Leaders Group (SLG) to make informed decisions relating to staffing projections, placements and long term budgetary impacts.

8. AFP organisational structure

The organisation structure is the mechanism by which the AFP manages its hierarchical structure and positions.

The AFP maintains its human resource and finance information management systems in SAP. The HRIS (Human Resource Information System) includes the structure and reporting relationships inherent to AFP organisational structure.

The HRIS enables AFP support systems to function accurately, provides the basis for consistent corporate reporting and, as required, facilitates automated financial and human resource workflows and approval processes.

Human resource and financial reporting structures are aligned to enable reporting and functionality for the two systems to be linked. The AFP maintains HR information management systems in a position-based format to enable the automation of work flows through approval (delegation) levels. One position record will be maintained for each appointee, other than as outlined below.

Ownership of HRIS structural elements (human resource structure) is vested in the National Manager Human Resources (NMHR). Ownership of Financial Management Information System (FMIS) elements (cost centre structure) is vested in the CFO. Day-to-day administration and standardisation of organisational structure elements is vested in the SAP Administration Team.

9. Limited exceptions to policy

9.1 Temporary assignment or higher duties

For the purposes of exercising the delegations of a role, an employee may be attached to a position that is already occupied. For a temporary assignment at level or higher duties, an exception to the 'one person-one position' rule may occur.

These attachments must be consistent with current AFP policy, principles and Collective Agreement provisions.

9.2 Handover periods

A position may be filled by more than one person during a handover period. The maximum time for a handover is 10 working days unless specific approval to exceed this period is given at National Manager level or the senior management level for the organisational hierarchy (e.g. Manager Security). Advice of this approval will be forwarded to the HR Shared Services Centre (HR SSC) by the HR Business Adviser.

10. Changes to AFP organisational structure

To ensure the AFP structure is created and maintained consistently across all business areas, all requests for structural change (including the establishment of a new position) must be:

- articulated in a business case
- submitted to a Structure Management Team (SMT) then
- submitted by the SMT to Workforce Strategies for approval.

Outcomes will be returned to the HR Business Adviser for advice to the business area and/or transmission to the SAP Administration Team which will make the approved changes.

Where a business area requires a limited structure change or the establishment of a new position (resulting from a change of business or reclassification of an existing position), requests for structural change must follow the procedure outlined above.

Where changes to a business area arise from new policy proposals (NPPs), the business area must liaise at the proposal stage with the:

- HR Business Adviser to ensure that positions are created in accordance with the [National Guideline for AFP role classification principles](#), and
- relevant Functional Management Accountant – pending implementation subject to government approval of the NPP.

Where the AFP undertakes a whole of organisation restructure, the process will be managed by a team established in the Workforce Strategies business unit, by NMHR and CFO.

Representatives of:

- Organisational Performance in Internal Audit and Business Analysis and
- Budgets and Reporting in Finance and Commercial

may be involved in any of the above structure changes.

10.1 Annual review

Each business area should review their organisational structure at least annually, in accordance with changes to the AFP internal budget, to ensure the structure is consistent with staffing affordability.

10.2 Bulk recruitment

Where the AFP undertakes bulk recruitment, positions will be established under the direction of Team Leader Recruitment, Workforce Policy and Planning. At the completion of initial training, appointees will be formally assigned to established/funded roles within AFP business areas and the bulk positions will be delimited. Existing unsworn employees who seek training to become sworn employees will be assigned to the respective bulk recruitment pool for the period of their training.

Where an unsworn AFP employee undertakes such a training program, the business area may seek to permanently backfill the role through the creation of a new position. The AFP employee

will continue to hold a position record within their former business area until they have successfully completed the training. Once the employee successfully completes the training program and is permanently assigned to a sworn role, the employee's former unsworn position will be automatically delimited. Should the employee be unsuccessful in the completion of the training, the business area that backfilled the role must provide an alternate role at the employee's previous level.

10.3 Workforce flexibility

For short term operational contingencies, workforce flexibility for operational functions (Economic and Special Operations, Counter Terrorism, Border and International, High Tech Crime Operations) within Offices will be recorded through the Insight time recording module to reflect the operational activity undertaken. The functional activity will receive an FTE allocation based on budget affordability, however Office Managers will allocate resources at the local level across operational Functions in consultation with Functional management. Should these cross-Function deployments exceed 3 months, they must be reviewed to determine whether a temporary assignment action should occur in SAP.

Normal workforce planning (RAAR) processes must be followed for:

- deployments in excess of 6 months or
- permanent transfers across Functional lines

for both temporary assignments and permanent transfers. Creation and delimiting of positions may also be required.

To meet emergent operational requirements, for example the activation of a Major Incident Room (MIR), the AFP may require the establishment of additional positions within Functional business areas or specific locations. In these situations, Workforce Strategies, on advice from AOCC, will authorise the SAP Administration Team to create additional positions for a period to meet the operational circumstances. These positions will not be permanent positions within the AFP's organisation structure and will be delimited when the operational requirement ceases. The turnaround time for creating these positions will be 24 hours.

11. Structure Management Team

A Structure Management Team (SMT) will comprise the following roles for the relevant business area:

- HR Business Adviser and
- Functional management accountant.

