

s. 22 - Irrelevant to FOI request

**From:** JAMES,Natalie (FWO)  
**Sent:** Friday, 12 December 2014 10:32 AM  
**To:** John Lloyd  
**Subject:** FW: Political Alert - Appointment of Australian Public Service Commissioner (FED)  
**Attachments:** 346R1004.PDF

Congratulations Commissioner!

Does this mean you are Cbr bound?

Natalie

Natalie James  
Fair Work Ombudsman  
Phone s. 47E(d) | Fax s. 47E(d) | Mobile s. 47E(d)

-----Original Message-----

**From:** CCH Parliament [[politicalalert@cch.com.au](mailto:politicalalert@cch.com.au)]  
**Sent:** Friday, December 12, 2014 11:18 AM AUS Eastern Standard Time  
**To:** [politicalalert@cch.com.au](mailto:politicalalert@cch.com.au)  
**Subject:** Political Alert - Appointment of Australian Public Service Commissioner (FED)

Please find attached:

APPOINTMENT OF AUSTRALIAN PUBLIC SERVICE COMMISSIONER (FED)

The Governor-General has appointed the Hon John Lloyd PSM as the Australian Public Service Commissioner for a period of five years commencing on 14 December 2014. Mr Lloyd brings to the role extensive public sector experience particularly in the areas of employment and workplace relations. At the Commonwealth level, Mr Lloyd was the Australian Building and Construction Commissioner between 2005 and 2010, a Senior Deputy President of the Australian Industrial Relations Commission and a Deputy Secretary of the Department of Employment and Workplace Relations.

346R1004

Total number of pages 1

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# PRIME MINISTER

## APPOINTMENT OF AUSTRALIAN PUBLIC SERVICE COMMISSIONER

The Governor-General has appointed the Hon John Lloyd PSM as the Australian Public Service Commissioner for a period of five years commencing on 14 December 2014.

Mr Lloyd brings to the role extensive public sector experience particularly in the areas of employment and workplace relations.

At the Commonwealth level, Mr Lloyd was the Australian Building and Construction Commissioner between 2005 and 2010, a Senior Deputy President of the Australian Industrial Relations Commission and a Deputy Secretary of the Department of Employment and Workplace Relations.

In Western Australia he served as the CEO of the Department of Productivity and Labour Relations, and in Victoria as a Deputy Secretary of the Department of Business and Employment.

Prior to this appointment Mr Lloyd was Red Tape Commissioner for the Victorian Government.

He was awarded the Public Service Medal in 2004 for outstanding public service in the field of workplace relations, particularly for his contribution to the Royal Commission into the Building and Construction Industry.

Mr Lloyd succeeds Mr Stephen Sedgwick AO, FIPAA. I thank Mr Sedgwick for his long and distinguished contribution to the Australian Public Service.

12 December 2014

s. 22 - Irrelevant

**From:** JAMES,Natalie (FWO)  
**Sent:** Tuesday, 23 December 2014 3:33 PM  
**To:** LLOYD,John  
**Subject:** RE: Resignation [SEC=UNCLASSIFIED]

Thanks John.

Look forward to working with you in your new role.

Merry Christmas!

Natalie

Natalie James  
 Fair Work Ombudsman

s. 47E(d) - Certain Operations of  
 Agencies

Fair Work Infoline: 13 13 94 [www.fairwork.gov.au](http://www.fairwork.gov.au)

---

**From:** LLOYD,John  
**Sent:** Tuesday, 23 December 2014 4:32 PM  
**To:** JAMES,Natalie (FWO)  
**Subject:** Resignation [SEC=UNCLASSIFIED]

**UNCLASSIFIED**

**UNCLASSIFIED**

Dear Natalie

I have tendered my resignation as Chair of the Fair Work Building Industry Inspectorate Advisory Board to the Minister for Employment.

The reason for resigning is my appointment to the position of Australian Public Service Commissioner.

Regards

**John Lloyd PSM | Commissioner**

Australian Public Service Commission  
 Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606

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**s. 22 - Irrelevant**

**From:** s. 22 n behalf of LLOYD,John  
**Sent:** Friday, 5 June 2015 4:24 PM  
**To:** JAMES,Natalie (FWO)  
**Subject:** APS Remuneration Survey and Individual Agency Report - FWO [DLM=Sensitive]  
**Attachments:** FWO Individual Agency Report 2014.docx; APS Remuneration Report 2014.docx

**Categories:** printed, ACTIONED, Saved to SharePoint

**Sensitive**

Dear Ms James,

Please find attached your Individual Agency Report. This contains data on remuneration arrangements in your agency as at 31 December 2014. The report also compares your agency against the whole-of-APS data for 2014.

A copy of the APS-wide Remuneration Report for 2014 is also attached.

Please note that your Individual Agency Report contains data specific to your agency as well as APS-wide data.

Your Individual Agency Report remains confidential.

In the week commencing 8 June 2015, the APS Remuneration Report 2014 will be publicly released. That Report is currently under embargo. On this basis, I request that you and your corporate staff treat this information as strictly confidential until the APS Remuneration Report 2014 is made public.

If your corporate staff have any enquires they can email [remuneration@apsc.gov.au](mailto:remuneration@apsc.gov.au).

I thank you and your employees for co-operating with the Commission in contributing your agency data to the APS Remuneration Report.

Yours sincerely,

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**  
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606  
**P:** +612 6202 3501 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)





Australian Government  
Australian Public Service  
Commission

# APS Remuneration Report 2014

*Effective leadership Diverse workforce Capable organisations and workforce **Employee conditions** APS Values*

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by the Fair Work Ombudsman



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## 2014 APS Remuneration Report

### 1. Background

The APS Remuneration Report (the Report) is an annual snapshot of remuneration across the whole Australian Public Service (APS). This 2014 report is based on a snapshot of collected data as at 31 December 2014.

The Report provides transparency on APS remuneration in the context of spending public money and includes:

- information on remuneration by classification level;
- comparisons with the 2013 APS Remuneration Report;
- detail on the key components of remuneration packages; and
- a total APS remuneration picture.

This report is the fourth edition in a series where all APS agencies have provided data. Between 2001 and 2010, the annual APS Remuneration Survey was undertaken by an external consultant on a sample basis. From 2010, it was mandated that all APS agencies participate, with the Australian Public Service Commission undertaking the survey.

The 2014 report is not intended to inform enterprise bargaining. The *Australian Government Public Sector Workplace Bargaining Policy* sets the parameters for the consideration of remuneration increases. Under this policy, all increases to remuneration must be offset by genuine, quantifiable productivity gains and must be affordable within an agency's existing budget.

When considering the Report data, readers should note that the large agencies have a significant impact. The Department of Human Services, the Australian Taxation Office and the Department of Defence make up approximately 49.2% of the APS workforce and are influential on median figures.

For 2014, 110 data sets were provided, reporting on remuneration for 2,406 Senior Executive Service (SES) employees and 136,991 non-SES

employees. Please see *Appendix A.1: Methodology* for information on which employees are included and excluded from this Report.

### 2014 APS context

The APS continued to experience a reduction in employee engagements in 2014. The APS Statistical Bulletin snAPShot series reports 2,728 ongoing engagements in the 2014 calendar year. This is down from 6,708 in 2013, 9,086 in 2012, and 12,736 in 2011. As fewer employees have been engaged to the commencement pay point at each classification level, the proportion of employees receiving a salary at the top of their salary scale has increased. This affects where the median pay point in a particular classification lies.

All APS enterprise agreements reached their nominal expiry date on 30 June 2014. Most agreements provided a final general wage increase during the 2013 calendar year. Two agreements provided a final wage increase in January 2014. No replacement agreements commenced in the 2014 calendar year.

### APS Executive Remuneration Management

In May 2013 the Government introduced the *APS Executive Remuneration Management* (ERM) policy to assist in maintaining appropriate pay relativities at the senior levels, reflective of particular roles and responsibilities. The ERM requires agency heads to gain the agreement of the Australian Public Service Commissioner before offering remuneration to an APS employee above a certain notional amount. The notional amount is a percentage of the base remuneration of the Secretaries' classification structure, which increases in line with Secretaries' pay increases.

### APS classifications

The *Public Service Classification Rules 2000* (the Rules) establish the service-wide classification framework for the APS. The classification structure reflected in Schedule 1 and Schedule 2 of the Rules is based on a single spine of classification levels, underpinned by a suite of training classifications.

The approved classifications are: APS Levels 1-6; Executive Levels 1-2; and Senior Executive Bands 1-3. There are also a small number of occupational-specific classifications such as Medical Officers, Meat Inspectors, Examiners of Patents and Customs Level 1-5. Under the Rules, all APS employees must be assigned an approved classification. In this report the only trainee data included in the results is for Graduates.

A number of agencies use local titles in addition to the approved classification. This approach allows jobs to be labelled in a way that is most relevant to both the job and agency, and can assist with attracting and recognising specialist employees. Local titles are informal labels and not approved classifications. This allows an agency to segment their workforce and may attract different salary rates which expand the salary range for the classification within which they sit. The remuneration data for a local title is included in the relevant APS classification to which it corresponds.

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## Executive summary

From 2013 to 2014, the median Base Salary for non-Senior Executive Service (SES) classifications increased by 0.1% while the median Base Salary for SES classifications increased by 0.2%.

The overall median Base Salary movement for all APS employees, taking into account both general salary increases and incremental advancement, from 2013 to 2014 was 0.1%.

The median is the midpoint of all values. The median base salary is affected by a number of factors including general wage increases, performance-based incremental advancement and employee mobility.

All APS enterprise agreements that cover non-SES employees expired 30 June 2014. No replacement agreements commenced in the 2014 calendar year. Only a small number of agreements delivered wage increases in the first half of the 2014 calendar year.

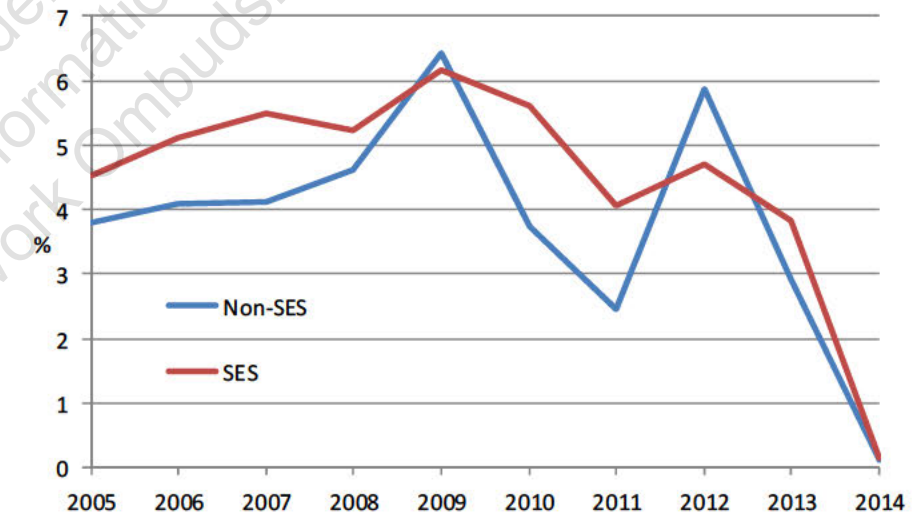
The number of APS positions advertised continued to decline in 2014. There was a 61% reduction in the total number of jobs gazetted on the APSjobs website compared with 2013.

Figure 1.1 shows the year-on-year proportional change in median base salary for non-SES and SES over the past ten years. It shows that, while the median Base Salary remained stable in 2014, this has been preceded by a decade of constant remuneration growth. Further breakdown by classification is in Chapter 6.

At the SES classifications, the use of performance bonuses has levelled off after several years of decline (see Chapter 3.3 for details). There has also been a reduction in the number of SES employees receiving a motor vehicle allowance, from 77.4% to 74.5% (see Chapter 3.2 for details).

The median Base Salary for women, as a proportion of the median Base Salary for men, is between 96.8% at the SES 3 classification to 100.3% at the APS 4 classification. With the exception of the APS 1 and SES 3 classifications, the median Base Salary for women is within 1% of the median Base Salary for men at all classifications (see Table 5.4).

**Figure 1.1: Percentage change in median Base Salary by classification group, 2005 to 2014**



Source: Table 6.2

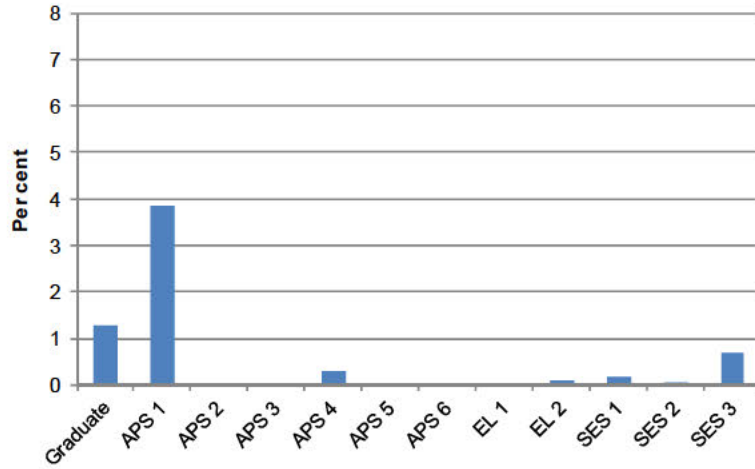
**Table 1.1: Median key remuneration components summary**

Classification	Base Salary median	Base Salary median movement 2013 to 2014	Total Remuneration Package (TRP) median	TRP median movement 2013 to 2014	Total Reward (TR) median	TR median movement 2013 to 2014
	\$	%	\$	%	\$	%
Graduate	60,158	1.3	69,342	0.7	69,342	0.7
APS 1	47,004	3.8	54,858	2.8	55,059	3.1
APS 2	54,588	0.0	63,581	0.0	64,906	0.4
APS 3	61,512	0.0	72,116	0.3	72,291	-0.2
APS 4	69,239	0.3	80,210	0.4	80,760	-0.3
APS 5	74,331	0.0	87,427	0.7	87,844	0.5
APS 6	86,844	0.0	102,246	0.8	102,655	0.8
EL 1	108,013	0.0	126,976	0.8	127,690	0.5
EL 2	133,905	0.1	158,026	0.6	159,105	0.4
SES 1	178,617	0.2	238,223	1.1	238,931	1.0
SES 2	230,000	0.0	299,720	1.6	300,197	1.0
SES 3	302,000	0.7	389,011	2.5	393,272	2.7

Source: Tables 2.1, 2.2 and 2.4

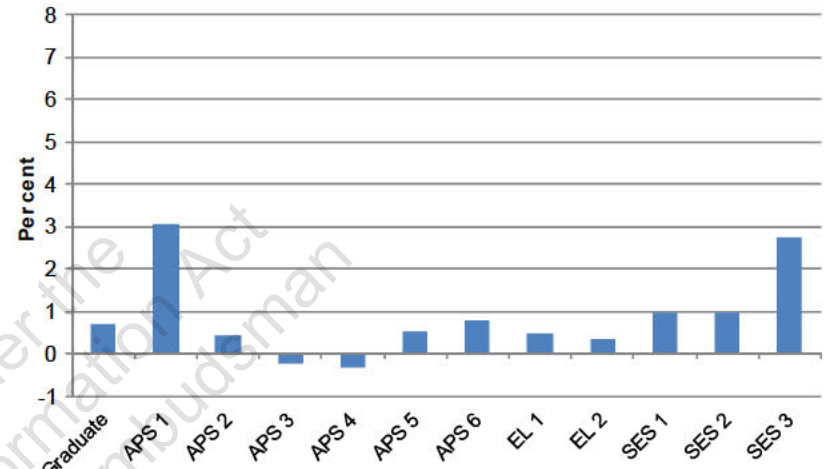
Note: Base Salary is the full time annualised salary, Total Remuneration Package (TRP) is Base Salary plus benefits, and Total Reward is TRP plus bonuses. For definitions see Appendix A.2.

