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July 2021, Operations Group review

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Appendix A: User engagement considerations

Our engagement with ASIC users will be based around three primary themes to identify and understand improvement recommendations.

Key themes	Indicative questions for stakeholders (non-exhaustive)
1. Transactions and services	• What services does your function provide to the organisation? • Are these services considered core or non core? • How are your function's outputs used by others within ASIC? • How could the delivery of these services be improved? • To what degree are whole of government arrangements used within this function?
2. Processes and systems	• What activities do you currently perform? • What processes and systems do you utilise to perform these activities? • Where do you believe improvements could be made to these processes or systems?
3. Reporting lines and organisational structure	• What are your functions current reporting lines and who do you report to? • What other functions/teams do you engage with regularly? • What recommendations exist to improve coordination between functional areas?

Stakeholder engagement outputs

Following the stakeholder engagement phase, the insights were captured into two outputs, shown below:

Summary notes from each interview, recording key points and insights from each interview.

Consolidated **thematic insights** highlighting areas for improvement and informing recommendation identification.

Appendix B: Operations service catalogue

Corporate functions that support the operations function in ASIC in delivering their outcomes are included and defined below. A number of Operations functions were not in-scope for analysis and are included below. For the in-scope corporate functions, a more detailed breakdown of these functions is provided on the following page.

Operations (Corporate) Functions

Finance*	Including activities supporting IFM recoveries, procurement, revenue management, streamline reporting in day-to-day finance activities, compliance with governance and financial accountability for budget and resources.
Corporate Services	Support for ASIC's property, security and business projects and services. Including project support for internal team data projects and reporting.
People & Development	Including recruitment, employee relations, learning and development, HR reporting/analysis, HR strategy/ planning, HR policy/advice, performance management, industrial relations, and workforce planning.
Information Technology	Including the support and management of ICT infrastructure and assets, management of ASIC's ICT strategy, investment plan, funding and any support provided to end users through IT helpdesk etc.
Data & Analytics	Support for ASIC's data strategy, science and governance services. Including the management of data exchange, reporting and analytics and recommendation identification.
Registry Interactions & Services	Including the building of new services and tools, support of building new portals and the decommissioning and maintenance of legacy systems.
Regulatory Systems & Improvement	Support to users and enhancement of benefits from the Regulatory Transformation program. Manage reporting on Group business plans, provide quality and improvement capability across ASIC and development of a ASIC wide approach to business project management.
Specialist Services	Support with senior management; evidence services; forensic accounting services; specialist support and reporting and knowledge management.
Strategy	Support for ASIC's strategic direction; including strategic policy, international policy, strategic intelligence and behavioural research and policy.
Communications	Communications support for ASIC's broader functions, including consumer insights and communications and corporate affairs.
Chief Legal Office	Including general legal support/advice, legal policy, training, legislation and regulation.
Risk & Integrity	Responsible for the broader risk management of ASIC, including internal audit.
Assessment & Intelligence	Including licensing services; misconduct & breach reporting; small business engagement & compliance; data reporting and quality assurance & innovation.

Key:
- in-scope functions
- Out of scope functions
- Future Function (from 1 July 2021)

ASIC – Operations Group review

*Note: Finance activities have been considered collectively for the purpose of this level corporate function catalogue. The next slide notes those sub-functions which are out of scope.

Appendix B: Operations service catalogue (cont'd)

Based on stakeholder consultation and documentation review, the following sub-functions have been identified for each Operations Group in-scope function.

Finance

- Business partnering/management accounting and resource management
- Statutory reporting and IFM Accounting Management
- Unclaimed Monies
- Enterprise Projects & Finance Strategy
- Accounts Payable
- Finance Systems
- Regulatory Revenue Management
- CFO and Support
- Procurement & Compliance*

Assessment & Intelligence

- Licensing
- Misconduct & Breach Reporting
- Small Business Engagement & Compliance

Specialist Services

- Senior Management
- Evidence Services
- Forensic Accounting Services
- Knowledge Management
- Specialist Support & Reporting

Corporate Services

- Security Services
- Business Services
- Property Services
- Information Resource Centre
- Emergency Management
- Business Continuity

Data & Analytics

- Management Team
- Data Strategy
- Data Science
- Data Governance

Registry Interactions & Services

- SES RIS
- SES Specialist MBR
- Legal & Policy team
- Registry Services team
- MBR and RIS Support team
- Registry Interactions team

Information Technology

- Applications & Architecture
- Infrastructure
- Workplace Experience & Projects
- Governance
- MoBR/ Registry Apps
- CIO

Regulatory Systems & Improvement

- Regulatory Systems & Improvement
- Business Plan Reporting
- Regulatory Systems
- Quality & Improvement
- Project Management Office

People & Development

- People Data & Reward
- Solutions & Performance
- Acquisition & Development
- Workplace Relations & Advisory
- Health, Safety & Wellbeing

*Note: Procurement & Compliance are out of scope for the purpose of this high-level review.

Key: in-scope functions | out of scope functions | Future Function (from 1 July 2021)

Appendix C: What is benchmarking and spans & layers analysis?

From the analysis conducted, this section provides an overview and detailed profile of each of the following sections, and outlines how the stakeholder engagement insights were grouped into themes and aligned to recommendations.

Benchmarking

By benchmarking Operation's functions against benchmarks of leading domestic operations across Government and Cross-sector, a data point is provided to quantify whether what was provided qualitatively through stakeholder engagement is backed by data.

In the case where the data suggests that what is being experienced by users is not supported, further analysis as to the cause is recommended.

This benchmarking assesses ASIC against best practice, identifies ASIC's positioning and highlights areas for improvement.

It is important to note this is just a benchmark and further consideration should be given as to the reasons why ASIC's function might be the relative size that it is.

Spans & Layers

Based on experience, a range of benefits accumulate as management structures become more efficient.

Analysing Spans and Layers is important to ensure focus is on building the right structures within ASIC and the managerial structure is optimised.

The analysis can help indicate;

- Why decision making is slow (too many levels of approval i.e. an organisations layers are not optimal).
- If there are people who could be managing more people (i.e. a low span of control for the complexity of work).

When doing Spans and Layers analysis it is important to bear in mind the complexity of work, not the rate and pace. The complexity drives the optimal layers and span of control for an organisation.

Spans and layers analysis can provide data points to base further analysis on.

Terminology	Definition
Layer	• Structured dimension of the organisation • Determined solely by reporting relationships and not by grade/level
Individual Contributor	• Any role without direct reports
Manager	• Any role with direct reports; including working managers (e.g. managers with individual contribution responsibilities)
Span of Control	• Number of direct reports
Level	• Grade level or title in the organisation • May not tie directly to the layer (e.g. EXEC 1 could be at layer 4)

Limitations of the analysis

- Cross-industry benchmarking data was collected in 2017 and may not be representative of current benchmarks.
- There was a lack of benchmark data for the following functions and their associated sub-functions:
  - Corporate Services
  - Registry Interactions & Services
  - Regulatory Systems & Improvement (RSI)
  - Specialist Services
- Benchmarking data was limited for IT. The majority of benchmarks break IT down into Plan, Build, Run phases which is not how it is defined in the Operations service catalogue. This made it difficult to map to the existing benchmarks.
- Benchmarking for Data & Analytics was limited to a small group of cross-sector US companies. Further breakdown to the sub-function level was not possible.
- Analysis considered the Operations Group at this point in time (late June 2021), though notes the planned increase to RSI's headcount and the three teams from Assessment & Intelligence that are proposed to move to the Operations Group.

Appendix D: Benchmarking analysis – Summary

Based on the provided FTE data, the in-scope functions and their sub-functions have been benchmarked against other government entities and cross-sector. A summary of results by function's with available benchmarks is presented below. Refer to detailed ben

Function	Sector	Benchmark Type	Summary of Results	
Information Technology	*Government Entities & Cross-Sector*	*FTE*	**ASIC FTE%**	**Benchmark FTE%**
			12.22%	8.9%
Finance	*Government Entities & Cross-Sector*	*FTE*	**ASIC FTE%**	**Benchmark FTE%**
			3.29% **	2.60
People and Development	*Government Entities & Cross-Sector*	*FTE*	**ASIC FTE%**	**Benchmark FTE%**
			2.11%	1.21
Data & Analytics	*US Companies*	*FTE*	**ASIC FTE%**	**Benchmark FTE%**
			1.05%	4 – 6%

Key insights

The Information Technology function's FTE exceeds the benchmarks across all comparable metrics. This remains true whether you benchmark including or excluding contractors. It was noted that some IT FTE have dotted lines to Data & Analytics, however, even approximately sharing these FTE it would be unlikely to change the outcome.

Majority of the finance sub-functions exceed the benchmarks, however, it is important to note the two external functions (Unclaimed Monies and the Industry Funding Model (IMF)) have additional FTE than a standard finance function however, **if you consider ASIC's Finance FTE excluding these and the out of scope Procurement & Compliance it is 2.21% which is below.

The People & Development sub-functions exceed the benchmarks when considered against cross-sector HR functions. Further analysis would need to be done as to the spend on FTE in People & Development in order to consistently benchmark against comparable government entities.

Within ASIC's centralised Data & Analytics function the team are below the benchmark. Detailed analysis of like organisations would be required to further benchmark ASIC's D&A function and decide a course of action to increase the capability.

Function	Key insights
Corporate Services	With 56.4 FTE the Corporate Services function provide security, business and property services as well as manages and delivers ASIC's Information Resource Centre. Further analysis of these sub-functions is required in order to be able to benchmark against like services.
Regulatory Systems & Improvement	The RSI function as it stands has 3.7 FTE, there is a proposal out at the moment to expand to a total of 42.5 FTE in three phases commencing 1 July 2021. These FTE would be aligned to the functions; Regulatory Systems, Business Plan reporting, Quality and Improvement and EPMO (Enterprise Project Management Office). Further analysis of the sub-functions is required to be able to effectively benchmark.
Registry Interactions and Services	The RIS function has 27 FTE responsible for the delivery of the MBR (Modernising Business Registers) program and registry services and interactions. There is also a sub-function Legal and Policy. Further analysis of these sub-functions is required in order to be able to benchmark against like services.
Specialist Services	Of the 129.8 FTE, which is the second largest team in terms of FTE in Operations, the sub-function evidence services makes up the vast majority of this headcount. Further analysis of these sub-functions is required in order to be able to benchmark against like services.

