



**Australian
BORDER FORCE**

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Australian Border Force Postings and Career Management

POLICY STATEMENT

This Policy Statement provides guidance to all Departmental workers about how Australian Border Force postings and career management are implemented. Postings are the assignment of a Border Force Officer to a role and location (posting domain) for a specific period.

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Introduction

The Australian Border Force (ABF) Board endorsed the ABF posting and career management principles as the principles that underpin posting decisions for Border Force Officers (BFOs).

The *ABF Postings and Career Management Policy Statement* provides guidance to all Departmental workers about how ABF postings are implemented.

This policy statement should be read in conjunction with the *Border Force Officer Explanatory Document* that provides guidance on the requirements of BFOs.

The ABF workforce is made up of both BFOs who support front-line operations and Departmental workers who support ABF capability.

ABF 2020 outlines the key area of focus for the ABF in 2020, including agility and mobility. Postings and career management support agility and mobility as they:

- Support BFOs to work in a greater variety of roles and follow more diverse career paths
- Break down organisational silos, support collaboration across the ABF and the development of a common ABF ethos
- Improve resistance to infiltration and corruption, to make it more difficult for criminals to cultivate relationships.

Scope

In scope

The *ABF Postings and Career Management Policy Statement* applies to all Border Force Officers, up to and including Superintendents. Inspectors and Superintendents may also be subject to the Talent Management and Recognition Committee (TMARC) component of Career Management.

Out of scope

The ABF Postings and Career Management Policy does not apply to:

- Departmental workers who are not Border Force Officers
- Border Force Officers accepting on-going positions in the Department, unless a posting notification effects the move
- Staff relocating overseas.

Glossary

Term	Acronym (if applicable)	Definition
Australian Border Force	ABF	The ABF provides the operational capacity for the Department of Home Affairs.
Border Force Officer	BFO	A BFO is an officer working in the Australia Border Force, who is committed to a career in the ABF, undertaking functions relating to border protection, law enforcement and national security priorities. BFOs are operationally ready, sworn, uniformed and can be deployed at short notice across a range of operating domains.
Department of Home Affairs	The Department	The wider Department in which the ABF is located and from which support services are provided.
Departmental workers		A Department of Home Affairs worker in the Australian Border Force. Departmental workers occupy roles in the Policy, Intelligence, Client Services and Enabling and Support vocations and their work includes performing logistic, sustainment, personnel, training, planning and administration functions.
Deployment		Deployments are workforce movements within a posting in support of operational activities and are considered tactical in nature. Deployments determine how officers are tasked on a day-to-day basis. Deployments could be a recurring pattern, for example being rostered to rotate between work areas on a periodic basis, or a temporary/surge pattern. Officers could be deployed across a range of operational environments, including outside their posting area, subject to organisational requirements.
Posting		Postings are the assignment of a Border Force Officer to a role and location (posting domain) for a specific period. Postings support the ABF's ability to meet operational demands and to develop a highly capable, flexible and agile workforce. Postings also provide Border Force Officers with the opportunity to develop a range of skills and experiences to fulfil their career goals. The Career Management Branch manages postings.
Talent Management and Recognition Committee	TMARC	The TMARC consists of Deputy and Assistant Commissioners from each division within the ABF and is responsible for assessing and recommending nominations to the Commissioner. The TMARC is also responsible for providing guidance and recommendations to the Operational Practices Command.

Policy Statement

1. All Border Force Officers, up to and including Superintendents, are subject to ABF Postings and Career Management

- 1.1. Flexibility is required to provide career pathway options and capability development opportunities for all BFOs. This supports the ABF workforce to be a capable, agile and mobile workforce able to deliver on national, international, regional and local border protection, law enforcement and national security priorities.

2. Postings and deployments occur under Section 25 of the *Public Service Act 1999* (Cth)

- 2.1. BFOs are employed under the *Public Service Act 1999* (Cth) (PS Act).
- 2.2. Under section 25 of the PS Act, an agency head may from time to time, determine the duties of an employee in the agency and determine the location at which those duties are to be performed.
- 2.3. The conditions and entitlements of employees can be found in the Enterprise Agreement and associated policies.