**Figure 1.2: Percentage change in median Base Salary by classification**



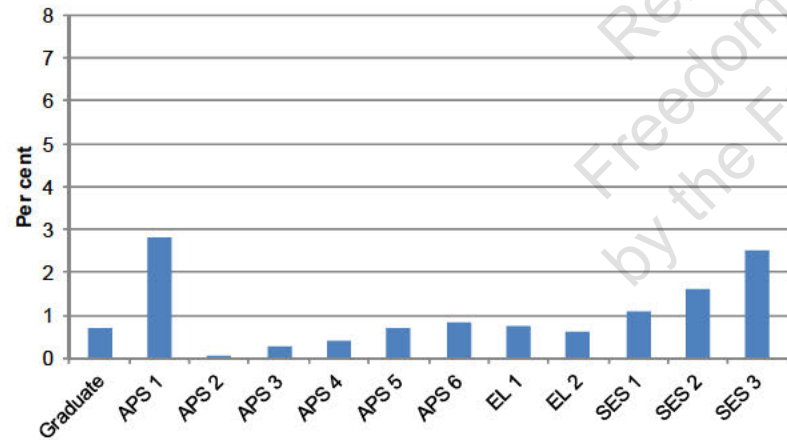
Source: Table 2.1

**Figure 1.4: Percentage change in median Total Reward by classification**



Source: Table 2.4

**Figure 1.3: Percentage change in median Total Remuneration Package by classification**



Source: Table 2.2



## 2. Key remuneration components

The key remuneration components reported in this section are Base Salary, Total Remuneration Package (Base Salary plus benefits), and Total Reward (Total Remuneration Package plus bonuses). To gain a complete understanding of APS remuneration, all elements of the key remuneration components need to be considered. The Total Reward provides the most complete overall remuneration information as it is made up of Base Salary and Total Remuneration Packages, as component parts.

### 2.1 Base Salary

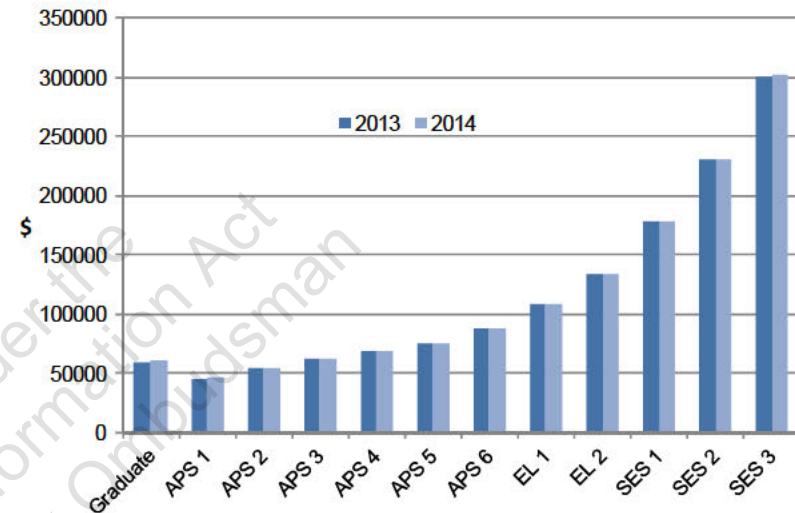
The term Base Salary describes the full-time annualised salary paid to an employee. It includes salary sacrifice amounts and pre-tax employee superannuation contributions made through salary sacrifice arrangements. It excludes bonuses and other benefits.

In 2014, the median Base Salary increase at all APS classifications was 0.1%. The median Base Salary movement at the non-SES classifications was 0.1% and the median Base Salary movement at the SES classifications was 0.2%.

Table 2.1 provides 2013 and 2014 Base Salary movement. The greatest increase in median Base Salary was at the APS 1 classification with a 3.8% increase. The lowest median movement from 2013 to 2014 was 0.0% shared by seven classifications.

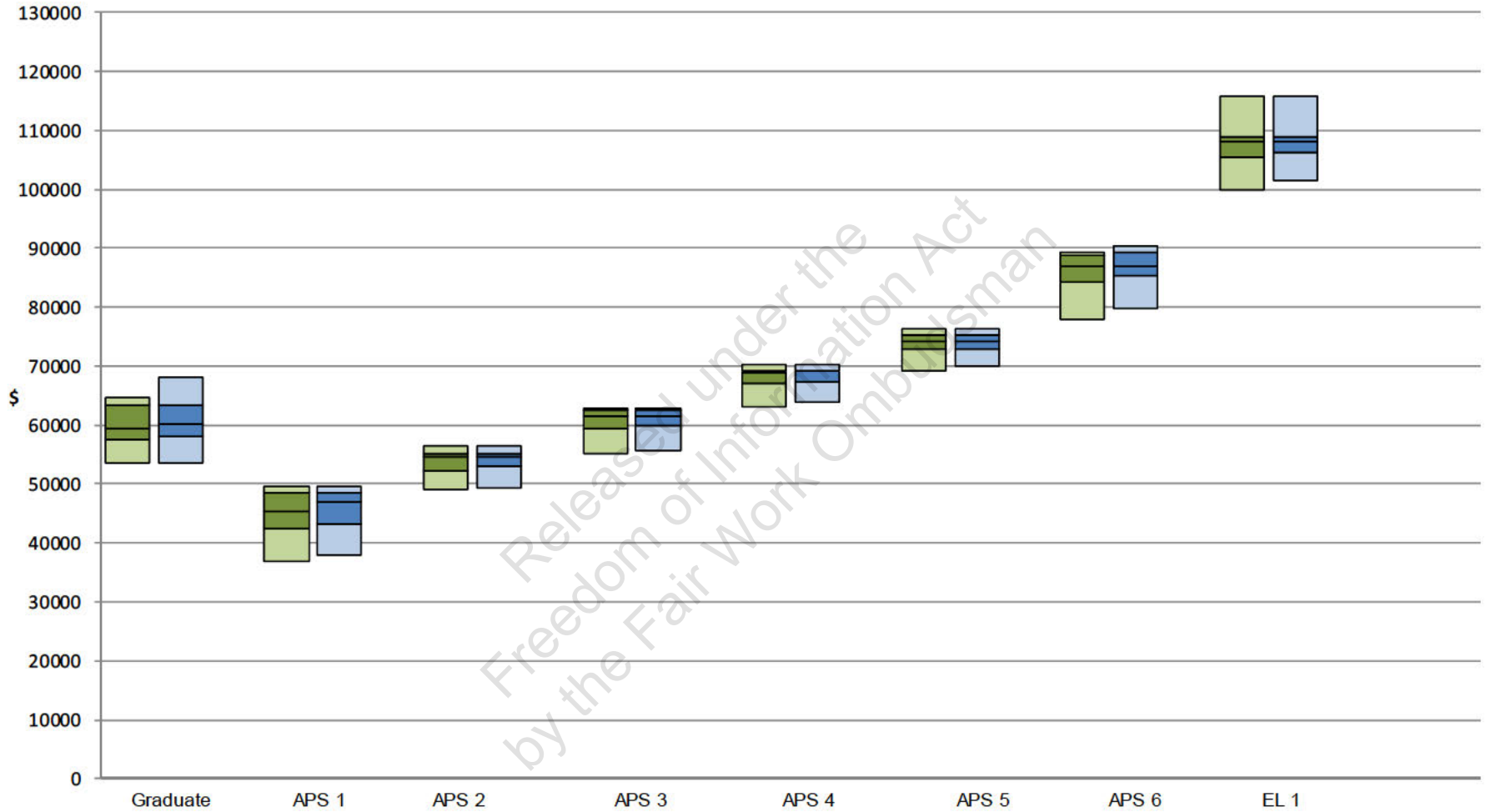
The result of low employee mobility over the last few years is that a large proportion of APS employees are remaining at the same classification in the same agency. When employees remain at the same classification for long periods, they are likely to have advanced through the salary scale and reached the top of the scale for their classification.

Figure 2.1: Median Base Salary by classification



Source: Table 2.1

Figure 2.2: Base Salary range by classification: Graduate to EL 1



Source: Table 2.1

Note: Refer to Section 7 (remuneration findings by classification) for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.

s. 22 - Irrelevant

**From:** JAMES,Natalie (FWO)  
**Sent:** Thursday, 23 July 2015 10:46 AM  
**To:** LLOYD,John  
**Subject:** State of the Service Survey [SEC=UNCLASSIFIED]

**UNCLASSIFIED**

Hello Commissioner!

I just wanted to drop you a short note to let you know how much easier it was to sign off on the 'downsized' State of the Service Agency Survey this year. While my staff do a great job drawing the response together, I do actually go through these things pretty carefully. It's always interesting to see what you are focussing on and how our responses compare to the previous year.


As you would know, as Agency Heads we have a lot of these sorts of things we need to sign off on. I really appreciate the effort you went to on making this year's shorter and more focussed. I also sense that some of the questions that were dropped involve subject matters where you are able to draw information and data from existing sources. It's great to get duplication out – it's so easy to add questions without thinking about the work involved in preparing the responses across the Service.

In any case – thanks! Your focus on reducing 'beige tape' within the APS is very much appreciated by me and I'm sure other small and medium sized agencies such as ours!


Regards  
 Natalie

**Natalie James**  
 Fair Work Ombudsman

s. 47E(d) - Certain Operations of  
 Agencies

 Follow me on Twitter @NatJamesFWO

GPO Box 9887 Melbourne VIC 3001 | 414 La Trobe Street, Melbourne VIC 3000





## Fair Work

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---

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s. 22 - Irrelevant

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**From:** s. 22 n behalf of LLOYD,John  
**Sent:** Friday, 22 July 2016 2:06 PM  
**To:** JAMES,Natalie (FWO)  
**Subject:** 2016 APS employee census - Results for the Office of the Fair Work Ombudsman [SEC=UNCLASSIFIED]  
**Attachments:** 2016 APS employee census - Preliminary results - July 2016.pptx; APS715 - FWO.pdf  
**Categories:** PLS FILE

Dear Ms James

I am pleased to provide you with an overview of your agency's results from the 2016 APS employee census. The attached report benchmarks your 2016 survey results against similar APS agencies, the overall APS average and your 2015 results.

The response rate for the 2016 census was high and an improvement on last year with 69 per cent of APS employees responding.

I trust that the Census data continues to provide useful insights for managing your workforce.

More detailed results have been made available to the census coordinator within your agency.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**  
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606  
**P:** +612 6202 3501 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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# 2016 APS employee census

## Overview of preliminary results

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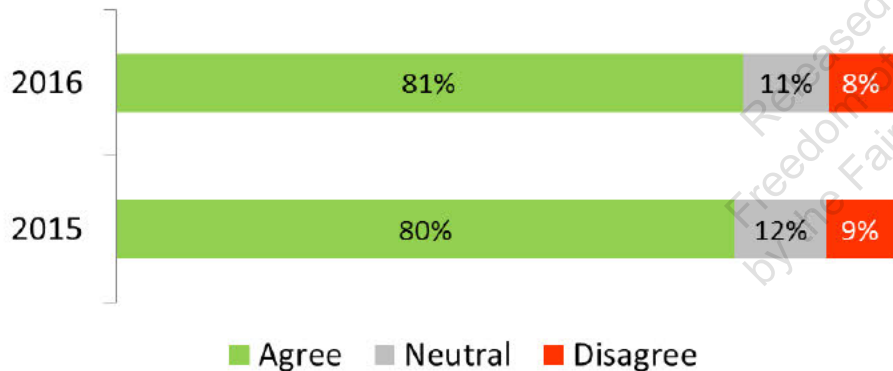
## **This brief presents the preliminary results of the 2016 APS employee census.**

1. Overall response rate of 69% - the highest over recent years.
2. Few meaningful differences were found between the results for the overall APS in 2015 and 2016.
3. On the whole, this reflects the maintenance of positive results in the face of a period of ongoing change across the APS.

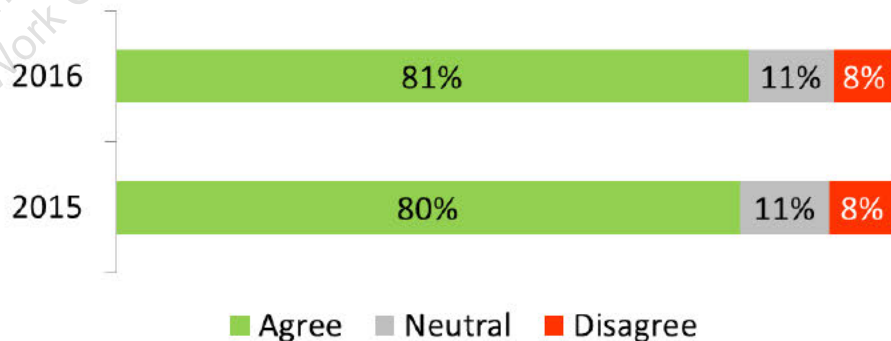


## Views towards immediate supervisors remained very positive in 2016.

I have a good immediate supervisor

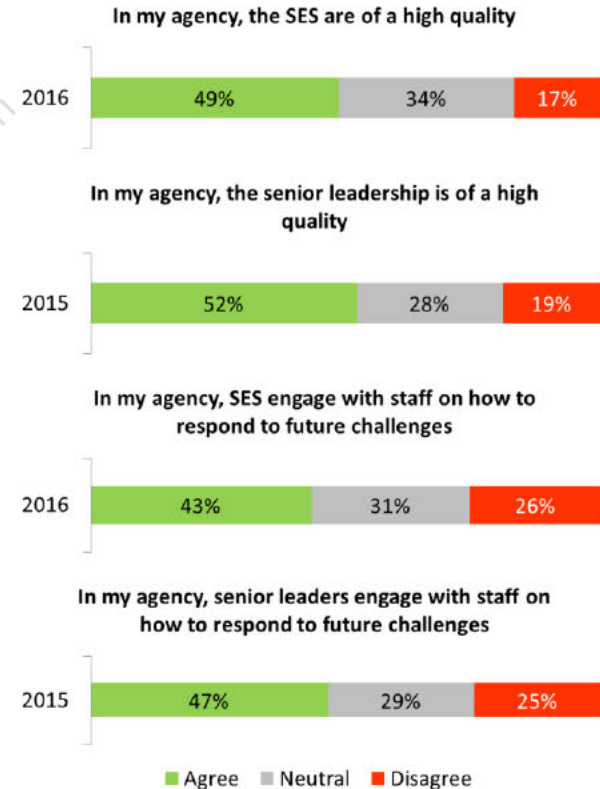


My supervisor has the appropriate level of skills, abilities and knowledge to do their job



## Opinions towards SES in 2016 were more measured, but in line with previous results.

1. A change in question wording was made to distinguish SES from “senior leadership” in the 2016 Census.
2. For some APS employees at least, the two terms are not equated. An increase in the proportion of neutral views was found in 2016, indicating that when asked about SES specifically, an increased proportion were not able to provide a definitive response.
3. Distinguishing employee views about different levels of leadership across different organisational structures remains a challenge. This will be further considered in 2017.