Additional parameters to the analysis

s 47C [redacted]

Acknowledgement of P&D's use of a recruitment RPO

Benchmarking of P&D includes their FTE and does not take into consideration the RPO who supports this function. This is as a review of the provision of recruitment services was done in 2020 with a decision noting that the inhouse function of the recruitment team can support the recruitment needs of ASIC and therefore steps are in place to transition back fully in-house.

***Note:** Data provided here for the SAO analysis was provided to us from ASIC and was not established through our analysis.*

Appendix D: P&D/Finance – Benchmarking results – Cross Sector

Function	Sub-function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
Finance	Accounts Payable	Accounts payable FTEs as a percentage of total FTEs	FTE	0.15%	0.41%	0.47%	0.54%
	Unclaimed Monies (Accounts Receivable)****	Accounts receivable, including invoicing and collection FTEs as a percentage of total FTEs	FTE	0.51%	0.37%	0.57%	0.76%
	Business Partnering and Resource Management*	Budgeting and forecasting FTEs as a percentage of total FTEs	FTE	0.51%	0.33%	0.36%	0.39%
	Enterprise Projects & Finance Strategy	Corporate financial planning and analysis FTEs as a percentage of total FTEs	FTE	0.10%	0.15%	0.15%	0.15%
	Statutory reporting and IFM Accounting management**	Budgeting and forecasting FTEs as a percentage of total FTEs	FTE	0.28%	0.33%	0.36%	0.39%
	Procurement & Compliance***	Operational procurement FTEs as a percentage of total FTEs	FTE	0.28%	0.39%	0.56%	0.90%
	Finance (including all sub-functions including those not listed above)	Overall finance organisation FTE as a percentage of total FTE (all sub-functions)	FTE	3.29%	2.32%	2.60%	2.87%
	Finance (excluding Procurement & Compliance, unclaimed monies and Statutory reporting and IFM Accounting management)	Overall finance organisation FTE as a percentage of total FTE (only in-scope and comparable benchmarked functions)	FTE	2.21%			
HR	HR services* (People Data & Reward, Health, Safety & Wellbeing)	HR transactional processes FTEs as a percentage of total FTEs	FTE	0.75%	0.58%	0.61%	0.63%
		Payroll FTEs as a percentage of total FTEs	FTE		0.24%	0.26%	0.27%
	Acquisition & Development	General recruiting and staffing FTEs as a percentage of total FTEs	FTE	0.62%	0.09%	0.13%	0.16%
		Training (design and delivery) FTEs as a percentage of total FTEs	FTE		0.09%	0.13%	0.16%
	Workforce Relations & Advisory	Employee relations and workforce management FTEs as a percentage of total FTEs	FTE	0.57%	0.09%	0.09%	0.09%
	Solutions & Performance	Performance management FTEs as a percentage of total FTEs	FTE	0.14%	0.13%	0.13%	0.13%
	People & Development	Overall human resources organisation FTEs as a percentage of total FTEs	FTE	2.11%	1.14%	1.21%	1.27%

**The definition for "Business Partnering and Resource Management" exclude Payroll Management function. Payroll Management has been included as part of "HR services".*

*** IFM Accounting management is considered a unique function to ASIC and therefore does not align in full to the metric we were able to benchmark to.*

**** Procurement is included above as a benchmark however is not an in-scope function of this review.*

***** Unclaimed Monies has been noted as "Accounts Receivable" though it is not a standard accounts receivable function.*

Appendix D: P&D/Finance – Benchmarking results – Government entities

Function	Sub-function	Metric Name	Benchmark type	Large agencies (> 1,000 employees)	Medium agencies (301 – 1000 employees)	Small agencies (< 300 employees)
Finance	Business Partnering and Resource Management*	Average spend per agency	Dollar	$13.0m	$2.5m	$0.75m
		Average spend per ASL	Dollar	$3,500	$4,500	$7,200
	Accounts Payable	per manual AP invoice	Dollar	$25.07	$22.89	$46.09
	Unclaimed Monies (Accounts Receivable)****	per manual AR invoice	Dollar	$12.46	$14.14	$14.52
	Management Accounting	% of departmental expenditure	Expenditure	0.31%	0.25%	0.35%
	CFO and Support	% of departmental expenditure	Expenditure	0.08%	0.14%	0.23%
	Statutory reporting and IFM Accounting management**	% of departmental expenditure	Expenditure	0.25%	0.32%	0.45%
	Regulatory Revenue Management	% of departmental expenditure	Expenditure	0.05%	0.10%	0.16%
	Enterprise Projects & Finance Strategy	% of departmental expenditure	Expenditure	0.05%	0.07%	0.10%
HR	HR services* (People Data & Reward, Acquisition & Development, Health, Safety & Wellbeing)	Average spend per agency	Dollar	$18.0m	$3.5m	$1.0m
		Average spend per ASL	Dollar	$4,500	$5,800	$6,000
	Workplace Relations & Advisory	Total agency ASL	Dollar	$1,000	$740	$1,148
	Solutions & Performance	Total agency ASL	Dollar	$735	$693	$837
	HR Strategy and Planning	Total agency ASL	Dollar	$364	$710	$624

** The definition for "Business Partnering and Resource Management" exclude Payroll Management function. Payroll Management has been included as part of "HR services".*

*** Statutory reporting and IFM Accounting management; is only benchmarked against the statutory reporting component of the function as IFM Accounting management is unique to ASIC.*

**** Procurement is included above as a benchmark however is not an in-scope function of this review.*

***** Unclaimed Monies has been noted as "Accounts Receivable" though it is not a standard accounts receivable function.*

Appendix D: Corporate Services and Specialist Services – Benchmarking results – Government

Function	Sub-function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
Corporate Services	Property Services	Facilities/Maintenance Cost per Facilities/Maintenance FTE	FTE	1.03%		0.4%*	

Appendix D: Corporate Services and Specialist Services – Benchmarking results – Cross Sector

Function	Sub-function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
Corporate Services	Property Services ^	Facilities/Maintenance Cost per Facilities/Maintenance FTE	$ per FTE		50.8K	0.45%	66.5K

Appendix D: Information Technology – Benchmarking results – Government (2019)

Function	Sub-function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
Information Technology	Overall IT FTEs as % of total FTEs	Overall IT FTEs as % of total FTEs	FTE	12.22% (excl. contractors) 16.49% (inc. contractors) 7.6% (in BAU roles)		3.2%*	

^ Costing has not been done for ASIC's Operations functions. Therefore there is no ASIC result however, we have still noted here for reference.

* Benchmark from a federal government department.

Appendix D: Information Technology and Data & Analytics – Benchmarking results – Cross Sector

Function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
Information Technology (All)	Overall IT FTEs as % of total FTEs	FTE	12.22% (excl. contractors) 16.49% (inc. contractors) 7.6% (in BAU roles)	5.2%	8.9%	13.2%
Information Technology (Plan)	Enterprise Architecture FTE as % of total FTEs	FTE		0.06%	0.06%	0.06%
	Strategy and planning internal FTEs as % of total FTEs	FTE		0.14%	0.22%	0.30%
	Demand Management FTEs as % of total FTEs	FTE		1.07%	2.29%	2.97%
Information Technology (Workplace Experience & Projects)	Project Management internal FTEs as % of total FTEs	FTE	1.85%	0.16%	0.26%	0.35%
	Project Management contract FTEs as % of total FTEs	FTE	2.26%	0.02%	0.02%	0.02%
Information Technology (Applications & Architecture)	Application development FTEs as % of total FTEs	FTE	4.27%	0.48%	0.81%	1.15%
	Application development FTEs (including contractors) as % of total FTEs	FTE	6.08%	0.48%	0.81%	1.15%
Information Technology (Run)	Service desk FTEs as % of total FTEs	FTE		0.49%	0.49%	0.49%
	SAP operations – users:support staff ratio	Ratio		50.00	62.50	75.00
	Security ops internal FTEs as % of total FTEs	FTE		0.12%	0.20%	0.27%
	Security ops contract FTEs as % of total FTEs	FTE		0.06%	0.11%	0.15%
Data & Analytics*	Overall Data & Analytics as a % of total FTE	FTE	1.05%	4%	N/A	6%

* Data & Analytics has only been benchmarked against a small data set of US based companies and therefore should only be taken as an indication.

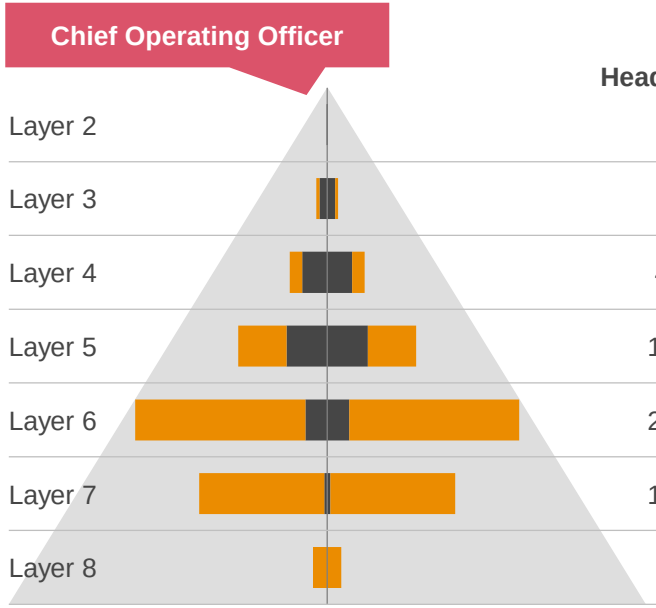
Appendix D: Information Technology – Benchmarking results – Government entities

Function	Metric Name	Benchmark type	ASIC Result	Top Quartile	Median	Bottom Quartile
All	BAU IT Expenditure vs. Non BAU IT Expenditure	BAU expenditure			0.66%	
		Non-BAU expenditure			0.34%	
	IT expenditure as % of total expenditure	Expenditure			7.47%	
	IT spend per employee	Expenditure		$19,456	$20,472	$21,185
	IT Division internal FTE vs. IT Division contractors	Internal FTE	12.22%		0.80%	
		Contractors	4.27%		0.20%	
	Overall IT FTEs as % of total FTEs	FTE	16.49%		0.07%	
Workplace Experience & Projects	IT Project internal FTE vs IT Project contractors	Internal FTE	1.85%		0.54%	
		Contractors	2.26%		0.46%	
Build	Service desk – user:support staff ratio	Ratio			486	
	Knowledge mgmt. internal FTEs as % of total FTEs	FTE			1.20%	
	Knowledge mgmt. contract FTEs as % of total FTEs	FTE			0.18%	
	Number of Network infrastructure and comms FTEs	Volume			2.55	

Appendix E: Spans and Layers analysis – Operations Group

A Spans and Layers analysis of Operations, shows eight organisational layers with the Commission noted as layer 1, varied average spans of control and inefficient allocation of resources across the organisation.