The SMT will convene to consider requested structure changes to the business area's structure and will progress the changes for approval as outlined in the [AFP Practical Guide on organisational structure change](#).

If the structure changes are related to NPPs or are business area or AFP -wide, additional representatives may be drawn, as required, from:

- Workforce Policy and Planning
- SAP Administration

- HR SSC
- Budgets and Reporting
- Organisational Performance.

12. Inoperative pool

The inoperative pool is an organisational unit established under the Manager People Strategies (MPS), used as a holding area for inoperative employees. The inoperative pool may be accessed on a case by case basis with the express approval of MPS or NMHR.

The AFP endorses the principle that business areas (and managers within that business area) carry the obligation for managing all staffing resources within that business area. Employees who may not be available for work (i.e. 'inoperative') for lengthy periods of time (on leave without pay, compensation leave or maternity leave etc.) will remain within a business area's structure and will not be moved to the inoperative pool.

12.1 Criteria

An employee may be transferred to the inoperative pool located under MPS if:

- exceptional circumstances exist and
- a 12 month period has elapsed and
- a business area has attempted and been unable to satisfactorily reconcile/manage employment issues relating to an employee.

To enable transition into the inoperative pool, the losing business area must present a business case to MPS or NMHR, articulating the reasons for the requirement to transfer the employee to the inoperative pool and strategies already undertaken to manage that employee.

Prior to any transfer to the inoperative pool, the employee's team leader must:

- notify the Pay Team of any pay-related matters and
- ensure any PDA or other management issues are up to date.

12.2 Conditions

On transfer to the inoperative pool, the employee will forfeit their existing position. On return to duty, an employee in the inoperative pool may be assigned to another suitable position within their geographic location, or to a suitable position in another location as determined by AFP business requirements and noting the employee's personal circumstances. Should an employee on long term compensation leave be assigned to the inoperative pool, it does not remove the obligation on the former business area, in consultation with the relevant case manager, to identify suitable employment for that employee, in accordance with the *Safety, Rehabilitation and Compensation Act 1988*, if the employee returns to duty.

12.3 Costs

To recognise the corporate responsibility of this pool, and to ensure the budget and FTE of the Human Resources portfolio is not impacted by the inoperative pool, a separate cost centre

quarantines expenditure incurred in the inoperative pool. Allocation of FTE and budget will be authorised by the Budget Monitoring Committee, as required.

12.4 Reporting

Workforce Strategies will report on the inoperative pool on a quarterly basis.

13. Employee reassignment pool

An employee reassignment pool is established in Workforce Policy and Planning, Workforce Strategies. This organisation unit is unfunded and is a transition mechanism for holding specific categories of employees pending assignment to a new role.

This pool excludes IDG deployments or other specific administrative arrangements administered by other business areas, such as the Executive Development Team or AOCC, in accordance with established secondment agreements.

13.1 Criteria

Employees on:

- long term secondment to another agency in excess of 12 months
- leave without pay in excess of 12 months to accompany a spouse
- overseas deployment or
- Axiom assignment

must have their SAP records adjusted to reflect assignment to the employee reassignment pool. This SAP record will be created at the same time as the employee enters into any of the above arrangements and will remain in place until a new assignment is determined at the conclusion of those arrangements.

Within 6 months of the conclusion of these arrangements, Workforce Policy and Planning, in liaison with the Executive Development Team, People Strategies, will initiate action to identify a position to which these employees may be attached on their return.

13.2 Conditions

Employees in the employee reassignment pool forfeit their previous roles and may be assigned to another role in their former geographic location or to another location determined by AFP business requirements and noting the employee's personal circumstances. These employees must expressly agree, in writing, to the forfeiture of their role prior to their secondment, leave without pay, or deployment arrangements.

14. System access

SAP Administration will monitor employees who are authorised and appropriately trained to make changes within the HR information system.

In accordance with the [Practical Guide on organisational structure change](#), the following access

permissions will apply:

- SAP Administration – create, maintain, delimit organisation units and positions
- HR SSC – attach persons to positions and undertake routine position maintenance.

Separate approvals may be given to undertake person maintenance in the structure. These must be specifically approved and monitored by SAP Administration. When an employee is assigned to another role and no longer requires this function, access must be immediately ceased.

15. Delimiting of positions

The AFP must monitor and report on identified vacant positions to government. To ensure accurate maintenance of the AFP structure, the SAP Administration Team must provide a quarterly report of vacant positions to Workforce Policy and Planning.

This report will be forwarded to National Managers for reconciliation regarding the ongoing requirement for those positions. If no filling action is in place for the vacant position after 6 months, the position will be delimited from the organisation structure. If a requirement for the position subsequently arises, a new position must be created and filled in accordance with the workflow requirements in the [Practical Guide on organisational structure change](#) and the RAAR) process.

Positions will be automatically delimited in accordance with the Practical Guide.

15. Further advice

Any queries relevant to the content of this guideline should be referred to the Workforce Policy and Planning Team (HR-Reporting@afp.gov.au).

16. References

- [Australian Federal Police Act 1979](#) (Cth)
- [AFP National Guideline for AFP role classification principles](#)
- [AFP National Guideline on deployment to overseas AFP offices](#)
- [Practical Guide on organisational structure change](#).