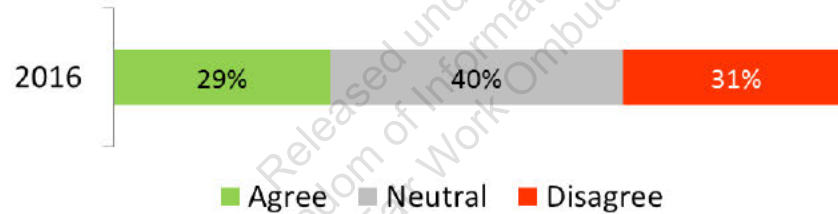




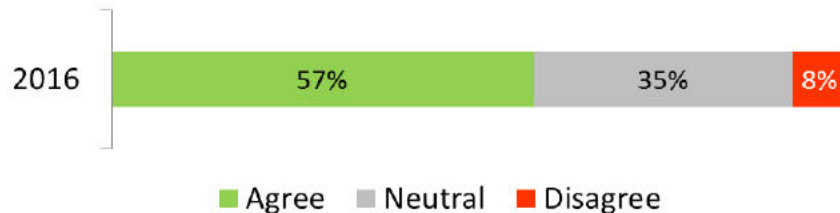


# While views on whether SES invested in talent management were mixed, they were generally seen as supportive of women in leadership roles.

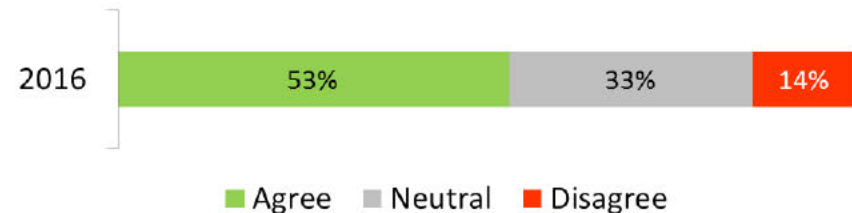
In my agency, SES give their time to identify and develop talented people



In my agency, SES actively support opportunities for women in leadership roles



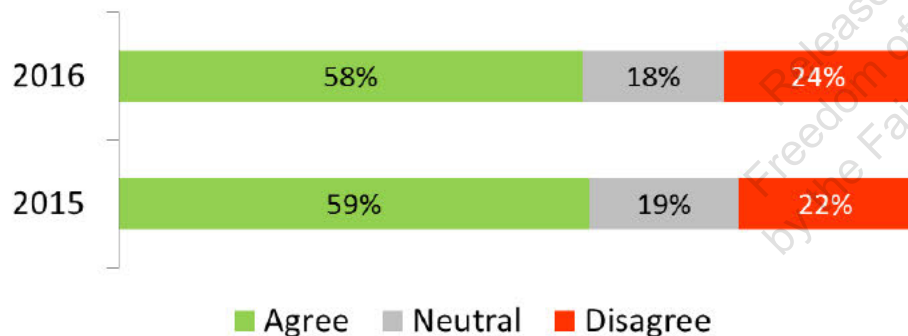
In my agency, SES actively support the use of flexible work arrangements by men and women



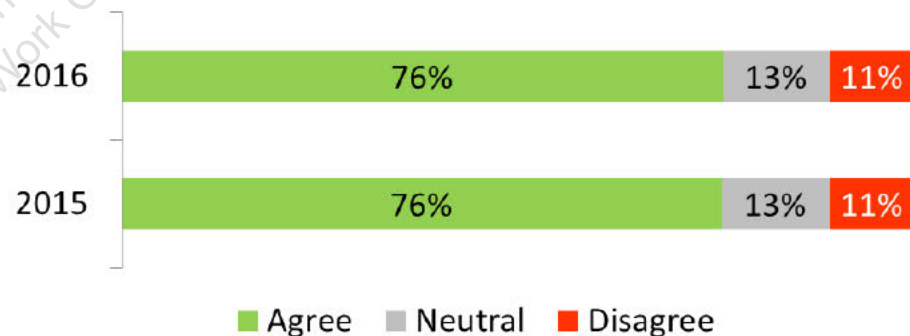


# Overall satisfaction with remuneration and non-monetary benefits remained steady in 2016.

I am fairly remunerated (e.g. salary, superannuation) for the work that I do

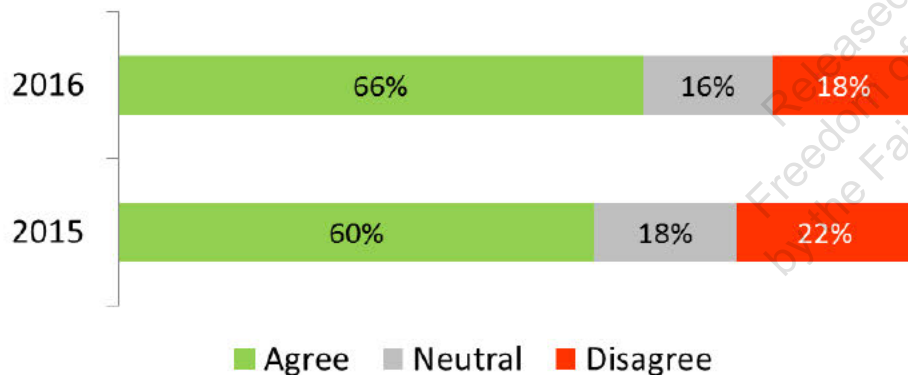


I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)

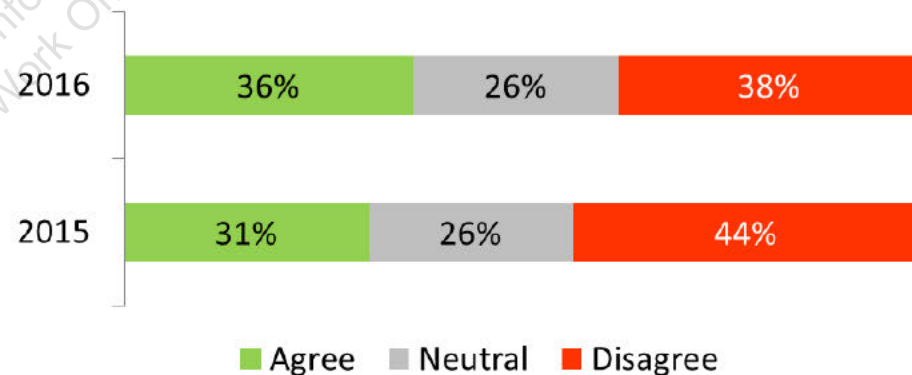


# Satisfaction with job security and career progression amongst APS employees increased between 2015 and 2016.

I am satisfied with the stability and security of my current job



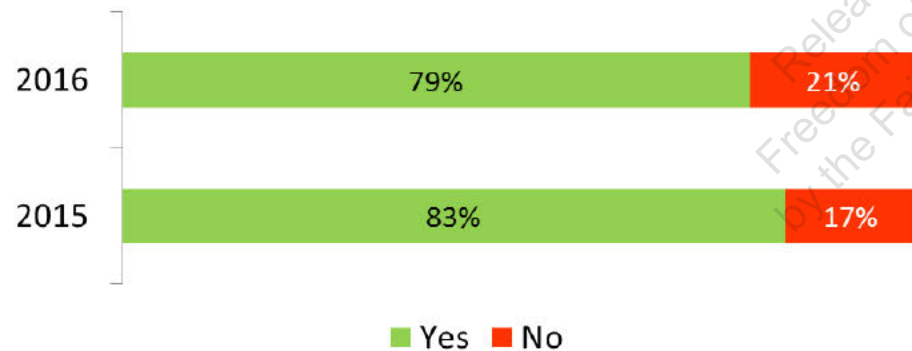
I am satisfied with the opportunities for career progression in my agency



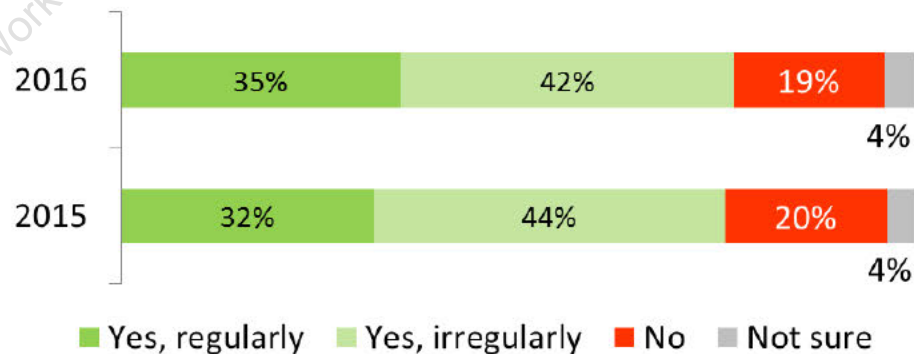


# The proportions of APS employees who had received formal and informal performance feedback remained relatively steady.

In the last 12 months, have you received formal individual performance feedback in your current agency?



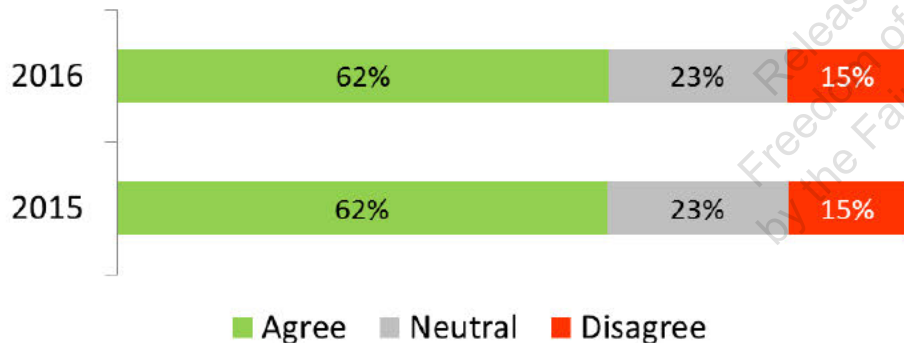
In the last 12 months, have you received informal performance feedback in your current agency?



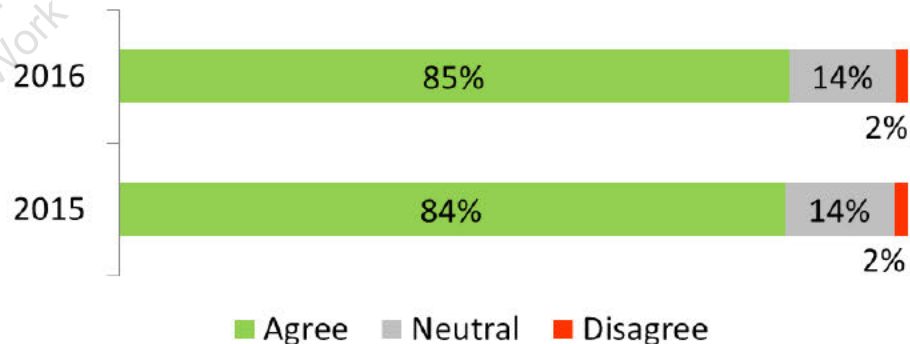


## Supervisors and staff continued to hold different views regarding the clarity and consistency of their performance expectations.

**My supervisor provides me with clear and consistent performance expectations**

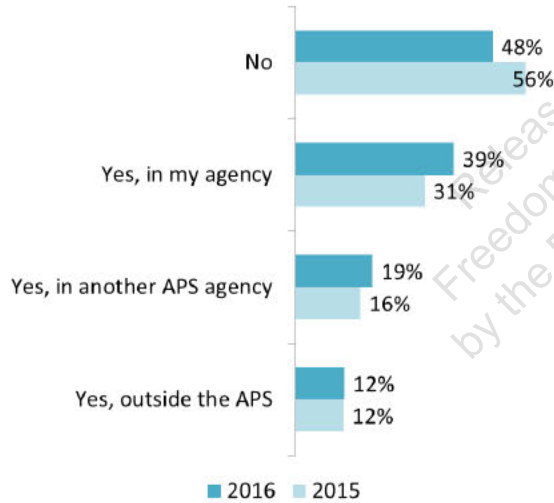


**I articulate clear and consistent performance expectations to my staff**

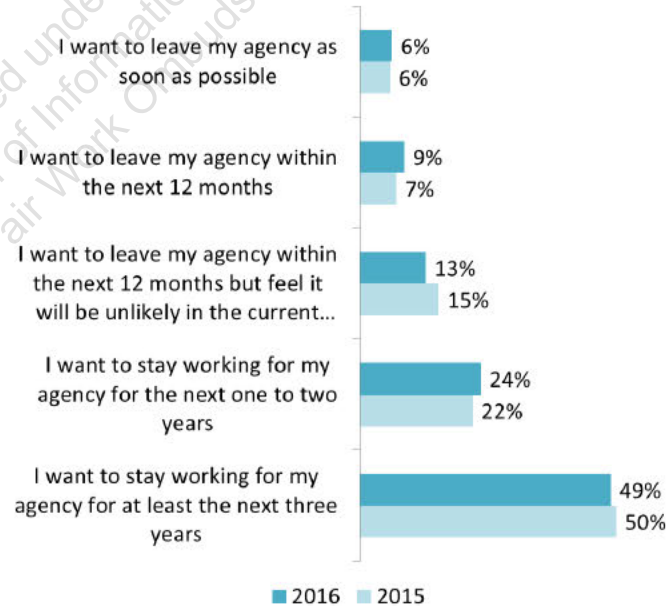


# A slightly larger proportion of the APS workforce had applied for another job, but career intentions remained relatively unchanged.

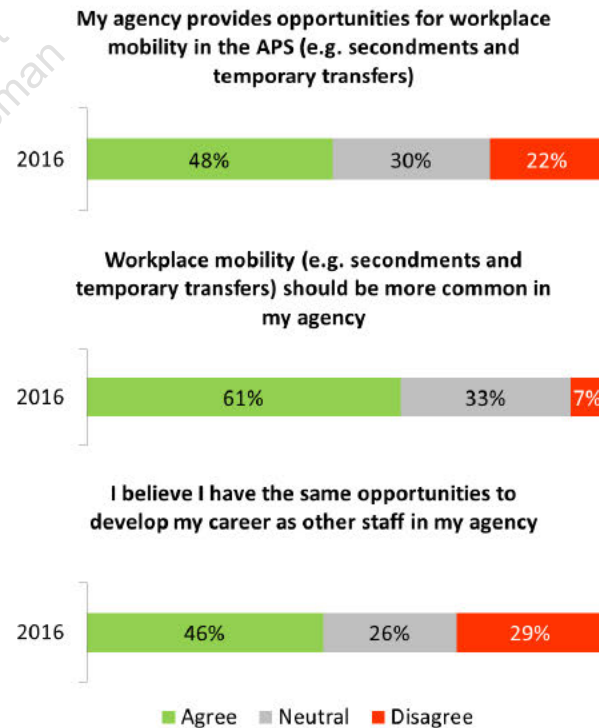
In the last 12 months, have you applied for a job?



Which of the following statements best reflects your current thoughts about working for your agency?