Spans and Layers analysis – Operations



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2	1	1	14
Layer 3	14	10	4.9
Layer 4	49	32	3.6
Layer 5	115	52	4.8
Layer 6	248	29	5.7
Layer 7	164	4	4.5
Layer 8	18	0	N/A
Total Headcount of Analysis[4]: 609		Avg Span of Control	4.8

No Direct Reports
With Direct Reports

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. All employees within the Operations Group
5. Based on APSC organisational layers framework

Observations

Spans of Control

- Overall, ASIC's Operations Group has **an average span of control of 4.8 direct reports per supervisor**, below the target of 5–8 reports per supervisor.[2]
- Spans vary greatly across Operations functions, with **the largest average span of control of 6.9 in Information Technology** and the **smallest average span of 1.5 direct report in Regulatory Systems & Improvements.**
- There are opportunities to **consolidate spans of control in L3, L4, L5 and L7 to streamline management reporting lines.**
  - For example, four L3 headcount have no direct reports, while ten L3 headcount have one or more direct reports.
  - At L6, supervisors in the Finance and Information Technology teams average 6.3 and 7.1 direct reports each, while Corporate Services averages 1.4. There is an opportunity to increase the spans of control for Corporate Services and reduce middle management layers.

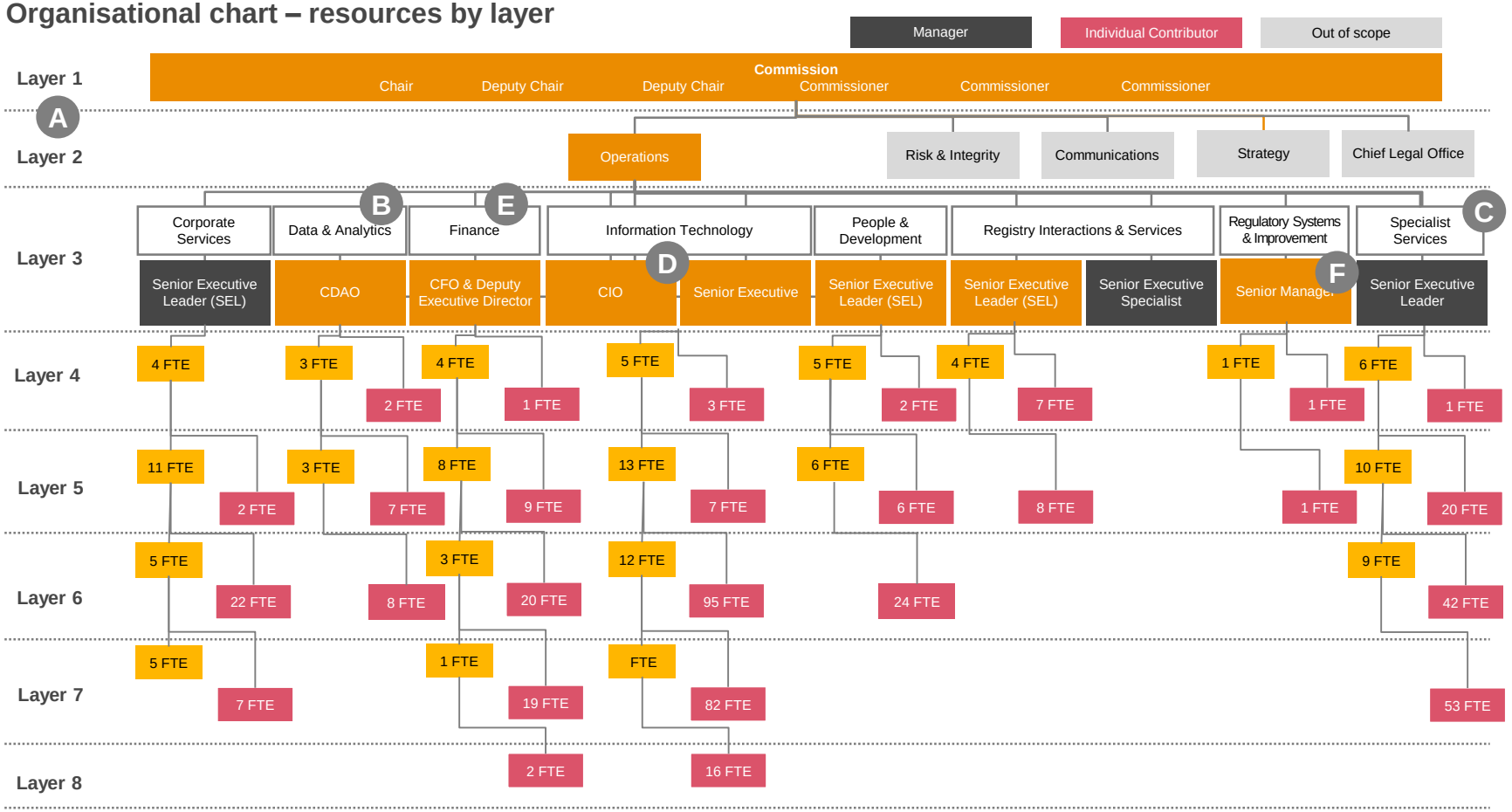
Layers

- The Operations Group layers analysis shows a solid picture similar to that of a triangle (the desired organisation structure) up to layer 6. Post layer 6 there are more transactional roles only required in some functions hence there are less.
- There is an **opportunity to consolidate Layers 5–8 where supervisors have 4 or less direct reports[5]**
  - Around 90% of L8 staff work in Information and Technology function, potentially providing opportunities to streamline management and reduce layers.
  - Layer 7 of Information and Technology has headcount with direct reports however, no other sub-function has direct reports past layer 6.

Appendix E: Spans and Layers – Operations Group

A high-level review of ASIC's organisational structure and key accountabilities highlights duplication of activities, variation of reporting lines and unclear accountabilities. See detailed Spans and Layers analysis.

Organisational chart – resources by layer



Observations

A ASIC has 8 layers from the Commission to the last functional layer which has no reports. According to the APSC report between 5 and 7 layers is considered optimal.

B Strong alignment between Data & Analytics and Information Technology, dotted lines here to share resources and knowledge is good and potentially could be expanded.

C Some of the work completed in Specialist Services could potentially cross over with Data & Analytics as well as People & Development.

D Information Technology has two Senior Executives that report director to the COO as does Registry Interactions & Services, all other functions have one Senior Executive who reports to the COO.

E Across Operations; reporting hierarchies vary for example in the Finance function some ASIC 3's report to Senior Managers (EXEC 2) and other ASIC 3's report to Team Leaders (ASIC 4).

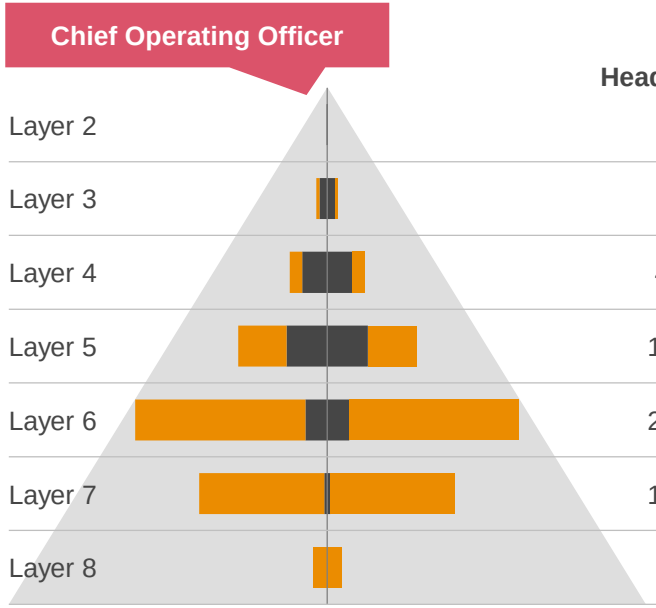
F Regulatory Systems & Improvement has an EXEC 2 (Senior Manager) who reports directly to the COO.

Total positions: 609
# of Mgrs: 128
# of reports 481
(individual contributors)

Appendix E: Spans and Layers analysis – Operations Group excluding the Procurement & Compliance sub-function

A Spans and Layers analysis of Operations' in-scope sub-functions shows eight organisational layers with the Commission noted as layer 1, varied average spans of control and inefficient allocation of resources across the organisation.

Spans and Layers analysis – Operations Group excl. Procurement & Compliance



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2	1	1	14
Layer 3	14	10	4.9
Layer 4	49	32	3.6
Layer 5	115	52	4.8
Layer 6	245	29	5.7
Layer 7	163	4	4.5
Layer 8	18	0	N/A
	Total Headcount of Analysis[4]: 605	**Avg Span of Control**	**4.8**

No Direct Reports
With Direct Reports

Observations

Spans of Control

- Whilst this Spans and Layers analysis only shows the in-scope functions, there is no change to the overall average span of control, nor the average span of control per layer to that of the Operations Group in it's entirety.

Layers

- Whilst this Spans and Layers analysis only shows the in-scope functions, there is no change to the overall number of layers.

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. Employees within the Operations Group excluding the sub-function Procurement & Compliance.

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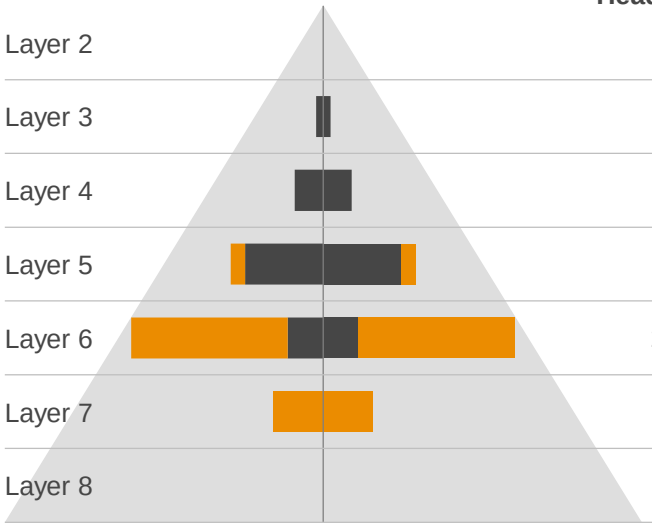
Appendix E: Spans and Layers analysis – Corporate Services

A Spans and Layers analysis of Corporate Services shows ineffective spans of control for supervisor- with the average span of control per layer figures being below the APSC recommended target.