3. The delegate for posting and promotion decisions for Border Force Officers is the Commander, Career Management Branch

- 3.1. The authority to post Border Force Officers under Section 25 of the PS Act, that is to assign duties and the location at which those duties are performed, has been delegated to the Commander Career Management Branch.
- 3.2. The Commander Career Management Branch may post a BFO for the ongoing or temporary assignment of duties at the same level or to give effect to a promotion.
- 3.3. Promotion decisions must adhere to the merit principles set out in the Australian Public Service (APS) Employment Principles specified under section 10A of the PS Act.
- 3.4. The delegate for promotion decisions for BFOs up to and including Inspector (EL1) is the Commander, Career Management Branch.
- 3.5. The delegate for promotion decisions for BFOs up to and including Superintendent (EL2) is the Assistant Commissioner Operational Practices Command.

4. Deployment decisions remain the responsibility of the relevant Commander

- 4.1. Deployment decisions remain the responsibility of the relevant ABF Commander or Branch Head. The deployment may change on a day-to-day basis, as a recurring pattern on a periodic basis, or for a temporary surge or operation to meet operational requirements and strategic priorities. Supervisors are required to consult with affected BFOs if roster patterns change.
- 4.2. BFOs may be deployed to a range of different roles within each posting. Deployment management and opportunities are a critical step in ensuring officers gain capabilities, experience and qualifications to meet future career development preferences and ensure a mobile and agile ABF workforce.

5. A posting tenure will generally be for three years

- 5.1. BFOs will generally undertake a standard posting tenure of three years.
- 5.2. However the tenure of a posting, particularly for BFOs in specialist roles, may vary due to:
 - operational requirements
 - essential qualifications for the role
 - experience required to achieve professional mastery of a role
 - remote location or hardship
 - exceptional compassionate reasons.
- 5.3. The Career Management Branch will set tenure for a posting. The posting notification will set out the details of the posting, including tenure.
- 5.4. The Career Management Branch will consider requests for changes to tenure on a case-by-case basis.

6. Border Force Officers may be posted anywhere in the ABF or Department to which a Border Force Officer is required

- 6.1. The Career Management Branch will work closely with the operational business units and the relevant Commander or Assistant Secretary to identify vacancies and post BFOs to meet operational requirements.
- 6.2. In circumstances of critical operational requirements a BFO may at any time, be posted to a role anywhere in the ABF or the Department to which a BFO is required.
- 6.3. The Career Management Branch will undertake appropriate consideration and consultations prior to making any postings.
- 6.4. The Career Management Branch will consider Aboriginal and Torres Strait Islander BFOs cultural relationships to land and community when determining a posting.

7. Border Force Officers will generally be posted within their Region, however; circumstances may arise that require postings to other locations/regions

- 7.1. BFOs will generally be posted within their region.
- 7.2. BFOs may be posted to another Region (inter-regional posting) or overseas (international posting) in certain circumstances. Regional Expression of Interest is one mechanism in which postings could occur. Another mechanism is through career management interviews where the officer expresses an interest in an inter-regional postings and where placement can be facilitated.
- 7.3. The Career Management Branch will consider all requests for inter-regional and international postings on a case-by-case basis and will consult with the relevant Commanders and Division Heads, the BFO, and in accordance with the consultation clauses in the Enterprise Agreement, before making a decision.

8. When determining postings, operational requirements take precedent, however, individual BFOs career aspirations and preferences will be a key factor in the decision making process

- 8.1. A key component of the ABF postings and career management process is consultation with the BFO in which the BFO has the opportunity to discuss their:
 - career plan
 - career pathway options
 - capability development goals
 - posting preferences
 - any personal circumstances that may affect posting options.
- 8.2. The Career Management Branch will determine BFOs suitability for postings and will work with individual officers to understand and identify their career goals and preferences during the consultation process.
- 8.3. While every effort will be made to meet individual BFO career preferences, operational requirements will take priority.