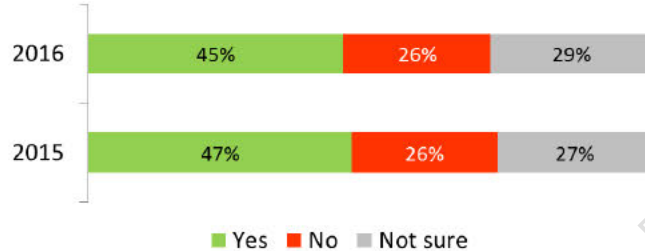
# A significant portion of the APS workforce were interested in and agreed their agency offered opportunities for workplace mobility.



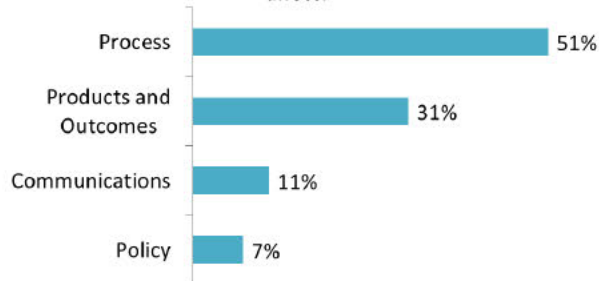


# Innovation

In the last 12 months, has your workgroup implemented any innovations?



Thinking of the most significant innovation that was implemented by your workgroup in the last 12 months, which parts of your work did it primarily affect?

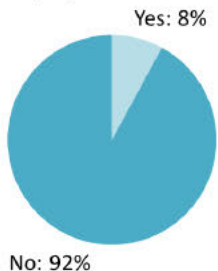


1. For two years we have surveyed SES Band 1s about innovation. In 2016 they identified that:
  - a. Their most significant innovation was mainly targeted at their own workgroup (52%);
  - b. The idea primarily came from their leadership group (48%) and staff at levels below their leadership group (32%);
  - c. It was developed and implemented in collaboration with other work units or branches of their agency (64%); and
  - d. Their branch/work unit was not the first government organisation in Australia to implement the new or substantially changed processes (36%).

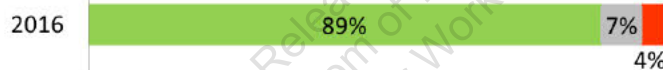


# Overall, the small proportion of APS who had supervised an employee with a disability felt confident and supported in doing so.

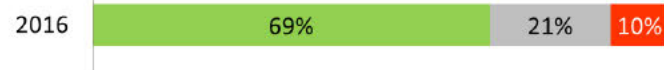
In the last 12 months have you managed an employee with disability?



I was confident I could manage any reasonable adjustments required by the employee



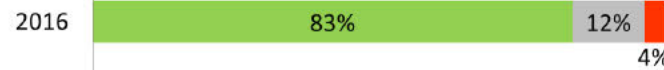
I was supported by my agency's HR policies



I was supported by my agency's HR area



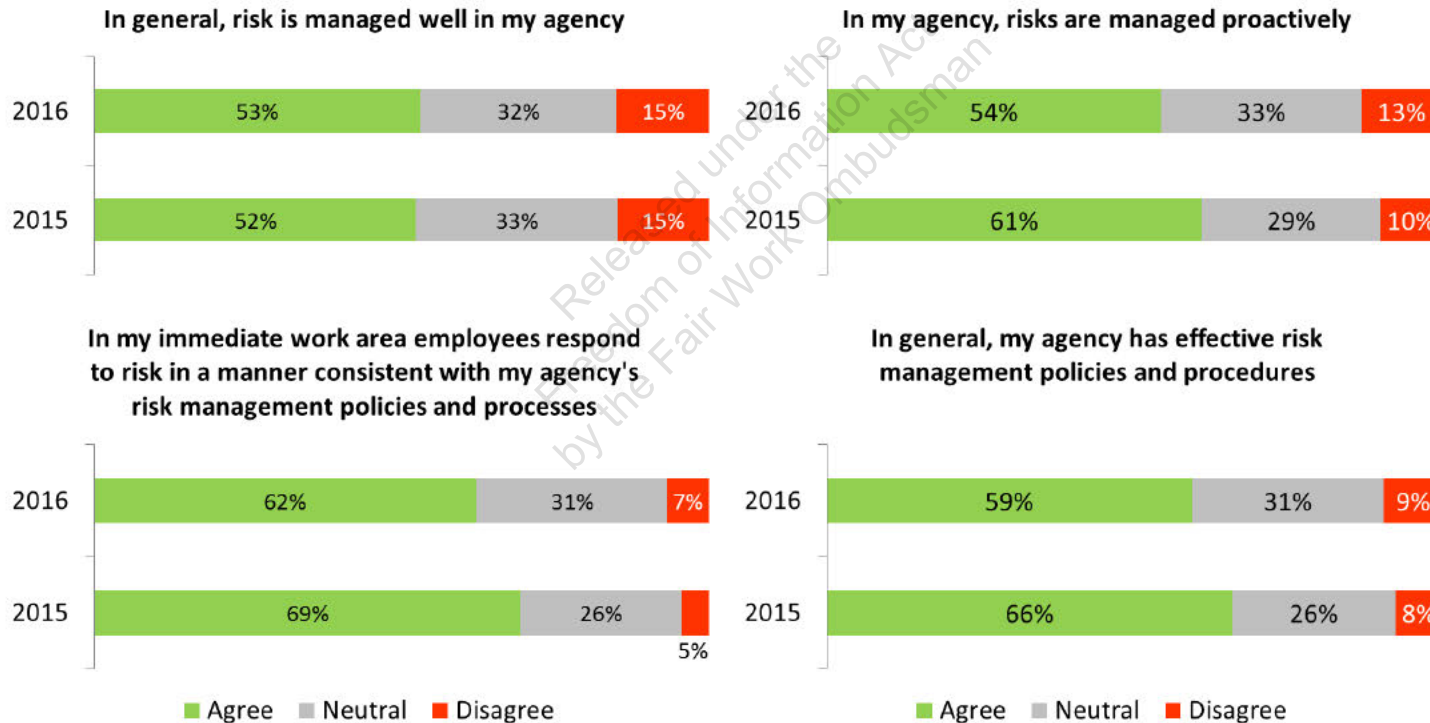
I was supported by my team



Agree Neutral Disagree

Agree Neutral Disagree

# The proportion of employees who thought risk was not managed well was low and relatively unchanged since 2015. There was an increased proportion who provided a neutral response.



**Further, more in depth analysis of the 2016 APS employee census results will follow in the coming weeks and months.**

1. APS agencies will receive overall and benchmarked results on 22 July 2016.
2. Findings in key areas of interest will be published on the State of the Service website from August.
3. These ultimately contribute to the State of the Service Report that will be tabled in Parliament in November.



s. 22 - Irrelevant

**From:** s. 22 on behalf of LLOYD,John  
**Sent:** Tuesday, 2 August 2016 11:56 AM  
**To:** JAMES,Natalie (FWO)  
**Subject:** APS Remuneration Report 2015 and Individual Agency Report - FWO [DLM=For-Official-Use-Only]  
**Attachments:** APS Remuneration Report 2015.docx; FWO 2015 Individual Agency Report.docx  
**Categories:** OneNote

**For Official Use Only**

Dear Natalie

Please find attached the 2015 APS Remuneration Report and your 2015 Agency Remuneration Report.

The Agency Report contains remuneration data as at 31 December 2015. The report also compares your agency against the whole-of-APS remuneration data for 2015. Your Agency Report remains confidential.

The 2015 APS Remuneration Report will be publicly released on 3 August 2016.

If your staff have any enquires they can email [remuneration@apsc.gov.au](mailto:remuneration@apsc.gov.au).

I thank you and your employees for co-operating with the Commission in contributing your agency data to the APS Remuneration Report.

Yours sincerely,

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**  
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606  
**P:** +612 6202 3501 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

Government  
Service Commission

# Public Service Operation Report 2015





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## Background

The APS Remuneration Report is an annual snapshot of remuneration across the whole Australian Public Service (APS). The 2015 report is based on data collected from all APS agencies as at 31 December 2015.

This report excludes employees engaged under s22(2)(c) of the *Public Service Act 1999* as intermittent and irregular staff and employees locally engaged under s74 of the Act. Employees on leave without pay and employees at the trainee/cadet classification are also excluded.

Agency Heads and public office holders are not covered as their remuneration is set by the Remuneration Tribunal.

Valid data was received for 2,538 Senior Executive Service (SES) employees and 136,527 non-SES employees.

When considering the Report data, readers should note that the large agencies have a significant impact. The Department of Human Services, the Australian Taxation Office and the Department of Defence make up approximately 48.9% of the APS workforce and are influential on median figures.

### 2015 APS context

The APS experienced an increase in employee engagements in 2015. There were 5,830 ongoing employees engaged in the 2015 calendar year. This is up from 2,717 in 2014. Engagements in 2015 and 2014 were lower than previous years, with 6,701 ongoing engagements in 2013, and 9,075 in 2012.<sup>1</sup>

Increases in employee engagements can affect median values. This is because newly engaged employees tend to commence on salaries at the bottom of their salary scale.

<sup>1</sup> <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/snapshots-december-2015>  
2015 APS Remuneration Report

Enterprise Bargaining in the 2015 calendar year saw 24 new agreements made. As a number of these were made late in the year, it is unlikely that first general wage increases were in pay systems by 31 December 2015.

### APS Executive Remuneration Management

The *APS Executive Remuneration Management Policy* (<http://www.apsc.gov.au/publications-and-media/current-publications/executive-remuneration>) provides that total executive remuneration should not exceed 65 per cent of the lowest pay point of the Secretaries structure.

The Australian Public Service Commissioner can approve remuneration above this point where compelling circumstances apply.

### APS classifications

The classification system outlined in the *Public Service Classification Rules 2000* (the classification rules) (<https://www.legislation.gov.au/Details/F2014C01338>) is used to present the remuneration data.

A number of agencies use 'local' classifications in addition to the approved classification. The remuneration data for a local classification is included in the relevant APS classification to which it corresponds.

The Classification Rules provide for a number of trainee classifications. Only data covering Graduates have been included.

## Methodology and Definitions

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Information on the reporting methodology and structure is contained in the Appendices.

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## 1. Executive Summary

From 2014 to 2015, the median Base Salary for non-SES classifications increased by 0.1%, while the median Base Salary for SES classifications increased by 1.4%. The overall median Base Salary movement for all APS employees was 0.1%.

The median is the midpoint of all values. The median Base Salary is affected by a number of factors including general salary increases, performance-based incremental advancements and employee mobility.

Enterprise bargaining in the 2015 calendar year saw 24 new agreements made. As a number of these were made late in the year, it is unlikely that first general wage increases were in pay systems by 31 December 2015.

In 2015 ongoing engagements increased by 115%, from 2,717 in 2014 to 5,830 in 2015. Ongoing promotions also increased from 1,449 in 2014 to 6,944 in 2015. These increases can affect median values as newly engaged or promoted employees tend to commence on salaries at the bottom of their salary scale.

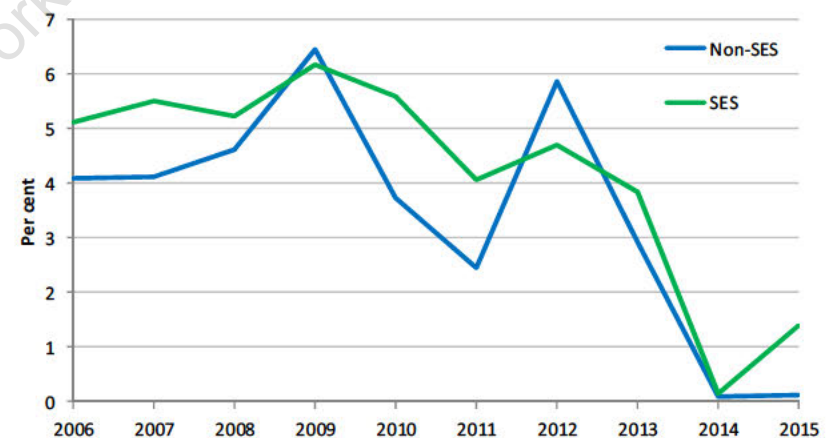
Figure 1.1 shows the year-on-year proportional change in median Base Salary for non-SES and SES employees over the past ten years. It shows that for non-SES classifications, while the median Base Salary remained stable in 2014 and 2015, this has been preceded by a decade of constant remuneration growth. SES classifications have had an increase in median Base Salary after remaining stable in 2014. Further historical breakdown by classification is in *Section 6: Historical Data*.

At the SES classifications, the change in the population arising from machinery of government changes is likely to have influenced the median movement.

At the SES classifications, the use of performance bonuses has continued to decline (see *Section 3.3: Performance Bonus* for details). There has also been a reduction in the proportion of SES employees receiving a motor vehicle allowance, from 72.3% to 67.8% (see *Section 3.2: Motor Vehicle Allowances* for details).

The median Base Salary for women, as a proportion of the median Base Salary for men, is between 97.6% at the Graduate classification to 100.4% at the APS 1 and the APS 5 classifications. With the exception of the Graduate and SES 2 classifications, the median Base Salary for women is within 1% of the median Base Salary for men at all classifications (see *Table 5.4*).

**Figure 1.1: Percentage change in median Base Salary by classification group, 2006 to 2015**



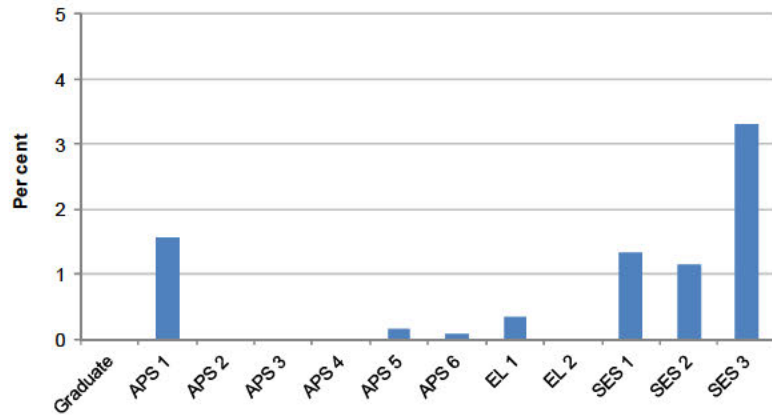
Source: Table 6.2

Table 1.1: Median key remuneration components summary

Classification	Base Salary median	Base Salary median movement 2014 to 2015	Total Remuneration Package (TRP) median	TRP median movement 2014 to 2015	Total Reward (TR) median	TR median movement 2014 to 2015
	\$	%	\$	%	\$	%
Graduate	60,158	0.0	69,422	0.1	69,422	0.1
APS 1	47,736	1.6	55,371	0.9	55,633	1.0
APS 2	54,588	0.0	63,581	0.0	64,306	-0.9
APS 3	61,512	0.0	72,116	0.0	72,199	-0.1
APS 4	69,239	0.0	80,152	-0.1	80,395	-0.5
APS 5	74,451	0.2	87,417	0.0	87,547	-0.3
APS 6	86,923	0.1	102,361	0.1	102,654	0.0
EL 1	108,382	0.3	127,269	0.2	127,701	0.0
EL 2	133,905	0.0	158,707	0.4	159,399	0.2
SES 1	181,006	1.3	239,880	0.7	240,811	0.8
SES 2	232,644	1.1	299,878	0.1	300,713	0.2
SES 3	312,000	3.3	395,599	1.7	396,453	0.8

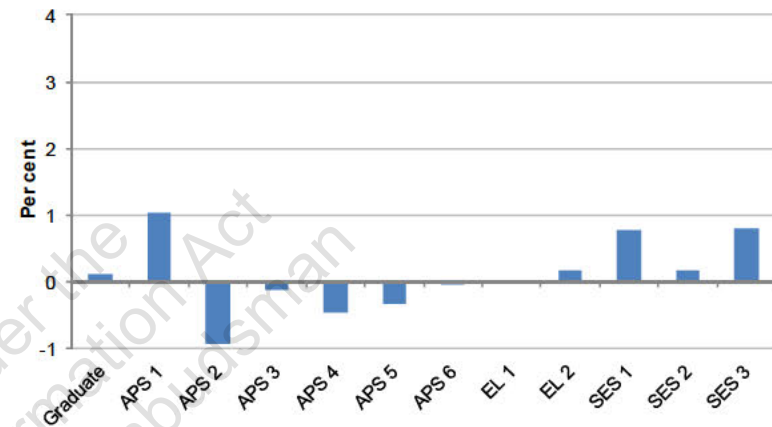
Note: Base Salary is the full time annualised salary, Total Remuneration Package (TRP) is Base Salary plus benefits, and Total Reward (TR) is TRP plus bonuses.