Spans and Layers analysis – Corporate Services



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	4
Layer 4	4	4	3.3
Layer 5	13	11	2.5
Layer 6	27	5	1.4
Layer 7	7	0	N/A
Layer 8	0	0	N/A
Total Headcount of Analysis[4]: 55		**Avg Span of Control**	**2.4**

No Direct Reports
With Direct Reports

Observations

Spans of Control

- Overall, Corporate Services has **an average span of control of 2.4 direct reports per supervisor,** below a target of 5–8 reports per supervisor.[2]
- Spans vary across Corporate Services, with the largest span of 4 at L3 and smallest span of 1.4 at L6 direct reports.
- There are opportunities to **consolidate spans of control in L5 and L6**
  - This is the case as supervisors in all layers the average span of control are all well below the target of 5–8 noted above.
  - At L6, supervisors have on average 1.4 direct reports which is well below the target of 5–8 direct reports particularly when noting at L7 the work completed is of a more regular and less complex nature (Records Officers) which according to the APSC guidance has a higher benchmark target for spans of control. There is an opportunity to increase the spans of control for this functions and reduce middle management layers.

Layers

- The Corporate Services layers analysis shows a solid picture similar to that of a triangle up to Layer 6, there is an opportunity to consider the roles and activities undertaken at Layer 7 and whether there could be some streamlined reporting lines to increase spans of control at L5 and L6.
- There is an **opportunity to consolidate Layers 5–6 where supervisors have 3 or less direct reports.**

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis

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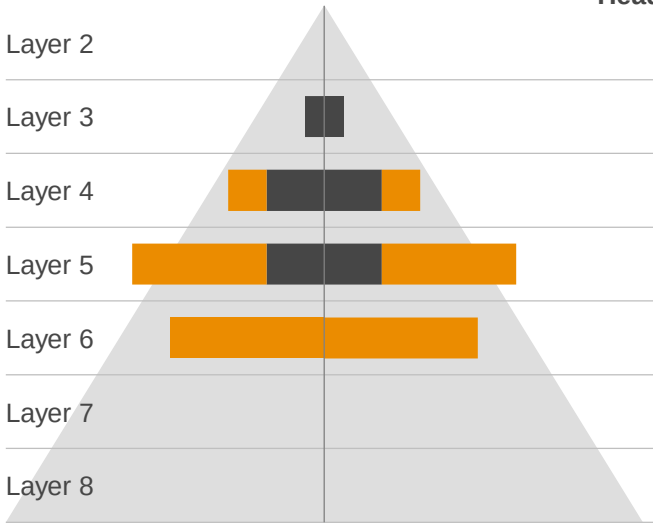
Appendix E: Spans and Layers analysis – Data & Analytics

A Spans and Layers analysis of Data & Analytics reveals a low average span of control, indicating many opportunities for improvement across the organisation due to inefficient allocation of resources across the team.

Spans and Layers analysis – Data & Analytics



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	5
Layer 4	5	3	3.3
Layer 5	10	3	1.3
Layer 6	8	0	N/A
Layer 7	0	0	N/A
Layer 8	0	0	N/A
Total Headcount of Analysis[3]: 24		**Avg Span of Control**	**2.7**

No Direct Reports

With Direct Reports

Spans of Control = Number of direct reports/Number of supervisors

1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Based on the Optimal Management Structures Framework and Guide developed by the APSC
6. Based on the Optimal Management Structures Framework and Guide developed by the APSC

Observations

Spans of Control

- Overall, ASIC's Data & Analytics function has **an average span of control of 2.7 direct reports per supervisor** – below the target of 5–8 reports per supervisor.[2]
- Spans of Control vary greatly across Data & Analytics, with the largest span of 5 at L3.
- There are opportunities **to consolidate spans of control in L3 and L4 and to streamline management reporting lines to increase efficiency.**
  - At L5 which has the lowest average span of control in the Data & Analytics function, supervisors have on average 1.3 direct reports which is well below the target of 5–8 direct reports. As such there is an opportunity to increase the spans of control and reduce middle management layers where direct reports are below the target.
  - Currently there is a good opportunity to encourage innovation within the team, as reducing the number of layers improves decision making as information could move faster through the Data & Analytics team.[5]

Layers

- The Operations layers analysis shows a solid picture similar to that of a triangle (the desired organisation structure) up to layer 5, post layer 6 there are more transactional roles only required in some functions hence there are less. There is the opportunity to further consider as it is indicating a top heavy structure.
- There is an opportunity to consolidate layers 4 and 5 where supervisors have 3.3 or less direct reports.
- The number of organisational layers within the Data & Analytics team is within the optimal range.[5]

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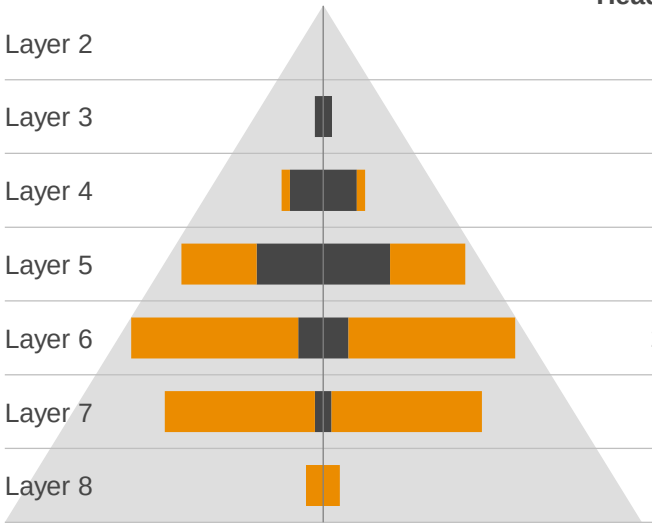
Appendix E: Spans and Layers analysis – Finance

A Spans and Layers analysis of the Finance function reflects the need to focus efforts on streamlining management reporting lines where the average span of control per supervisor is below the recommended target.

Spans and Layers analysis – Finance



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	5
Layer 4	5	4	4.3
Layer 5	17	8	2.9
Layer 6	23	3	6.3
Layer 7	19	1	2
Layer 8	2	0	N/A
	Total Headcount of Analysis: 67	Avg Span of Control	3.9

No Direct Reports
With Direct Reports

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Headcount includes procurement and compliance which are out of scope sub-functions
6. Based on the Optimal Management Structures Framework and Guide developed by the APSC

Observations

Spans of Control

- Overall, ASIC's Finance Function has **an average span of control of 3.9 direct reports per supervisor** – below the target of 5–8 reports per supervisor.[2]
- Average spans vary across the Finance function from 2 at L7 to 6.3 at L6 direct reports.
- Moreover, the management structure of Finance indicates that there could be consolidation of organisational layers in order to be more aligned with the APSC Optimal Management Structures Framework, which states it would improve productivity and communications within a team.
  - For example, nine L5 headcount have no direct reports, while eight in the same level do have direct reports.
- L6 supervisors have on average 6.3 direct reports which is well within the 5–8 reports per supervisor. This means that within this layer the number of direct reports per supervisor is optimal.

Layers

- The Finance layers analysis shows a solid picture similar to that of a triangle (the desired organisation structure) up to layer 6, post layer 6 there are more transactional roles eg Finance Officer.
- There are opportunities to streamline management reporting lines in L4, L5 and L7, as fewer organisational layers and broader spans of control, among other benefits, enhances accountability and productivity.[6]

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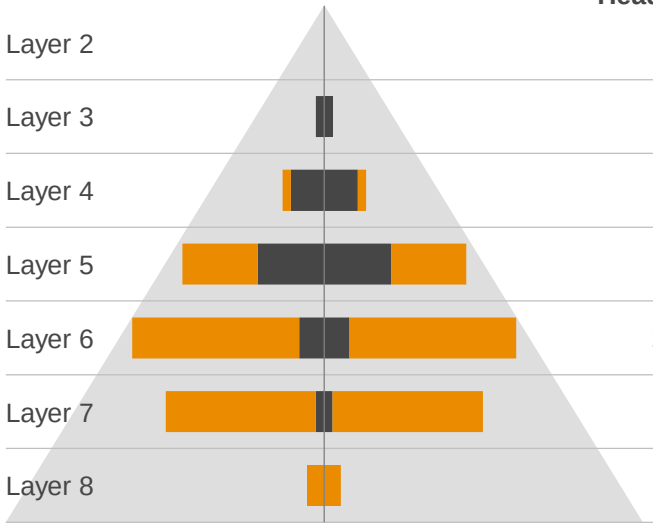
Appendix E: Spans and Layers analysis – Finance excl. Procurement & Compliance

A Spans and Layers analysis of the in-scope Finance functions reflects the need to focus efforts on streamlining management reporting lines where the average span of control per supervisor is below the recommended target.

Spans and Layers analysis – Finance excl. Procurement & Compliance



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	5
Layer 4	5	4	4.3
Layer 5	17	8	2.9
Layer 6	20	3	6.3
Layer 7	18	1	2
Layer 8	2	0	N/A
	Total Headcount of Analysis: 64	**Avg Span of Control**	**3.9**

No Direct Reports
With Direct Reports

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Headcount excludes procurement and compliance which are out of scope sub-functions
6. Based on the Optimal Management Structures Framework and Guide developed by the APSC

Observations

Spans of Control

- Whilst this Spans and Layers analysis only shows the in-scope functions, there is no change to the overall average span of control, nor the average span of control per layer to that of the Finance function in it's entirety.

Layers

- Whilst this Spans and Layers analysis only shows the in-scope functions, there is no change to the overall number of layers.