9. Border Force Officers must meet all prerequisites of a role before they commence their posting to that role

- 9.1. The Career Management Branch will undertake workforce planning to identify capability gaps and learning requirements for an anticipated role before posting the BFO to that role and/or location.
- 9.2. The ABF College in partnership with Divisional representatives will provide and facilitate mandatory training for BFOs. Training can be delivered either face to face or through technology enhanced learning. Ideally this would be done prior to posting taking effect, however

there will be some circumstances where this won't be possible and training is conducted after the posting takes effect. On the job training will be a critical element to ensure BFOs are supported in their posting. The Career Management Branch with relevant Commanders and Assistant Commissioners (or equivalent) will work together to ensure learning requirements can be met before the posting commences.

- 9.3. BFOs are responsible for maintaining their essential qualifications. This includes physical and psychological health and fitness, professional or technical qualifications, learning and development requirements and any role-specific qualifications.

10. Border Force Officers should be released for required training

- 10.1. Where it has been identified that a BFO has learning requirements that need to be met prior to the commencement of a posting, that officer should be released to complete the required learning opportunities.
- 10.2. The Career Management Branch will consult with the relevant Commanders and Assistant Commissioners (or equivalent) regarding the timing of these learning opportunities to limit impact on operational requirements.

11. Where possible, Border Force Officers will be notified of their next posting up to six months prior to the commencement of that posting

- 11.1. Where possible, BFOs will be notified of their next posting up to six months prior to the commencement of a posting.
- 11.2. There may be circumstances where operational requirements necessitate that a BFO be posted with insufficient time to provide this notification period prior to the commencement of the posting. In these circumstances, the Career Management Branch will discuss with the Division or Command and the BFO to determine a mutually satisfactory commencement date.
- 11.3. Deployment decisions are the responsibility of local commands. BFOs will be advised of their deployment, following receipt of their posting notification, by their receiving local command or by the TMARC for EL2 BFOs.

12. Postings to a District Office

- 12.1. Postings to a District Office will generally be a single posting (a new posting notification should be expected to another geographical location upon completion of initial tenure to district office) with a tenure of up to three years.
- 12.2. A BFO may have a consecutive posting to a District Office. The Career Management Branch will consider consecutive postings on a case-by-case basis and consult with the relevant Commanders and the BFO before making a decision.

13. Posting decisions are subject to procedural fairness and review

- 13.1. BFOs may seek feedback, reconsideration, and/or review of posting decisions.
- 13.2. BFOs have 28 calendar days from receipt of notification of a posting decision, to submit a request in writing for feedback and/or reconsideration of the decision from the Career Management Branch. The Career Management Branch will consider these requests on a case-by-case-basis.
- 13.3. If dissatisfied with the reconsidered decision by Commander Career Management Branch, the BFO may apply in writing to Workforce Conditions and Employment Services for a Primary Review of actions under section 33 of the PS Act if the posting decision involves (Scheduled 1(10) of the *Public Service Regulations 1999* (Cth))(Public Service Regulations):
 - a reduction in classification or
 - a relocation to another place or
 - a promotion that meets the following criteria:
 - the BFO was an applicant for the promotion
 - the promotion was to employment at a classification mentioned in Group 7 or 8 in Schedule 1 to the *Public Service Classification Rules 2000*
 - there were serious defects in the selection process or
 - the assignment to the BFO of duties that the BFO could not reasonably be expected to perform.
- 13.4. The BFO has 120 days from notification of the reconsidered decision in which to seek Primary Review.
- 13.5. If the BFO is dissatisfied with the outcome of the Primary Review, the BFO may apply in writing for a Secondary Review by the Merit Protection Commissioner within 60 days of being advised of the outcome of the Primary Review.
- 13.6. The act of a BFO making an application for reconsideration or review does not prevent the ABF from proceeding with the posting (regulation 5.36 of the Public Service Regulations).