**Figure 1.2: Percentage change in median Base Salary by classification, 2014 to 2015**



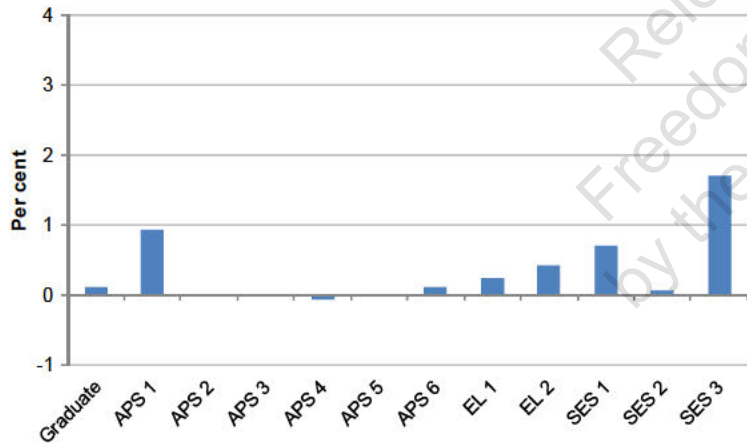
Source: Table 2.1

**Figure 1.4: Percentage change in median Total Reward by classification, 2014 to 2015**



Source: Table 2.3

**Figure 1.3: Percentage change in median Total Remuneration Package by classification, 2014 to 2015**



Source: Table 2.2



## 2. Key Remuneration Components

The key remuneration components reported in this section are Base Salary, Total Remuneration Package (Base Salary plus benefits), and Total Reward (Total Remuneration Package plus bonuses). To gain a complete understanding of APS remuneration, all elements of the key remuneration components need to be considered. The Total Reward (TR) provides the most complete overall remuneration information as it includes Base Salary and Total Remuneration Package (TRP) as component parts.

### 2.1 Base Salary

The term Base Salary describes the full-time annualised salary paid to an employee. It includes salary sacrifice amounts and pre-tax employee superannuation contributions made through salary sacrifice arrangements. It excludes bonuses and other benefits.

In 2015, the overall median Base Salary increase was 0.1%. The median Base Salary increase at the non-SES classifications was 0.1% and the median Base Salary increase at the SES classifications was 1.4%.

Table 2.1 provides the 2014 and 2015 median Base Salaries. The greatest increase in median Base Salary was at the SES 3 classification with a 3.3% increase. The lowest median movement from 2014 to 2015 was 0.0% shared by five classifications.

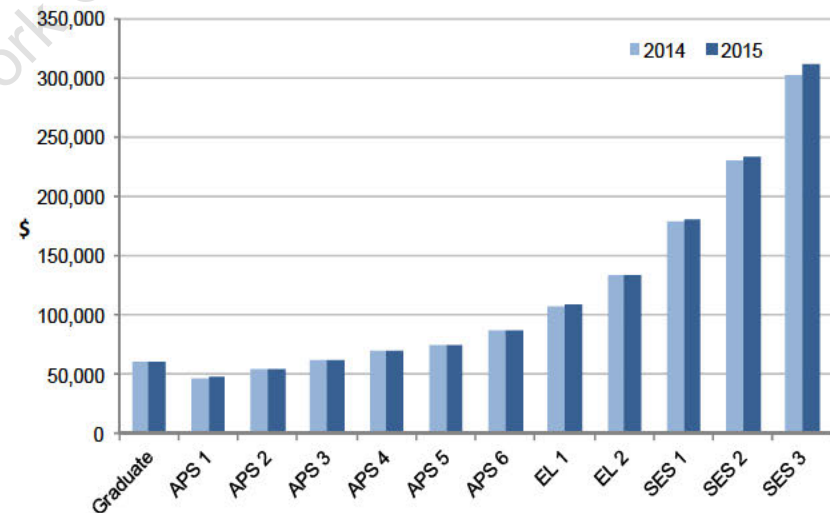
The result of lower employee mobility over the last few years is that a large proportion of APS employees are remaining at the same classification in the same agency. When employees remain at the same classification for long periods, they are likely to have advanced through the salary scale and reached the top for their classification.

The median length at level for ongoing APS employees in 2015 was 6.3 years; this figure has steadily increased since 2008, when the median length at level was 3.0 years.

It is standard practice for newly engaged and promoted employees to commence on salaries at or near the bottom of their salary pay range. The increase in engagements in 2015 compared with 2014 is likely to have influenced the average salary at the APS 2, 3, 4 and 5 classifications.

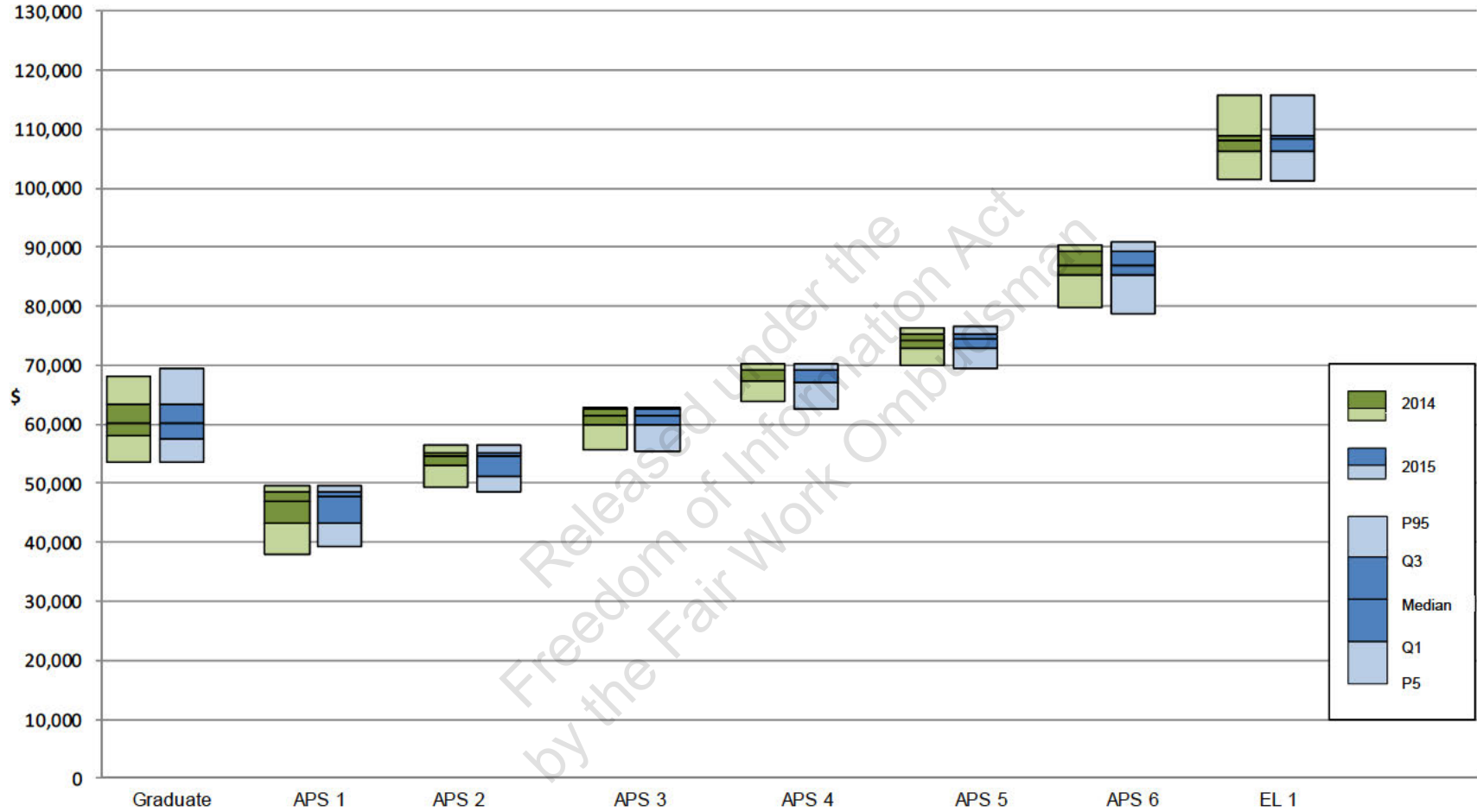
At the SES classifications, the change in the population arising from machinery of government changes is likely to have influenced the median movement.

**Figure 2.1: Median Base Salary by classification**



Source: Table 2.1

Figure 2.2: Base Salary range by classification: Graduate to EL 1

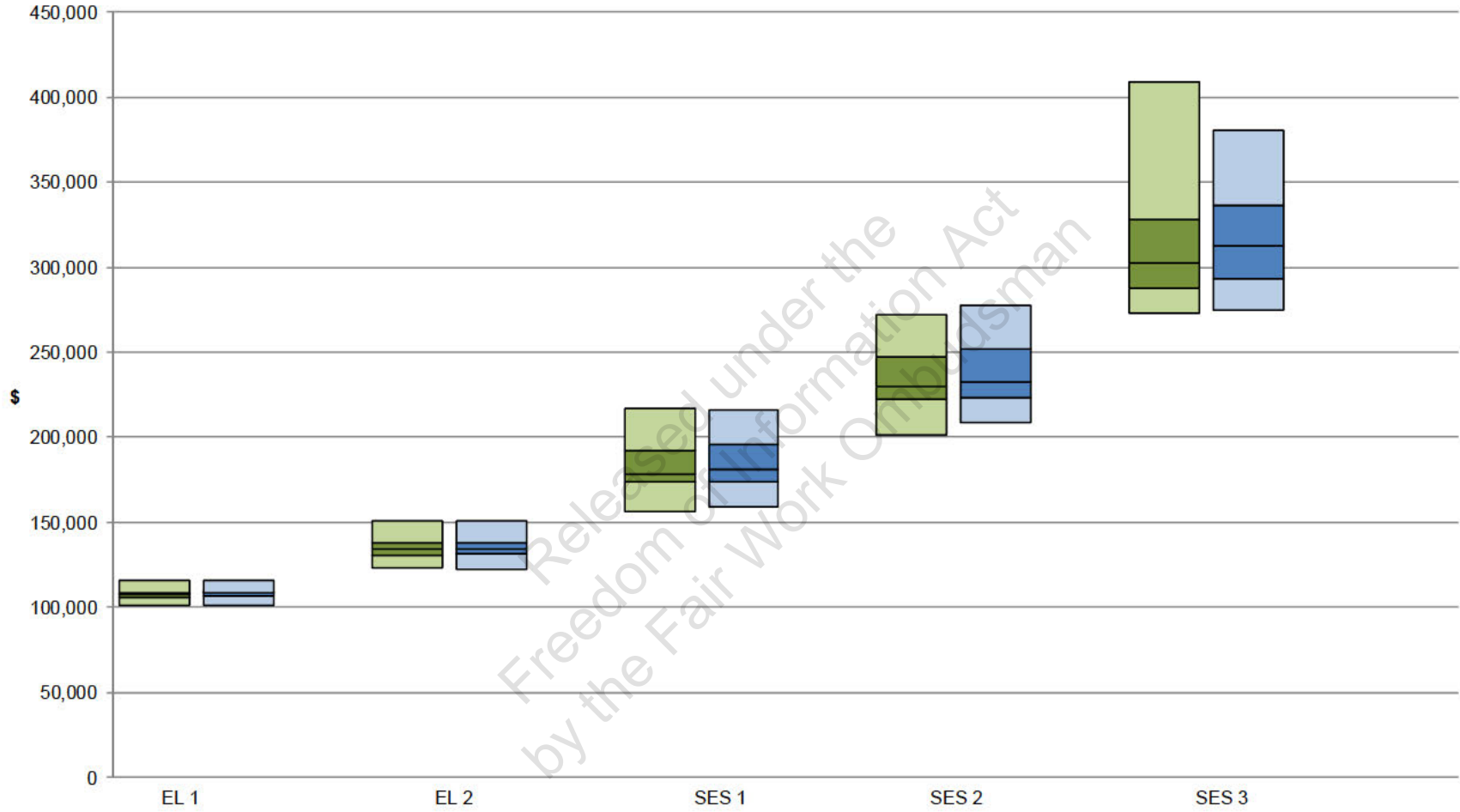


Source: Table 2.1

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2: Definitions for notes on interpreting box plots.

Figure 2.3: Base Salary range by classification: EL and SES



Source: Table 2.1

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2: Definitions for notes on interpreting box plots.



s. 22 - Irrelevant

---

**From:** JAMES,Natalie (FWO)  
**Sent:** Friday, 23 September 2016 12:36 PM  
**To:** LLOYD,John  
**Subject:** RE: EA [SEC=UNCLASSIFIED]

**UNCLASSIFIED**

Thanks – very relieved!

We really tackled things head on this time. My SES and EL2s did a great job. Those EL2s really deserve a pay rise....

Thanks

Nat

---

**From:** LLOYD,John  
**Sent:** Friday, 23 September 2016 12:32 PM  
**To:** JAMES,Natalie (FWO)  
**Subject:** EA [SEC=UNCLASSIFIED]

Natalie

Well done.

John

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**From:** JAMES,Natalie (FWO)  
**Sent:** Tuesday, 23 May 2017 3:01 PM  
**To:** LLOYD,John  
**Subject:** FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]  
**Attachments:** Letter from Fair Work Ombudsman to Commissioner Lloyd APSC.pdf

**UNCLASSIFIED**

Dear John

I hope you are well and that at the beginning of Estimates Season that side of things is going according to plans for the APSC!

I have attached a letter I have signed off to you in relation to FWO's SES cap.

I have reduced SES numbers in my time here and our numbers are low relative to other like sized regulators of which I am aware. I am now of the view that there is a need to revisit this and I am requesting your consideration of this question in accordance with what I have set out in the attached letter. The reasons relate to the implementation of the Government's election policies with respect to Protecting Vulnerable Workers.

I would be happy to discuss this further with you.