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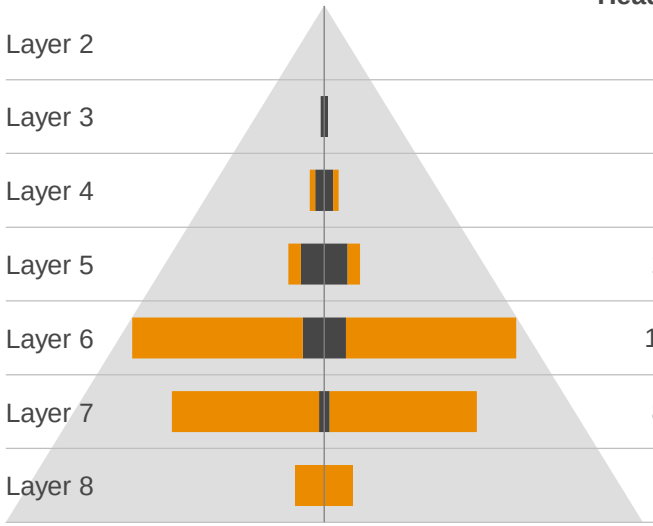
Appendix E: Spans and Layers analysis – Information Technology

A Spans and Layers analysis of Information Technology indicates that there is a great variation across the function – reflecting opportunities to consolidate layers that have less direct reports.

Spans and Layers analysis – Information Technology



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	2	2	4.5
Layer 4	8	5	4.0
Layer 5	20	13	8.5
Layer 6	107	12	7.1
Layer 7	85	3	5.3
Layer 8	16	0	N/A
	Total Headcount of Analysis: 238	**Avg Span of Control**	**6.9**

No Direct Reports
With Direct Reports

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Based on the Optimal Management Structures Framework and Guide developed by the APSC

Observations

Spans of Control

- Overall, ASIC's Information Technology function has **an average span of control of 6.9 direct reports per supervisor**, within the target of 5–8 reports per supervisor[2]
- Spans vary greatly across Information Technology, with the largest span of 8.5 (above target) and smallest span of 4 (below target) direct reports.
- There are opportunities to **share the spans of control broader within the L5 team** due to the average span of control per layer being above the recommended 5–8 reports per supervisor and there being seven headcount in L5 with no direct reports.
  - At L4, there is an opportunity to increase the spans of control for these functions.

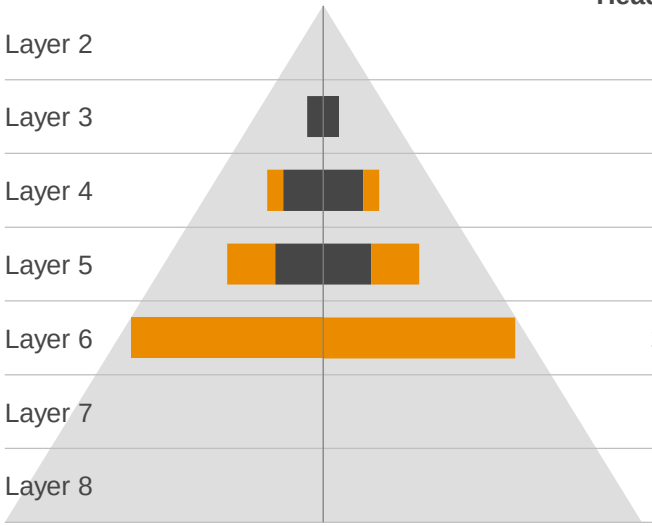
Layers

- Information Technology has a middle heavy layer 6. Further analysis as to the reporting hierarchies would assist this to understand what can be done.
- There is an **opportunity to consolidate L3 and L4 where supervisors have 4.5 or less direct reports.**
  - There are eight layers within the Information Technology team which indicates there are opportunities to streamline the organisational structure to bring it within the optimal APSC recommendations.
  - By doing so, the management reporting lines within the Information Technology services could become more streamlined and could improve communications, allowing for a more direct route for receiving and relaying information.[5]

Appendix E: Spans and Layers analysis – People & Development

A Spans and Layers analysis of People & Development reveals that there is an opportunity to increase the spans of control as well as reduce middle management layers.

Spans and Layers analysis – People & Development



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	7
Layer 4	7	5	2.4
Layer 5	12	6	4
Layer 6	24	0	N/A
Layer 7	0	0	N/A
Layer 8	0	0	N/A
	Total Headcount of Analysis: 44	**Avg Span of Control**	**3.6**

No Direct Reports

With Direct Reports

Observations

Spans of Control

- Overall, ASIC's People & Development function has **an average span of control of 3.6 direct reports per supervisor**, below a target of 5–8 reports per supervisor.[2]
- Spans vary relatively greatly across P&D, with the largest span of 7 and smallest span of 2.4 direct reports.
- There are opportunities to **consolidate spans of control in L4 – L5** with streamlined management reporting lines to reduce middle management layers.

Layers

- Whilst People & Development stops at layer 6 it also is indicative of a potentially top heavy structure comparative to the other functions.
- There is an **opportunity to consolidate Layers 4 and 5** to maximise spans of control and ensure tasks are performed at the appropriate level.
- Layer 3 is within the recommended 5–8 direct reports per supervisor, which is a positive indication of spans of control maximization and employee engagement.[5]

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Based on the Optimal Management Structures Framework and Guide developed by the APSC

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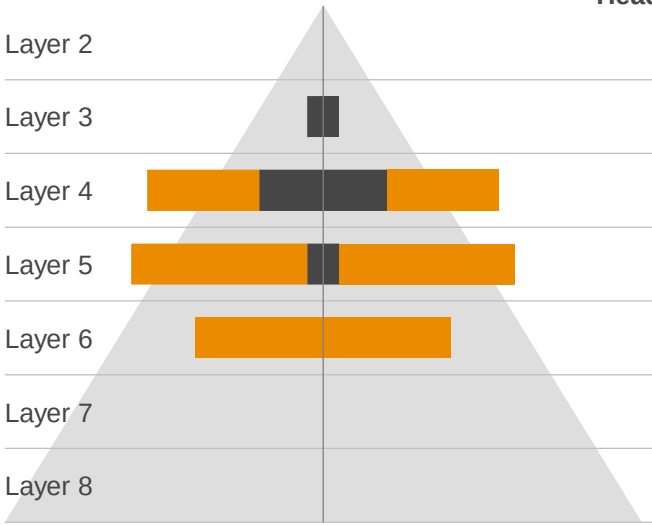
Appendix E: Spans and Layers analysis – Registry Interactions & Services

A Spans and Layers analysis of Registry Interactions & Services reflects the opportunity to improve allocation of headcount of managers to reduce spans of control particularly at layer 5.

Spans and Layers analysis – Registry Interactions & Services



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	2	2	5.5
Layer 4	11	4	3
Layer 5	12	1	8
Layer 6	8	0	N/A
Layer 7	0	0	N/A
Layer 8	0	0	N/A
Total Headcount of Analysis: 33		**Avg Span of Control**	**4.4**

No Direct Reports
With Direct Reports

Observations

Spans of Control

- Overall, **ASIC's Registry Interactions & Services** has an average span of control of **4.4 direct reports per supervisor**, below the target of 5–8 reports per supervisor.[2]
- Spans vary greatly across RIS, with the largest span of eight (at target) and smallest span of three (below recommended target) direct reports – the latter being well below the recommended target.
- Nevertheless, L3 and L5 are both within the recommended target indicating the management reporting lines are well allocated at these layers.

Layers

- Layer 4 and Layer 5 are similar sizes, this is an area for further analysis as to the optimal levels within this function.
- There are opportunities to **streamline management reporting** lines due to the average span of control in L4 **being below** the recommended 5–8 direct reports per supervisor.
  - For example, seven L4 headcount have no direct reports, while 11 in L5 one have eight direct reports. This can indicate that there is an opportunity to better manage resources to support the appropriate management of risk.[5]

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Based on the Optimal Management Structures Framework and Guide developed by the APSC

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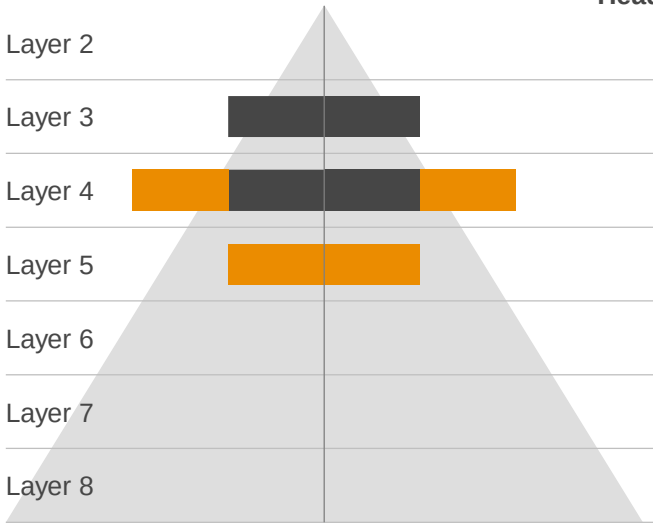
Appendix E: Spans and Layers analysis – Regulatory Systems & Improvement

A Spans and Layers analysis of Operations indicates that the average spans of control are well below the recommended target, as such RSI will need to make changes to maximise capabilities and resources.

Spans and Layers analysis – Regulatory Systems & Improvement



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	2
Layer 4	2	1	1
Layer 5	1	0	N/A
Layer 6	0	0	N/A
Layer 7	0	0	N/A
Layer 8	0	0	N/A
	Total Headcount of Analysis: 4	**Avg Span of Control**	**1.5**

No Direct Reports
With Direct Reports

Observations

Spans of Control

- Overall, ASIC's Regulatory Systems & Improvements function has **an average span of control of 1.5 direct reports per supervisor –** well below the target of 5–8 reports per supervisor.[2]
- Spans of control are very low within RSI, with the average spans of control being well below the recommended target.
  - In particular, this is because the average span of control for L3 and L4 are both below the recommended target.
  - It should be noted that there are proposed intentions to expand this team. Should this occur care should be taken as to ensure the spans of control are efficient and allow for effective operations of the team.

Layers

- With minimal FTE, it is difficult to draw accurate conclusions, though based purely off this it would indicate a top heavy structure for RSI.
- There are **opportunities to increase the spans of control** for Regulatory Systems & Improvement with the proposed expansion.