14. Phasing out of Fixed Term Assignments and Regional Mobility Rounds

- 14.1. Fixed Term Assignments (FTAs) and Regional Mobility Rounds (mobility) were ceased to be offered from 1 July 2015. The movement of BFOs are now undertaken by postings in line with the ABF Posting and Career Management Programme and underlying principles. On cessation of a current FTA, the BFO will either return to their originating area (if not within the ABF) or be posted under the ABF Posting and Career Management Programme.

15. What happens if this Policy Statement is not followed?

- 15.1. Policy Statements issued under the Policy and Procedure Control Framework are lawful and reasonable directions under section 13(5) of the PS Act 1999. For BFOs, Departmental employees and APS employees seconded to the Department, failure to comply with this Policy

Statement may be referred as a breach of the APS Code of Conduct and may result in disciplinary action being taken.

- 15.2. For those BFOs, subject to the ABF Commissioner's direction on BFO status, non-compliance with this policy statement will result in the failure to meet essential qualification requirements for a BFO, and a loss of BFO status requiring the need for re-assignment into a non-designated position in line with the Workforce Transition Strategy.
- 15.3. For other secondees, contractors and consultants, failure to comply may constitute a breach of the working agreement, contract and/or a direction under the *Australian Border Force Act 2015*.

Related Framework documents

- Border Force Officer Explanatory Document
- ABF 2020 Strategy

References and legislation

- [Public Service Act 1999](#)
- [Public Service Regulations 1999](#)
- [Australian Border Force Act 2015](#)
- [Department of Immigration and Citizenship Enterprise Agreement 2011-2014](#)
- [Department of Immigration and Border Protection Determination 2015/01](#)

Consultation

Internal consultation

- Civil, Commercial and Employment Law Branch
- Workforce Management Branch
- Change Agent Network
- National Staff Consultative Forum (NSCF)
- Audit and Assurance Branch
- Financial Operations Branch
- With and across the ABF (through Directors, People and Support)
- All ABF Commands and staff during the consultation period 5 March 2018 to 3 April 2018.

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External consultation

The National Staff Consultative Forum including the Commonwealth and Public Sector Union (CPSU) representatives were consulted in the development of this Policy Statement.

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Endorsement

Endorsed by:	Rachel Houghton, Assistant Commissioner Operational Practices Command
Endorsed on (date):	

Approval

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Approved on (date):	

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**Australian
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ABF Career Management Factsheet No.5

Posting Decisions

ABF posting decisions are the responsibility of the Commander, Career Management Branch.

Posting Deliberation Criteria

When determining postings, operational requirements take precedent, however, individual officers career aspirations and preferences will be a key factor in the decision making process. Career management interviews are your opportunity to express those preferences. Posting location descriptions may be provided to ensure that you are aware of the available posting options.

To ensure a fair, consistent and transparent process, all ABF posting decisions are evidence-based and utilise the following criteria:

- Operational requirements
- Qualifications
- Employment history and experience
- Posting preferences
- Circumstances that may impact posting options (these may include personal circumstances)

Determining Operational Requirements

To ensure that posting decisions are practical and meet operational requirements, as part of their workforce planning activities the ABF career management team will liaise with Divisional and Regional Commands to identify:

- Vacancies
- Capability gaps
- Local requirements.

This information will be analysed against known recruitment activities and the ability of the College to deliver essential training programs prior to the commencement of relevant postings.

Posting Notifications

Officers will receive a posting notification outlining the posting details, including area command and the commencement and cessation dates. It is anticipated that:

- Posting Notifications will be sent to officers approximately three-four months after their career management interview
- Posting will commence three-six months after notification. This will allow officers to receive deployment details from the business unit and make necessary preparations for commencement.

For information about reconsiderations and reviews of posting decisions, see *Factsheet 6: Reconsideration and Review*.

For more information about ABF Career Management, contact [s. 47E\(d\)@abf.gov.au](mailto:s.47E(d)@abf.gov.au)