Regards

Natalie James

**Natalie James**  
 Fair Work Ombudsman

s. 47E(d) - Certain Operations of Agencies

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Australian Government

# Fair Work

## OMBUDSMAN

GPO Box 9887 Melbourne VIC 3001 | 414 LaTrobe Street Melbourne VIC 3000

s. 47E(d) - Certain Operations of Agencies

The Hon. John Lloyd PSM  
 Australian Public Service Commissioner  
 Australian Public Service Commission

Dear Commissioner Lloyd

I am writing to seek your support to increase the Office of the Fair Work Ombudsman's (FWO's) SES Cap by one.

During my time as Fair Work Ombudsman, I have been able to reduce the FWO's SES Cap from 15 to 12 by reducing role duplication and finding more efficient ways for the Agency to operate.

I have formed the view delivering key aspects of the Government's election policy with respect to protecting vulnerable workers would be best achieved with the addition of an SES B1 officer.

I have not come to this view in haste. I have carefully considered the Government's priorities, including election commitments directly relating to our work, and how they might best be achieved within existing structures. I have considered the Agency's operating environment, community expectations, organisational structure, and current and future required outcomes.

The implementation of the Government's policy demands both enhanced enforcement of the law and enhanced engagement with the community, including vulnerable workers and their representatives.

Enhanced compliance would be achieved through the passage of the Fair Work Amendment (Protecting Vulnerable Workers) Bill 2017 and the targeted deployment of an additional \$20.5M funding over the forward estimates.

It is my intention that the other focus for this expenditure is targeted and strategic engagement with parts of the community that are outside of the traditional 'Industrial Relations' Club: Influencers and potential partners who are able to work with FWO through genuine commitments to shift rusted on culture in some industries and communities of non-compliance with workplace laws.

Media coverage of the FWO's work and expectations of our impact on Australia's workplaces are increasingly high. Our capacity to deliver for the community on behalf of

the Government depends on the successful implementation of these measures, including effective and visible engagement with the community and stakeholders.

To facilitate this I intend to establish the Strategic Engagement & Stakeholder Relations function. This team would deliver critical functions to shape the external environment and influence stakeholder perceptions. These functions include community, industry and stakeholder engagement, and assisting vulnerable workers. Partnering with new and existing stakeholders is of paramount importance and given the high level sensitives requires significant leadership capability, increasing the FWO's SES cap would enable me to appoint an SES Band 1 to lead this team and these very important functions.

I consider that a leader with capabilities at the SES level would be required to deliver these important outcomes (rather than, for instance, Executive Level capabilities). The proposed SES Band 1 role in Strategic Engagement & Stakeholder Relations Branch would be responsible for developing a strategy for the FWO over a three year timeframe; lead the Agency's stakeholder engagement function and interact with senior stakeholders across Government, industry and the community; and identify and manage long term trends and issues noticeably different from what the FWO has previously encountered.

The proposed SES Band 1 Strategic Engagement & Stakeholder Relations would sit within the Strategy, Stakeholder and Communication Group, alongside existing SES Band 1 Media & Communications and Policy, Research & Data Analysis roles.

The role was assessed against the SES work level standards by **s. 22 - Irrelevant** in April 2017. **s. 22** has confirmed it has been appropriately classified at the SES Band 1 level.

While Government policy and community expectations align, I believe there is great opportunity to make a significant and permanent difference to the experience of vulnerable workers in Australia.

I do not believe I have the capacity within the existing SES Band 1 roles to accomplish this work and give it the focus and attention it needs. If the FWO is unable to increase its SES cap to undertake the role outlined above, the quality and speed in which the work is executed will be compromised.

I look forward to your response and, if you are supportive, a favourable recommendation from you to Senator the Hon. Michaela Cash, Minister for Employment.

Should you require any additional information to support this request please contact Kristen Hannah, Deputy Fair Work Ombudsman with responsibility for Strategy, Stakeholders and Communications on **s.47E(d)**

Yours sincerely

Natalie James  
**Fair Work Ombudsman**  
 22 May 2017



s. 22 - Irrelevant

**From:** LLOYD,John  
**Sent:** Wednesday, 24 May 2017 5:11 PM  
**To:** JAMES,Natalie (FWO)  
**Cc:** CROSTHWAITE,Kerren  
**Subject:** Re: FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]

**Categories:** To Be Filed

Natalie

Thanks for the email and letter.

I have referred the request to Kerren Crosthwaite, Group Manager, Employment Policy. She may contact you and then I will talk to you later on as we firm up the advice.

Regards

John

---

**From:** JAMES,Natalie (FWO) s. 47E(d)  
**Date:** 23 May 2017 at 3:00:51 pm AEST  
**To:** LLOYD,John s. 47E(d)  
**Subject:** FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]

UNCLASSIFIED

Dear John

I hope you are well and that at the beginning of Estimates Season that side of things is going according to plans for the APSC!

I have attached a letter I have signed off to you in relation to FWO's SES cap.

I have reduced SES numbers in my time here and our numbers are low relative to other like sized regulators of which I am aware. I am now of the view that there is a need to revisit this and I am requesting your consideration of this question in accordance with what I have set out in the attached letter. The reasons relate to the implementation of the Government's election policies with respect to Protecting Vulnerable Workers.

I would be happy to discuss this further with you.

Regards

Natalie James

Natalie James

Fair Work Ombudsman

s. 47E(d) - Certain Operations of  
Agencies

cid:image001.png@01CE2F9B.CAA6ABC0 <<http://twitter.com/NatJamesFWO>> Follow me on Twitter  
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Twitter: @fairwork\_gov\_au, Facebook: /fairwork.gov.au

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**From:** JAMES,Natalie (FWO)  
**Sent:** Wednesday, 24 May 2017 5:22 PM  
**To:** LLOYD,John  
**Cc:** CROSTHWAITE,Kerren  
**Subject:** Re: FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]

Great thanks John.

Natalie

---

**From:** LLOYD,John s. 47E(d)  
**Date:** 24 May 2017 at 5:10:50 pm AEST  
**To:** JAMES,Natalie (FWO) s. 47E(d)  
**Cc:** CROSTHWAITE,Kerren s.47E(d)  
**Subject:** Re: FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]

Natalie

Thanks for the email and letter.

I have referred the request to Kerren Crosthwaite, Group Manager, Employment Policy. She may contact you and then I will talk to you later on as we firm up the advice.

Regards

John

---

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**Date:** 23 May 2017 at 3:00:51 pm AEST  
**To:** LLOYD,John s. 47E(d)  
**Subject:** FWO SES Cap - letter from N James to Commissioner Lloyd [SEC=UNCLASSIFIED]

**UNCLASSIFIED**

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I would be happy to discuss this further with you.

Regards

Natalie James

**Natalie James**  
**Fair Work Ombudsman**

s. 47E(d) - Certain Operations of  
Agencies

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s. 22 - Irrelevant

**From:** s. 22 n behalf of LLOYD,John  
**Sent:** Friday, 9 June 2017 3:36 PM  
**To:** JAMES,Natalie (FWO)  
**Subject:** APS Remuneration Report 2016 and Individual Agency Report - Office of the Fair Work Ombudsman [DLM=For-Official-Use-Only]  
**Attachments:** APS Remuneration Report 2016.docx; FWO 2016 Individual Agency Report.docx  
**Categories:** PLS FILE

**For Official Use Only**

Dear Natalie

Please find attached the 2016 APS Remuneration Report and your 2016 Agency Remuneration Report.

The Agency Report contains remuneration data as at 31 December 2016. The report also compares your agency against the whole-of-APS remuneration data for 2016. Your Agency Report remains confidential.

The 2016 APS Remuneration Report will be publicly released in the week commencing 12 June 2017.

If your staff have any enquires they can email [remuneration@apsc.gov.au](mailto:remuneration@apsc.gov.au).

I thank you and your employees for co-operating with the APSC in contributing your agency data to the APS Remuneration Report.

Yours sincerely,

**John Lloyd PSM I Commissioner**

**Australian Public Service Commission**  
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606  
**P:** +612 6202 3501 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

# REMUNERATION REPORT 2016

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## Background

The APS Remuneration Report is an annual snapshot of remuneration across the whole Australian Public Service (APS). The 2016 report is based on data collected from all APS agencies as at 31 December 2016.

This report excludes employees engaged under s22(2)(c) of the *Public Service Act 1999* as intermittent and irregular staff and employees locally engaged under s74 of the Act. Employees on leave without pay and employees at the trainee/cadet classification are also excluded.

Agency Heads and public office holders are not covered as their remuneration is set by the Remuneration Tribunal.

Valid data was received for 2,565 Senior Executive Service (SES) employees and 137,320 non-SES employees.

When considering the Report data, readers should note that the large agencies have a significant impact. The Department of Human Services, the Australian Taxation Office and the Department of Defence make up approximately 47.9% of the APS workforce and are influential on median figures.

### 2016 APS context

The APS experienced an increase in employee engagements in 2016. There were 11,192 ongoing employees engaged in the 2016 calendar year. This is up from 5,836 in 2015. Engagements in 2016 were higher than previous years, with 2,703 ongoing engagements in 2014, and 6,710 in 2013.<sup>1</sup>

Increases in employee engagements can affect median values. This is because newly engaged employees tend to commence on salaries at the bottom of their salary scale.

<sup>1</sup> <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/december-2016>

Enterprise Bargaining in the 2016 calendar year saw 37 new agreements made. As a number of these were voted up late in the year, it is unlikely that all of the first general wage increases were in pay systems by 31 December 2016.

### APS Executive Remuneration Management

The *APS Executive Remuneration Management Policy* (<http://www.apsc.gov.au/publications-and-media/current-publications/executive-remuneration>) provides that total executive remuneration should not exceed 65 per cent of the lowest pay point of the Secretaries structure.

The Australian Public Service Commissioner can approve remuneration above this point where compelling circumstances apply.

### APS classifications

The classification system outlined in the *Public Service Classification Rules 2000* (the classification rules) (<https://www.legislation.gov.au/Details/F2014C01338>) is used to present the remuneration data.

A number of agencies use 'local' classifications in addition to the approved classification. The remuneration data for a local classification is included in the relevant APS classification to which it corresponds.

The Classification Rules provide for a number of trainee classifications. Only data covering Graduates have been included.

## Methodology and Definitions

---

Information on the reporting methodology and structure is contained in the Appendices.

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## 1. Executive Summary

From 2015 to 2016, the median Base Salary for non-SES classifications increased by 0.3%, while the median Base Salary for SES classifications increased by 2.3%. The overall median Base Salary movement for all APS employees was 0.3%.

The median is the midpoint of all values. The median Base Salary is affected by a number of factors including general salary increases, performance-based incremental advancements and employee mobility.

Enterprise Bargaining in the 2016 calendar year saw 37 new agreements voted up. As a number of these were voted up late in the year, it is unlikely that all of the first general wage increases were in pay systems by 31 December 2016.

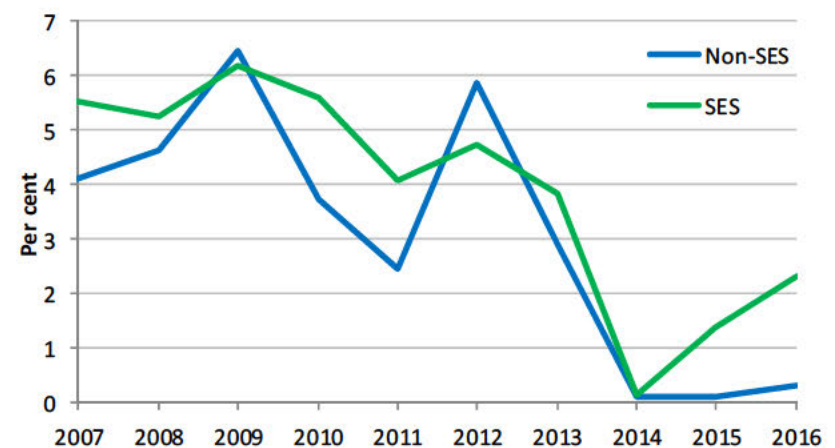
Ongoing engagements increased from 5,836 in 2015, to 11,192 in 2016. Ongoing promotions also increased from 6,988 in 2015 to 12,786 in 2016. These increases can affect median values as newly engaged or promoted employees tend to commence of salaries at the bottom of their salary scale.

Figure 1.1 shows the year-on-year proportional change in median Base Salary for non-SES and SES employees over the past ten years. It shows that for non-SES classifications, while the median Base Salary remained stable in 2014 and 2015, this has been preceded by a decade of constant remuneration growth. There was a slight increase in 2016. SES classifications have had an increase in median Base Salary in both 2015 and 2016, after remaining stable in 2014. Further historical breakdown by classification is in *Section 6: Historical Data*.

At the SES classifications, the use of performance bonuses has continued to decline (see *Section 3.3: Performance Bonus* for details). The proportion of SES employees receiving a motor vehicle allowance remained steady with only a small reduction, from 67.8% to 67.5% (see *Section 3.2: Motor Vehicle Allowances* for details).

The median Base Salary for women, as a proportion of the median Base Salary for men, is between 97.1% at the SES 3 classification to 101.6% at the APS 6 classification. The median Base Salary for women is within 1% of the median Base Salary for men at eight classifications (see Table 5.4). Across the whole workforce, the average women's Base Salary was 8.6% lower than the average men's Base Salary.

**Figure 1.1: Percentage change in median Base Salary by classification group, 2007 to 2016**



Source: Table 6.2

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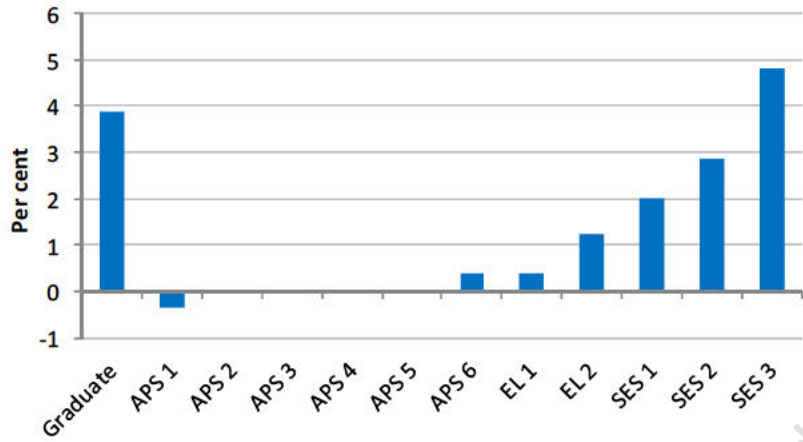
Table 1.1: Summary of median key remuneration components

Classification	Base Salary		TRP		TR	
	median	median movement 2015 to 2016	median	median movement 2015 to 2016	median	median movement 2015 to 2016
	\$	%	\$	%	\$	%
Graduate	62,493	3.9	72,974	5.1	72,974	5.1
APS 1	47,567	-0.4	55,371	0.0	55,550	-0.1
APS 2	54,588	0.0	63,581	0.0	64,306	0.0
APS 3	61,512	0.0	72,116	0.0	72,116	-0.1
APS 4	69,239	0.0	80,031	-0.2	80,395	0.0
APS 5	74,451	0.0	87,762	0.4	87,952	0.5
APS 6	87,263	0.4	103,305	0.9	103,305	0.6
EL 1	108,796	0.4	128,987	1.3	129,433	1.4
EL 2	135,583	1.3	160,578	1.2	162,103	1.7
SES 1	184,626	2.0	243,083	1.3	243,467	1.1
SES 2	239,272	2.8	305,066	1.7	305,616	1.6
SES 3	327,000	4.8	410,874	3.9	411,667	3.8

Note: Base Salary is the full time annualised salary, Total Remuneration Package (TRP) is Base Salary plus benefits, and Total Reward (TR) is TRP plus bonuses.