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis

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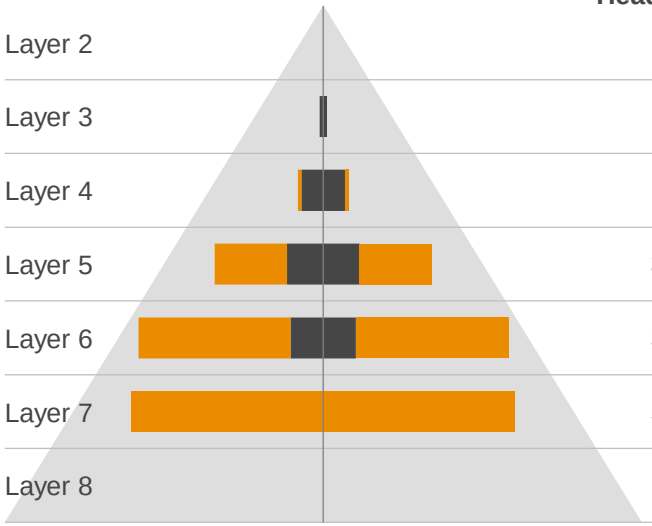
Appendix E: Spans and Layers analysis – Specialist Services

A Spans and Layers analysis of Specialist Services reveals that whilst management is well streamlined and all figures for the average span of control per layer is within the recommended target, there are still opportunities to improve.

Spans and Layers analysis – Specialist Services



	Headcount	Headcount with Direct Reports	Average Span of Control per Layer[1]
Layer 2			
Layer 3	1	1	6
Layer 4	7	6	5
Layer 5	30	10	5.1
Layer 6	51	9	5.9
Layer 7	53	0	N/A
Layer 8	0	0	N/A
	Total Headcount of Analysis: 142	**Avg Span of Control**	**5.4**

No Direct Reports
With Direct Reports

Observations

Spans of Control

- Overall, ASIC's Specialist Services has **an average span of control of 5.4 direct reports per supervisor** – which is within the target of 5–8 reports per supervisor.[2]
- In particular, the average span of control per layer throughout L3 and L6 are all within the recommended target which indicates that management is well structured.
  - Nevertheless, there is still opportunity for improvement as Layer 4 and 5 is on the lower end of the target spectrum. As such, management within Specialist Services can be better streamlined to optimise spans of control over more transactional work.[5]

Layers

- The Specialist Services layers analysis shows a solid picture similar to that of a triangle (the desired organisation structure).
- All Layers are **within the recommended** 5–8 direct reports per supervisor, which is a **positive indication** of spans of control maximization and employee engagement.[5]

Spans of Control = Number of direct reports/Number of supervisors
1. Average span of control (SOC) = (Total employees – 1)/Total supervisors
2. Based on midpoint between transactional and strategic spans as guided by the APSC
3. Commission is considered Layer 1 for the purpose of this analysis
4. The Chief Operating Officer is Layer 2 for the purpose of this analysis
5. Based on the Optimal Management Structures Framework and Guide developed by the APSC

Appendix F: Resources by level – Operations Group

Across the Operations Group analysis of the resources by level show a top heavy structure with the majority (57%) of resources sitting at the EXEC 2 and EXEC 1 levels.

Resources by level – Operations

Headcount by Resource Level
8
11
184
164
98
81
55
10

Total Headcount of Analysis*: 609

Observations

Levels

- Overall, the Operations group is **resource heavy at the top of the organisation** with **57% of resources sitting at the EXEC 2 and EXEC 1 levels**. This indicates that further consideration should be given to the resourcing build of Operations Group
  - As illustrated; the triangle from EXEC 2 down to ASIC 1 is inverse to what would typically be considered optimal.

Reporting Hierarchy

- Across Operations Group there are instances where the reporting hierarchies could be reviewed in more detail.
  - For example; there are EXEC 2's that report to other EXEC 2's and ASIC 2's that report to EXEC 2's.
  - For flow of decision rights and it is usual that resources would report to another resource at a higher level. For productive and effective task allocation and completion, it is recommended resources do not report to someone more than two levels above them in the organisation.

*Total headcount; inclusive of out of scope functions (procurement & finance as their associated FTE is 5.5 which makes minimal impact on this level of analysis).

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Appendix F: Resources by level – Corporate Services

Corporate Services when looking at resources by level analysis shows a skew to the middle to top with the majority of resources at the ASIC 4 level, a level that does have resources that report to it so is still a management level in ASIC. The Reporting Hierarchy graph (Appendix G) highlights that there are inconsistent reporting practices within Corporate Services team.

Resources by level – Corporate Services

	Headcount by Resource Level
Executive Leader	1
Senior Leader	0
EXEC 2	5
EXEC 1	9
ASIC 4	20
ASIC 3	13
ASIC 2	5
ASIC 1	0

Total Headcount of Analysis: 55

Observations

Levels

- Corporate Services has a typical spread of resources across the levels, however, whilst it is typical it may not be optimal as there is still a **slight skew to the top with the largest level by count being the ASIC 4 level.**
- The organisational structure is shaped more like a diamond rather than a triangle. This indicates that there is a concentration of middle managers rather than lower level staff.
  - Further analysis is required to understand the activities of the people who are responsible to ensure this structure is suited to the capability needs of the team.

Reporting Hierarchy

- Corporate Services reporting hierarchy has inconsistent reporting practices i.e. what level reports to what level.
  - For example; there are EXEC 2's that report to other EXEC 2's.
  - There are also ASIC 2's that report to EXEC 1's.

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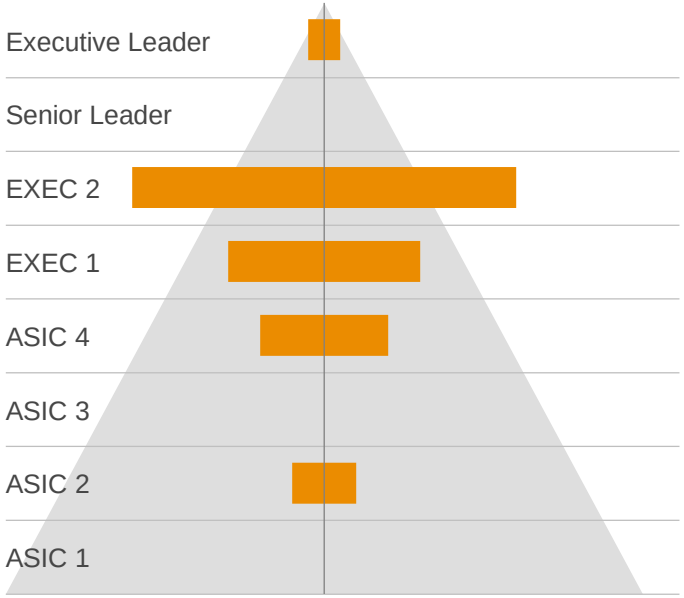
Appendix F: Resources by level – Data & Analytics

A resources by level analysis of the Data & Analytics team highlights that it is top heavy and will need to consider talent attraction and retention strategies. Moreover, insights from the reporting hierarchy highlights that there are opportunities to improve their reporting practices.

Resources by level – Data & Analytics



	Headcount by Resource Level
Executive Leader	1
Senior Leader	0
EXEC 2	12
EXEC 1	6
ASIC 4	4
ASIC 3	0
ASIC 2	2
ASIC 1	0

Total Headcount of Analysis: 24

Observations

Levels

- The Data & Analytics team is **top heavy**, with 50% of resources sitting at the EXEC 2 level and 79% sitting at or above the EXEC 1 level.
  - There are potential reasons for this that should be taken into consideration; such as market demand for the skillset and renumeration.
  - That being said as the team continues to develop and grow, considerations should be given to the talent attraction and retention strategy for this function (eg Buy, Build, Borrow).

Reporting Hierarchy

- Data & Analytics reporting hierarchy has inconsistent reporting practices i.e. what level reports to what level.
  - For example; there are EXEC 2's that report to other EXEC 2's.
  - There are ASIC 2's that report to EXEC 1's. Which is a big considerable gap between levels.

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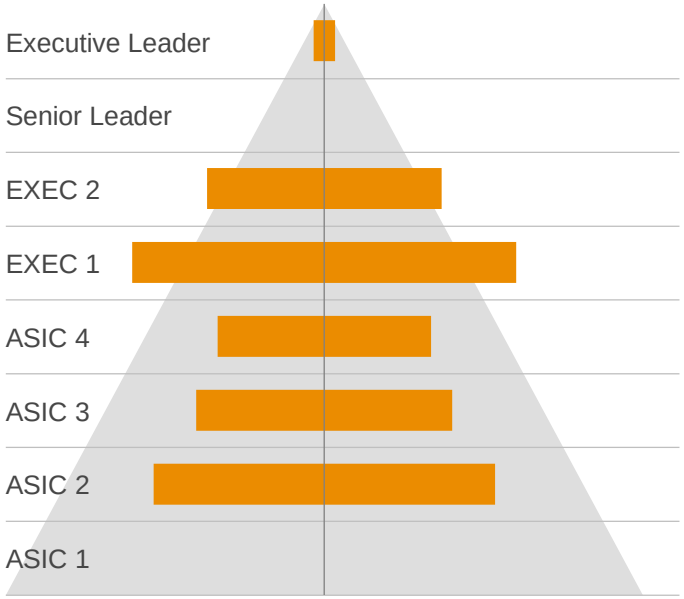
Appendix F: Resources by level – Finance

When looking at resources by level analysis of the Finance Team, it highlights inconsistencies in reporting hierarchy practices. The Finance team's reporting hierarchy highlights that there are inconsistent reporting practices with people reporting more than the standard two levels above.

Resources by level – Finance



	Headcount by Resource Level
Executive Leader	1
Senior Leader	0
EXEC 2	11
EXEC 1	18
ASIC 4	10
ASIC 3	12
ASIC 2	16
ASIC 1	0

Total Headcount of Analysis: 67

Observations

Levels

- The Finance team is **top heavy** with 60% sitting at or above the ASIC 4 level, and the largest level by count being at the EXEC 1 level.
  - The potential reasons for this include that the Finance team relies on the capabilities of true specialists. If this is the case, this structure might be beneficial. Nevertheless, further analysis is required to understand the activities and capabilities required at the EXEC 1 level to understand whether this structure is optimal.

Reporting Hierarchy

- The reporting hierarchy of the Finance team reflects that it has inconsistent reporting practices i.e. what level reports to what level.
  - For example; there are 12 ASIC 2 and three ASIC 3's reporting three levels above them.
  - Moreover; there are EXEC 2's who report to other EXEC 2's and EXEC 1's reporting to other EXEC1's which shows inefficiencies in reporting practices.
  - There is one ASIC 3 reporting directly to a Senior Leader which could be inefficient due to the level decisions are potentially being made at. Further analysis as to the rationale behind these reporting lines is recommended.

*Total headcount; inclusive of out of scope functions (procurement & finance as their associated FTE is 5.5 which makes minimal impact on this level of analysis).

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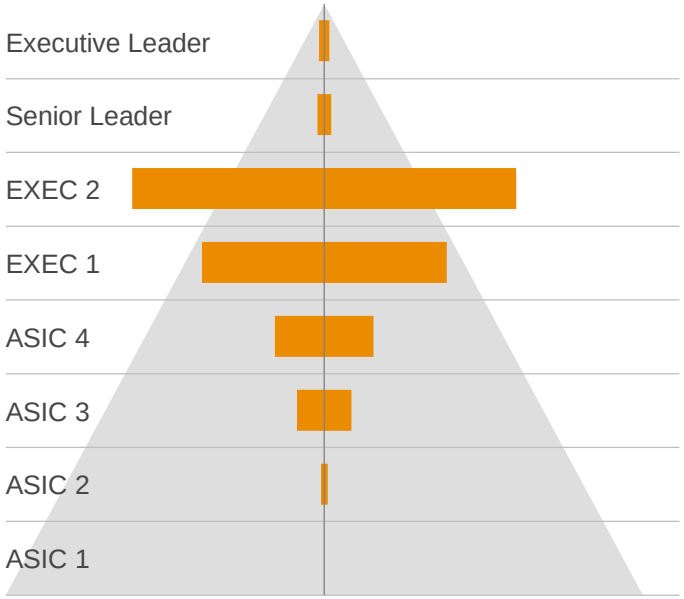
Appendix F: Resources by level – Information Technology

When looking at a resources by level analysis of the Information Technology function, there is a skew to the top with 78% of resources at the EXEC 1 and EXEC 2 levels.

Resources by level – Information Technology



	Headcount by Resource Level
Executive Leader	3
Senior Leader	4
EXEC 2	113
EXEC 1	72
ASIC 4	29
ASIC 3	16
ASIC 2	2
ASIC 1	0

Total Headcount of Analysis: 238

Observations

Levels

- The Information Technology function is **very top heavy** with 78% of resources sitting at or above the EXEC 1 and EXEC 2 levels.
  - The shape of the graph also appears like an inverted triangle which indicates that the Information Technology team is very much top heavy and should consider the effectiveness of its structure going forward.
  - Note, if the team relies on the capabilities of ICT specialists, this structure might be required as they are more likely to have the specialist skills required for the team. Therefore further analysis is recommended as to the most efficient levels for the IT function.

Reporting Hierarchy

- The reporting hierarchy of the Information Technology team reflects that there is the opportunity to implement changes to reflect better reporting practices i.e. what level reports to what level.
  - For example; there are two ASIC 2's reporting more than three levels above them in the organisation which is beyond the recommended two levels above.
  - Moreover; there are 95 EXEC 2's that report to other EXEC 2's, reflecting potential inefficiencies in reporting practices.

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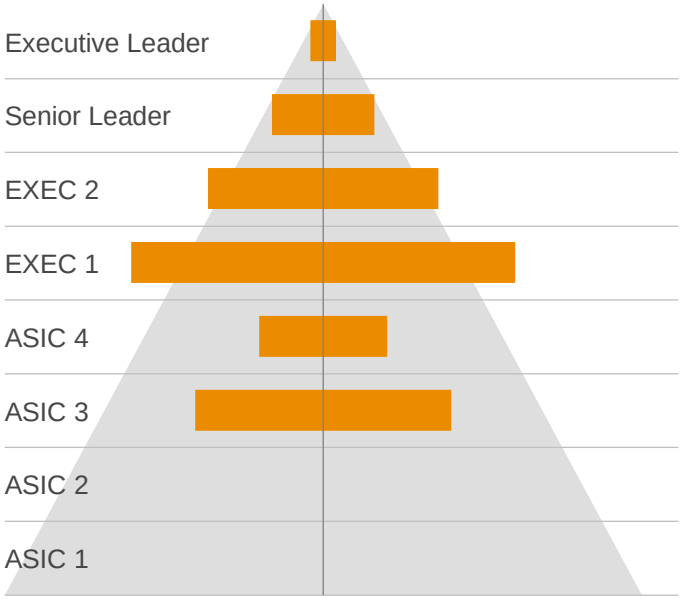
Appendix F: Resources by level – People & Development

When looking at resources by level analysis of the People & Development Team, it highlights inconsistencies in reporting practices and should consider improving the structure. There is a skew to the top with 66% of resources sitting at or above the EXEC 1 level.

Resources by level – People & Development



	Headcount by Resource Level
Executive Leader	1
Senior Leader	4
EXEC 2	9
EXEC 1	15
ASIC 4	5
ASIC 3	10
ASIC 2	0
ASIC 1	0

Total Headcount of Analysis: 44

Observations

Levels

- The P&D team is **top heavy** with 66% of resources sitting at or above the EXEC 1 level.
- Further analysis is required to understand the activities of the people who are responsible and if it is required by nature of the activities they undertake that the roles are at the EXEC 1 level.
  - This structure can mean that there are skilled and experienced people within the team who are being deployed to execute low level work. The benchmarking and maturity assessment would support that this is likely the case. Further analysis as to the activities completed across P&D is recommended.

Reporting Hierarchy

- The reporting hierarchy of the People & Development team reflects there whilst there are limited inconsistencies, there are still important opportunities for improvements.
  - For example; there is one ASIC 4 and three ASIC 3's reporting more than two levels above in the organisation.
  - There are also three EXEC 2's reporting to eight other EXEC 2's, highlighting inefficiencies in reporting practices.

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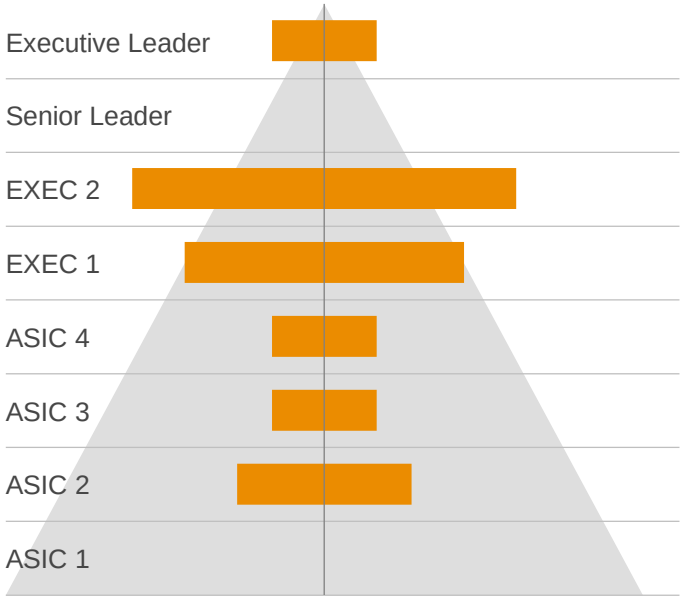
Appendix F: Resources by level – Registry Interactions & Services

When looking at resources by level analysis of the Registry Interactions & Services Team, it shows that there is a skew to the top with the majority (58%) of resources at the EXEC 1 and EXEC 2 levels which means that there are potential opportunities to look at the levels within the function to consider the effectiveness of the current

Resources by level – Registry Interactions & Services



	Headcount by Resource Level
Executive Leader	3
Senior Leader	0
EXEC 2	11
EXEC 1	8
ASIC 4	3
ASIC 3	3
ASIC 2	5
ASIC 1	0

Total Headcount of Analysis: 33

Observations

Levels

- The Registry Interactions & Services team is **top heavy** with 58% of resources sitting at the EXEC 1 and EXEC 2 levels.
  - The shape of the organisation is close to that of an inverted triangle which means that the team is not efficiently organised with a number of the resources with no direct reports.

Reporting Hierarchy

- The reporting hierarchy of the Registry Interactions & Services team reflects that it has inconsistent reporting practices i.e. what level reports to what level.
  - For example; there are five ASIC 2's and one ASIC 4 reporting more than the recommended two levels above in the organisation.

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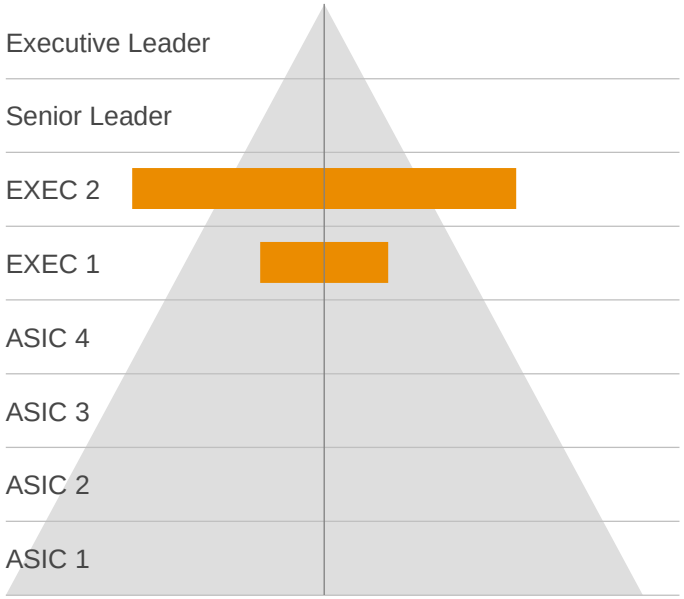
Appendix F: Resources by level – Regulatory Systems & Improvement

When looking at the Regulatory Systems & Improvement Team, a resources by level analysis indicates that it is not an optimal structure most likely due to the low headcount. As such, robust conclusions cannot be drawn for this function.

Resources by level – Regulatory Systems & Improvement



	Headcount by Resource Level
Executive Leader	0
Senior Leader	0
EXEC 2	3
EXEC 1	1
ASIC 4	0
ASIC 3	0
ASIC 2	0
ASIC 1	0

Total Headcount of Analysis: 4

Observations

Levels

- The Regulatory Systems & Improvements team is top heavy, with all resources being at or above the EXEC 1 level, and 75% of resources sitting at the EXEC 2 level.
  - Likely due to the low headcount, there is not enough data to generate any robust conclusions.

Reporting Hierarchy

- The reporting hierarchy of the Regulatory Systems & Improvement team reflects that it is a relatively flat structured team.
- However, without more data substantial conclusions cannot be generated. As the team continues to develop and grow, considerations should be given to the talent attraction and retention strategy for this function (e.g. Buy, Build, Borrow).