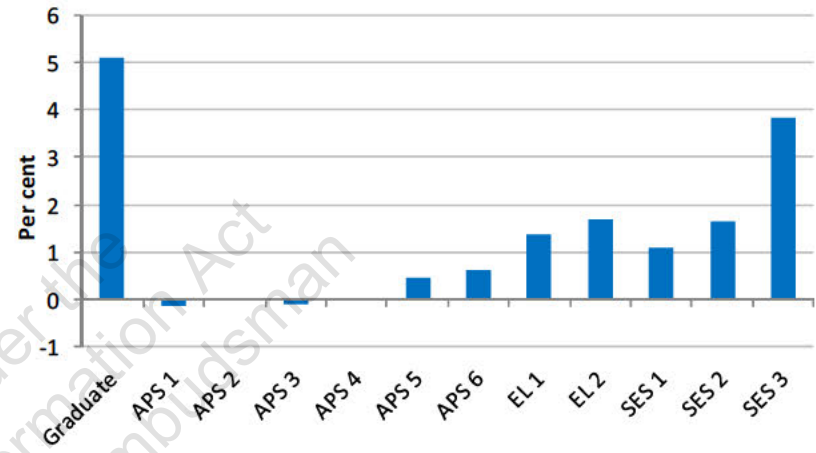


Figure 1.2: Percentage change in median Base Salary by classification, 2015 to 2016



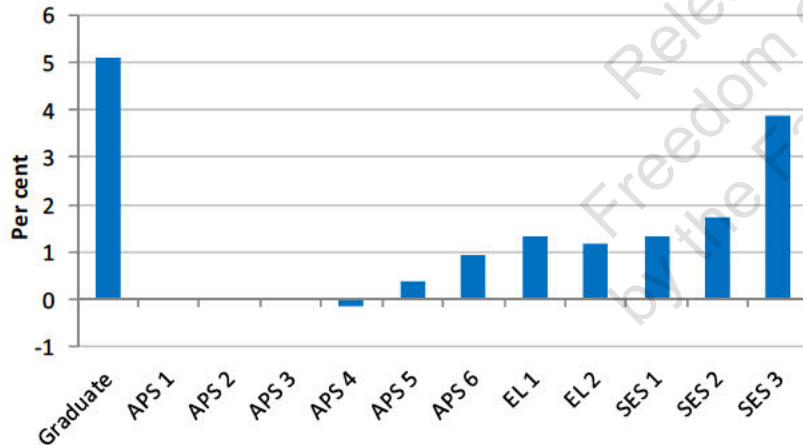
Source: Table 2.1

Figure 1.4: Percentage change in median TR by classification, 2015 to 2016



Source: Table 2.3

Figure 1.3: Percentage change in median TRP by classification, 2015 to 2016



Source: Table 2.2

## 2. Key Remuneration Components

The key remuneration components reported in this section are Base Salary, Total Remuneration Package (Base Salary plus benefits), and Total Reward (Total Remuneration Package plus bonuses). To gain a complete understanding of APS remuneration, all elements of the key remuneration components need to be considered. The Total Reward (TR) provides the most complete overall remuneration information as it includes Base Salary and Total Remuneration Package (TRP) as component parts.

ongoing APS employees in 2016 was 6.4 years; this figure has steadily increased since 2008, when the median length at level was 3.2 years.

### 2.1 Base Salary

The term Base Salary describes the full-time annualised salary paid to an employee. It includes salary sacrifice amounts and pre-tax employee superannuation contributions made through salary sacrifice arrangements. It excludes bonuses and other benefits.

In 2016, the overall median Base Salary increase was 0.3%. The median Base Salary increase at the non-SES classifications was 0.3% and the median Base Salary increase at the SES classifications was 2.3%.

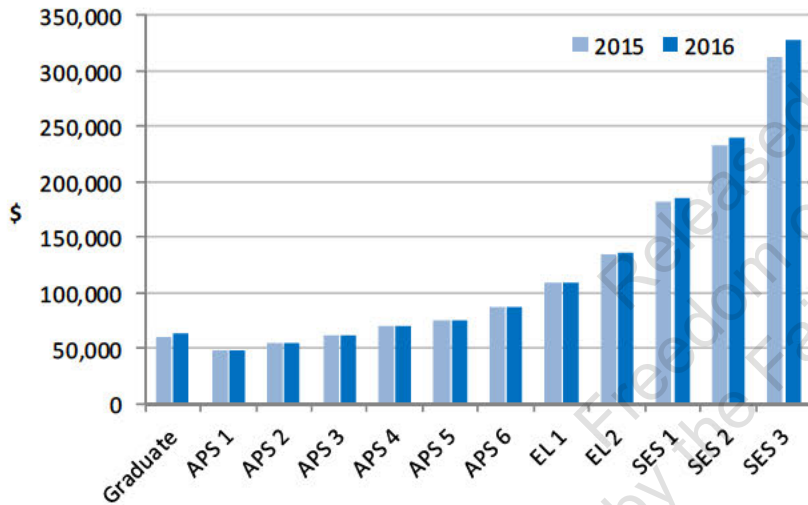
Table 2.1 provides the 2015 and 2016 median Base Salaries. The greatest increase in median Base Salary was at the SES 3 classification with a 4.8% increase. The lowest median movement from 2015 to 2016 was a decrease of 0.4% at the APS 1 classification.

A result of low employee mobility over the last few years is that a large proportion of APS employees are remaining at the same classification in the same agency. When employees remain at the same classification for long periods, they are likely to have advanced through the salary scale and reached the top for their classification. The median length at level for

It is standard practice for newly engaged and promoted employees to commence on salaries at or near the bottom of their salary pay range. The increase in engagements in 2016 compared with 2015 is likely to have influenced the average salary at the APS 3 to APS 6 classifications.

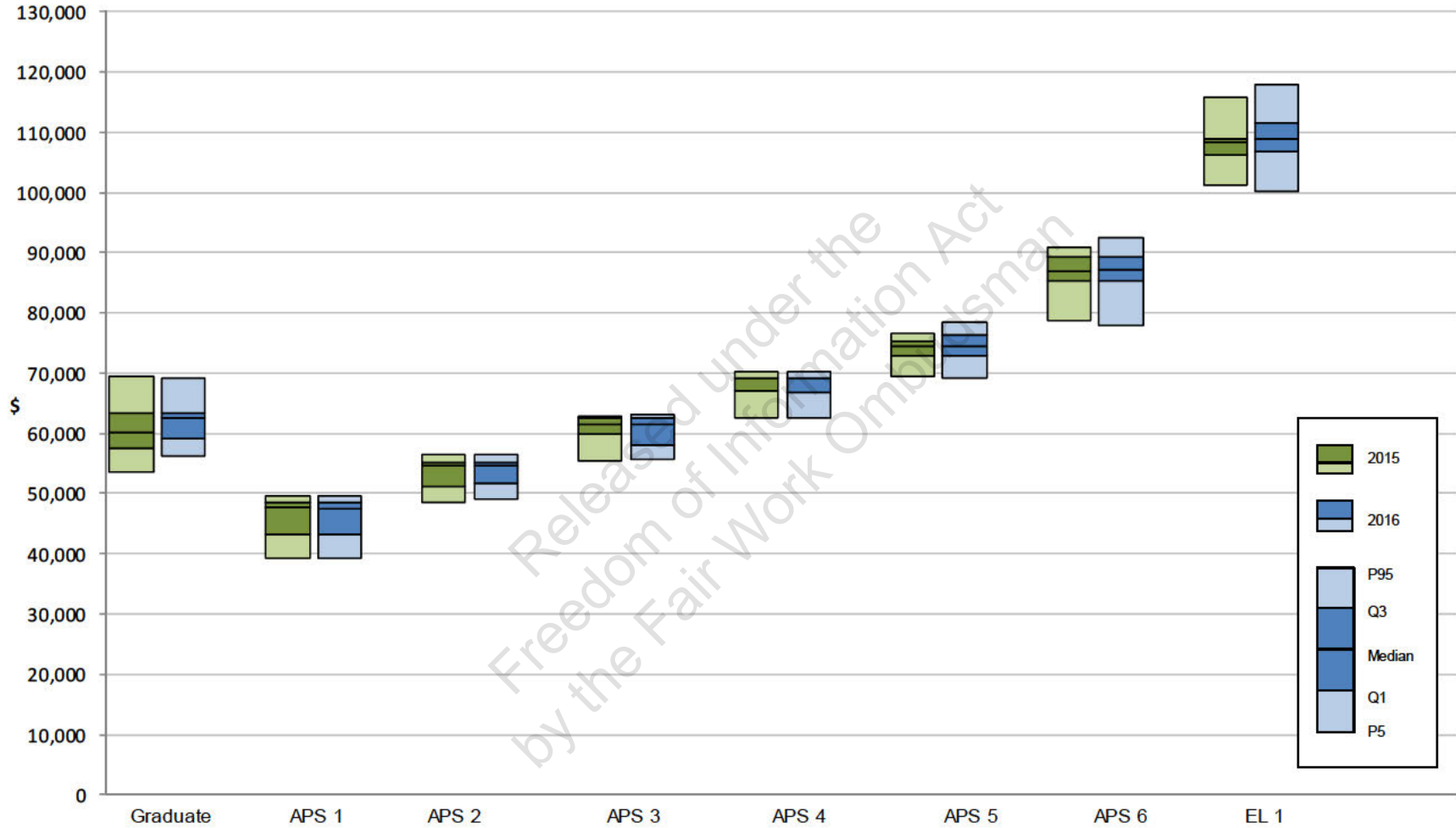
At the SES classifications, mobility is likely to have influenced the median movement. This includes both new engagements and movements to a new agency.

**Figure 2.1: Median Base Salary by classification, 2015 and 2016**



Source: Table 2.1

Figure 2.2: Base Salary range by classification: Graduate to EL 1

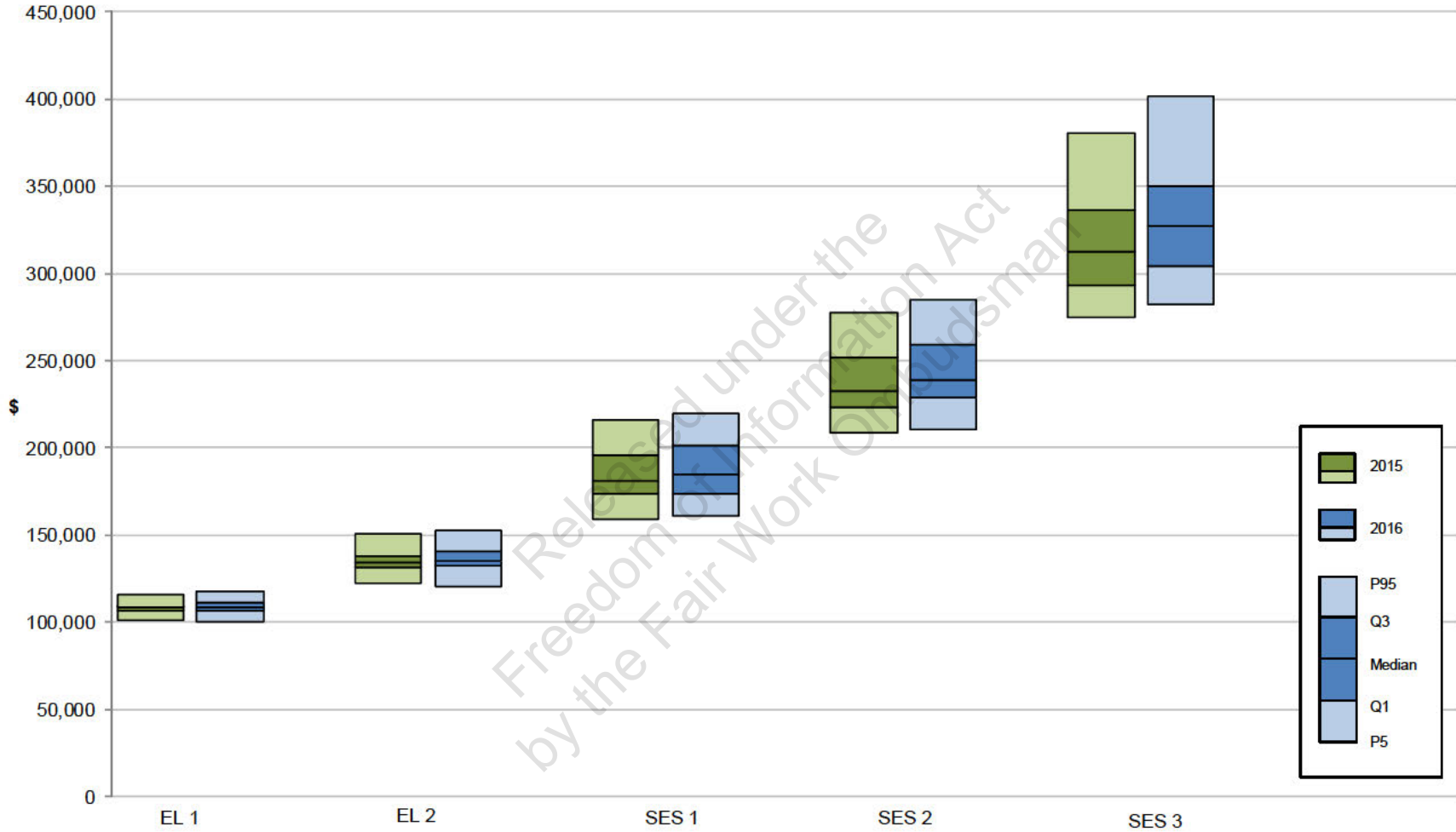


Source: Table 2.1

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.

Figure 2.3: Base Salary range by classification: EL and SES



Source: Table 2.1

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.

Table 2.1: Base Salary by classification

Classification	Employees		P5		Q1		Median			Q3		P95		Average		
	2015 n	2016 n	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	change %	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	change %
Graduate	1,159	1,337	53,652	56,319	57,513	59,238	60,158	62,493	3.9	63,236	63,322	69,456	69,210	60,442	61,934	2.5
APS 1	804	649	39,144	39,144	43,216	43,216	47,736	47,567	-0.4	48,533	48,533	49,697	49,697	45,953	45,850	-0.2
APS 2	3,265	2,854	48,525	49,013	51,308	51,626	54,588	54,588	0.0	55,096	55,096	56,435	56,435	53,533	53,709	0.3
APS 3	15,493	15,669	55,511	55,553	59,933	57,965	61,512	61,512	0.0	62,492	62,492	62,560	63,095	60,696	60,316	-0.6
APS 4	29,181	28,458	62,493	62,493	66,987	66,904	69,239	69,239	0.0	69,239	69,239	70,144	70,144	68,122	68,065	-0.1
APS 5	19,835	20,254	69,395	69,238	72,856	72,856	74,451	74,451	0.0	75,208	76,404	76,624	78,451	74,256	74,538	0.4
APS 6	30,673	32,176	78,842	78,054	85,301	85,418	86,923	87,263	0.4	89,217	89,217	90,890	92,542	86,869	87,173	0.3
EL 1	24,782	24,626	101,278	100,120	106,301	106,719	108,382	108,796	0.4	108,796	111,427	115,778	117,885	108,160	109,043	0.8
EL 2	11,335	11,297	122,032	120,128	131,524	132,053	133,905	135,583	1.3	138,290	140,471	151,097	152,523	136,322	137,375	0.8
SES 1	1,897	1,941	159,125	161,000	173,519	174,202	181,006	184,626	2.0	195,474	201,447	215,662	219,975	185,092	188,974	2.1
SES 2	528	515	208,711	210,334	223,363	228,838	232,644	239,272	2.8	251,534	259,114	277,897	284,621	238,674	245,340	2.8
SES 3	113	109	275,000	282,095	293,097	304,542	312,000	327,000	4.8	336,448	350,000	380,692	401,646	319,884	334,891	4.7
Total	139,065	139,885														

## 2.2 Total Remuneration Package

Total Remuneration Package (TRP) includes Base Salary plus:

- agency superannuation contribution;
- motor vehicle cost/Executive Vehicle Scheme or cash in lieu of motor vehicle;
- motor vehicle parking; and
- any other benefits and supplementary payments.