**Note the expansion of the team from 1 July 2021 would mean that observations relating to the reporting hierarchy and levels analysis are not conclusive. Consideration should be taken for the reporting hierarchies and levels analysis after the expansion of the team.*

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Appendix F: Resources by level – Specialist Services

When looking at resources by level analysis of the Specialist Services Team, it highlights there are some inconsistencies in reporting practices. The structure of the team does not reflect a triangle and instead shows that the team has a large number of EXEC 1's.

Resources by level – Specialist Services

	Headcount by Resource Level
Executive Leader	1
Senior Leader	0
EXEC 2	18
EXEC 1	34
ASIC 4	26
ASIC 3	27
ASIC 2	26
ASIC 1	10

Total Headcount of Analysis: 142

Observations

Levels

- The Specialist Services team is middle heavy with **56% of the total headcount sitting at or above the ASIC 4 level and** the largest level by count being the EXEC 1 level.

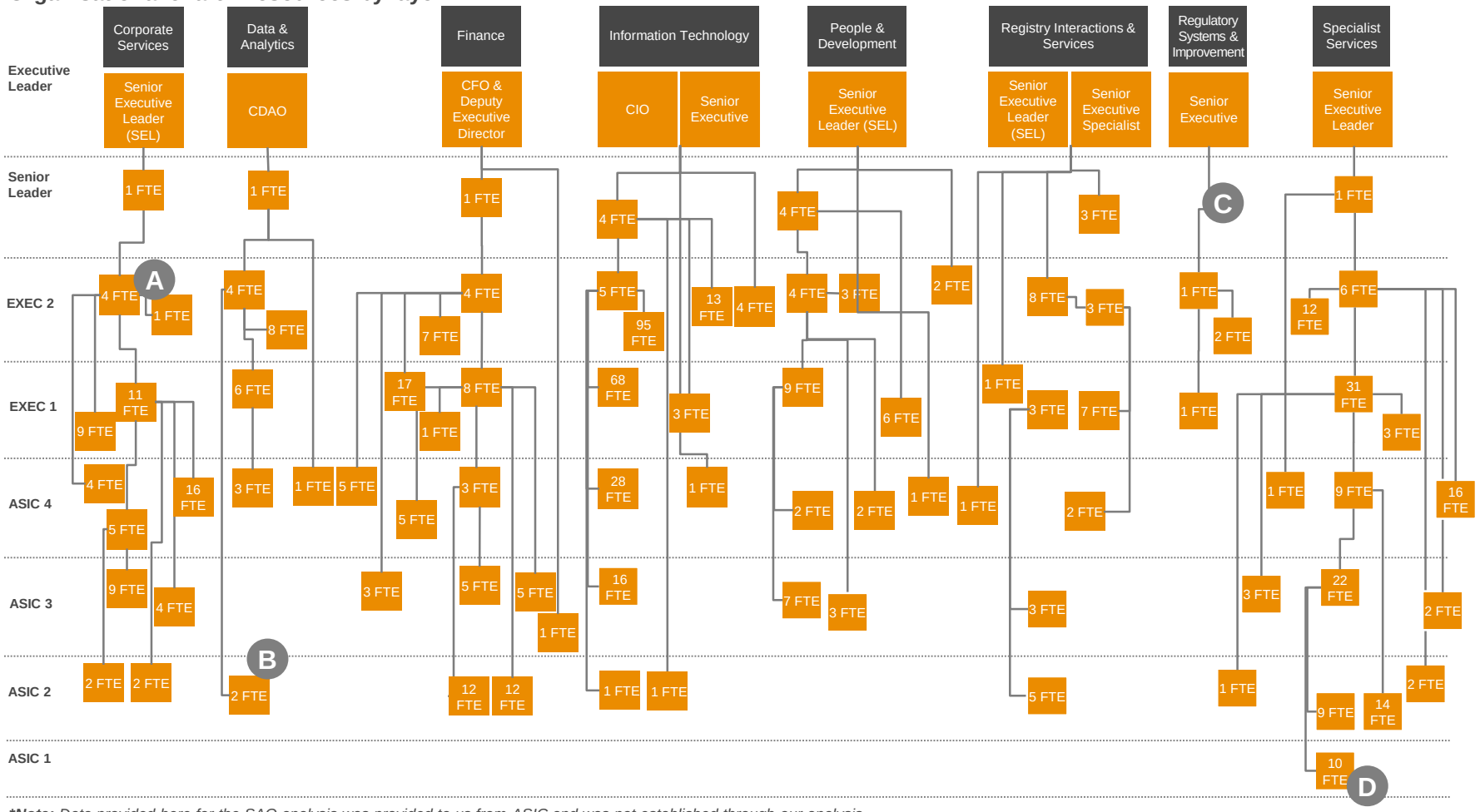
Reporting Hierarchy

- The reporting hierarchy of the Specialist Services team reflects that it has inconsistent reporting practices i.e. what level reports to what level.
  - There are two ASIC 2's reporting four levels above in the organisation and also two ASIC 3's reporting three levels above. These are all above the recommended two levels above to ensure consistent reporting practices.
  - Altogether, there are six FTE's reporting more than two levels above in the organisation.

Appendix G: Reporting Hierarchy – Operations

A more detailed breakdown of the reporting hierarchies within each of ASIC's functions (including sub function Procurement & Finance), depicted here is inconsistent reporting hierarchies (e.g. an EXEC 2 reporting to an EXEC 2). Detailed analysis of the reporting hierarchies can be found in Appendix F.

Organisational chart – resources by layer



**Note:* *Data provided here for the SAO analysis was provided to us from ASIC and was not established through our analysis.*

Observations

- **A** Some levels report to the same level (e.g. EXEC 2 reports to an EXEC 2).
- **B** Some FTE are direct reports to FTE 4 or more levels above (e.g. ASIC 2 reports to EXEC 2).
- **C** RSI does not have any Executive Leaders. Note this will change with the planned headcount additions.
- **D** Specialist Services is the only team with ASIC 1's. These FTE's job titles are Evidence Services Officer.

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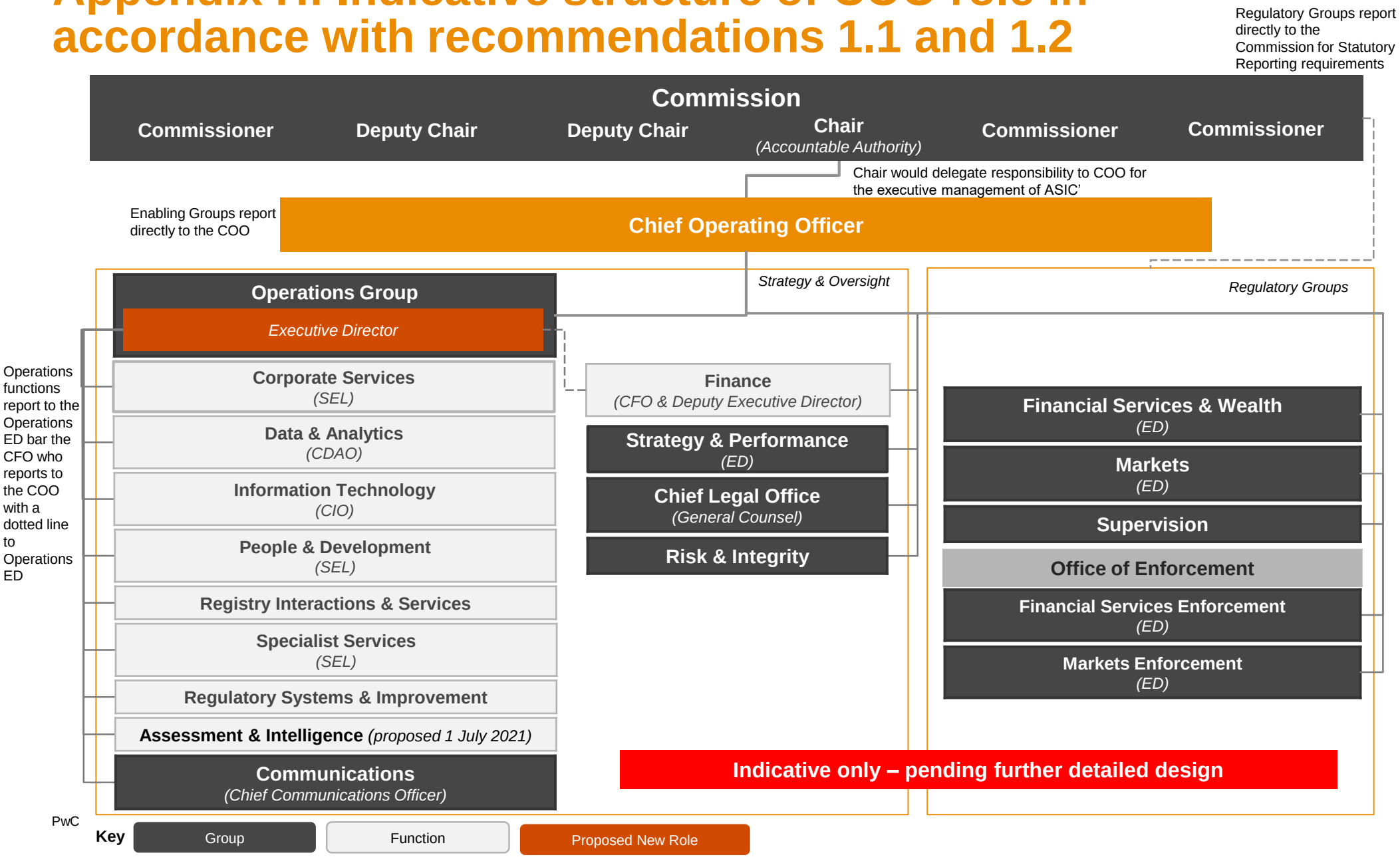
Appendix H: Indicative structure of COO role in accordance with recommendations 1.1 and 1.2



Guidance

The Chair (the Accountable Authority) has **sole responsibility** for the executive management of ASIC, consistent with their role as Accountable Authority for ASIC under the PGPA Act;

The Chair may delegate executive management functions to ASIC staff wherever the Chair considers that this would benefit the executive management.

The Commission is ASIC's governing body and is responsible for achieving ASIC's statutory objectives set out in the ASIC Act.

It is accountable for making strategic and/or significant regulatory decisions related to ASIC's statutory powers and functions.

It has a governance role, in support of the Accountable Authority, for providing strategic leadership by setting ASIC's vision, risk appetite and corporate plan, determining budget and resourcing priorities, ASIC's Values and Code of Conduct and overseeing management performance and accountability and audit processes.

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Thank you

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