In essence, TRP covers Base Salary plus benefits. It excludes bonuses and shift and overtime payments. These payments are included in Total Reward (TR).

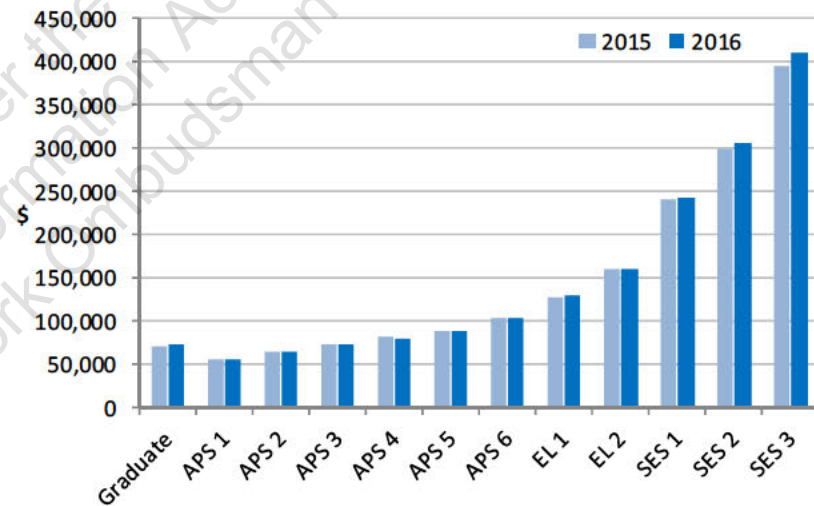
The overall movement in median TRP across all classifications from 2015 to 2016 was an increase of 0.6%. The non-SES classifications median TRP increased by 0.6%, and the SES classifications median TRP increased by 1.5%.

The Graduate classification saw the greatest increase in median TRP with a 5.1% increase from 2015. The key contributor to this is the increase in median Base Salary of 3.9%. The second greatest increase in median TRP was 3.9%, at the SES 3 classification.

The lowest median TRP change was at the APS 4 classification, with a 0.2% decrease from 2015 to 2016.

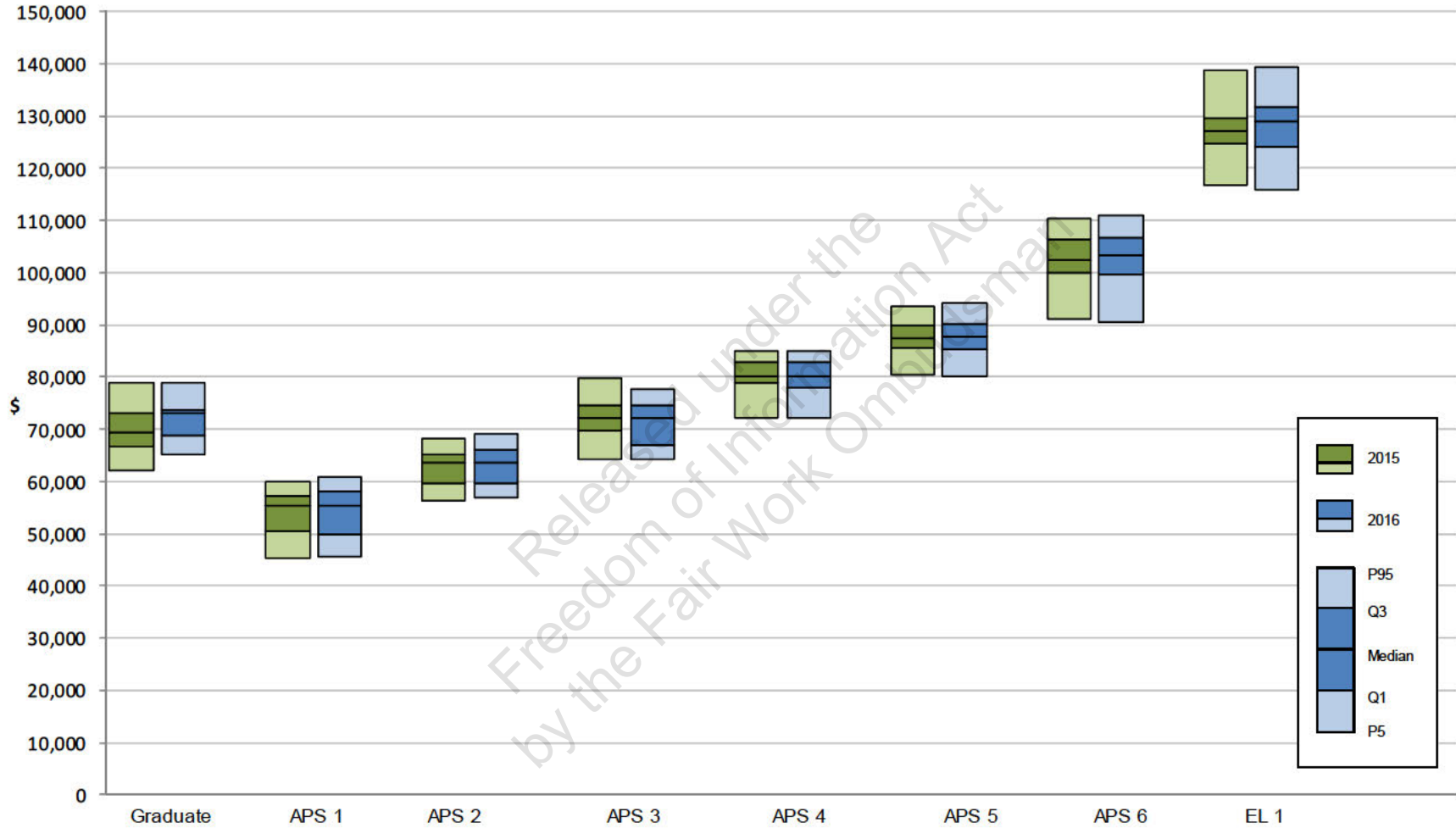
As demonstrated in Table 3.1, Base Salary makes up around 85% of the TR received by employees at the non-SES classifications. The key benefit received by non-SES employees in these classifications is the employer superannuation contribution which is primarily calculated on Base Salary. Normally the main contributor to TRP movement is Base Salary movement.

**Figure 2.4: Median Total Remuneration Package by classification, 2015 and 2016**



Source: Table 2.2

Figure 2.5: Total Remuneration Package range by classification: Graduate to EL 1



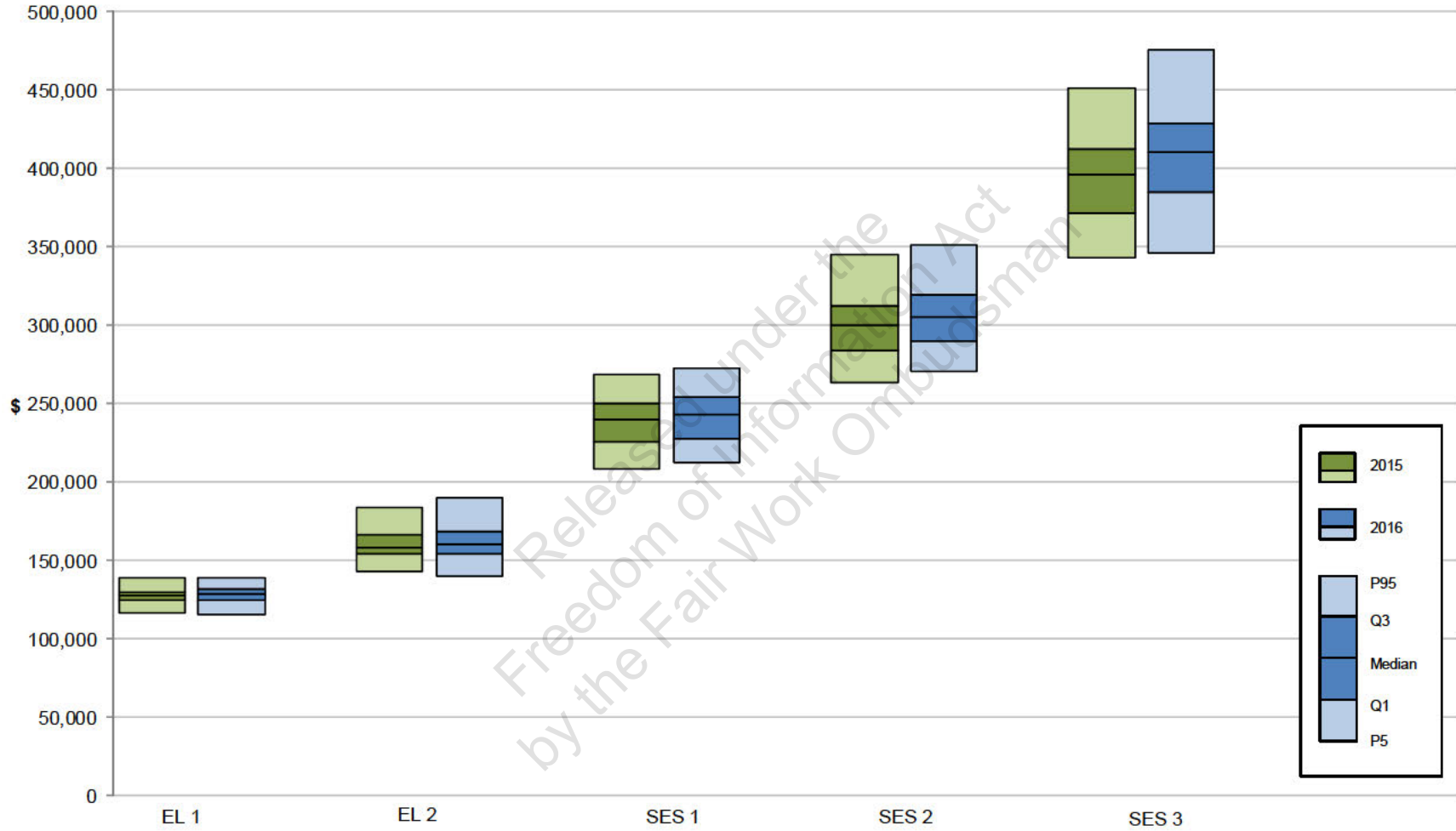
Source: Table 2.2

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.



Figure 2.6: Total Remuneration Package range by classification: EL and SES



Source: Table 2.2

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.

Table 2.2: Total Remuneration Package by classification

Classification	Employees		P5		Q1		Median		change %	Q3		P95		Average		change %
	2015 n	2016 n	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$		2015 \$	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	
Graduate	1,159	1,337	62,084	65,218	66,813	68,817	69,422	72,974	5.1	72,974	73,806	78,820	78,808	69,906	71,725	2.6
APS 1	804	649	45,172	45,554	50,428	49,919	55,371	55,371	0.0	57,155	57,997	60,007	60,939	53,995	53,986	0.0
APS 2	3,265	2,854	56,196	57,032	59,699	59,699	63,581	63,581	0.0	65,233	66,143	68,268	69,220	62,716	63,336	1.0
APS 3	15,493	15,669	64,108	64,108	69,876	67,128	72,116	72,116	0.0	74,665	74,678	79,781	77,646	71,906	71,220	-1.0
APS 4	29,181	28,458	72,117	72,117	78,804	78,097	80,152	80,031	-0.2	82,741	82,741	84,954	85,127	80,195	80,080	-0.1
APS 5	19,835	20,254	80,361	80,082	85,778	85,351	87,417	87,762	0.4	89,874	90,330	93,654	94,114	87,550	87,751	0.2
APS 6	30,673	32,176	91,060	90,626	99,944	99,749	102,361	103,305	0.9	106,285	106,614	110,230	111,134	102,270	102,657	0.4
EL 1	24,782	24,626	116,875	115,770	124,647	124,246	127,269	128,987	1.3	129,753	131,645	138,823	139,349	127,594	128,567	0.8
EL 2	11,335	11,297	143,006	140,453	154,526	154,635	158,707	160,578	1.2	166,425	168,072	184,348	189,603	161,899	163,568	1.0
SES 1	1,897	1,941	208,308	212,628	225,976	228,132	239,880	243,083	1.3	249,893	254,348	268,400	272,895	238,782	242,658	1.6
SES 2	528	515	263,682	270,789	284,069	290,186	299,878	305,066	1.7	312,235	320,031	344,792	351,493	301,742	308,256	2.2
SES 3	113	109	343,294	346,003	371,612	384,662	395,599	410,874	3.9	412,038	428,400	450,739	475,575	395,842	412,722	4.3
Total	139,065	139,885														

## 2.3 Total Reward

Total Reward (TR) is the sum of the Total Remuneration Package (TRP) plus bonuses. Bonuses include:

- individual performance bonus;
- retention bonus; and
- whole-of-agency or group bonuses.

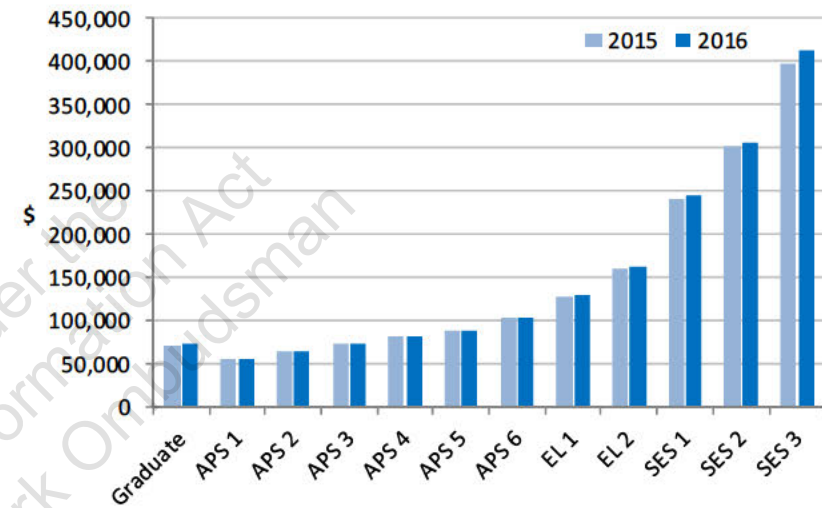
Median performance bonuses in 2016 ranged from \$725 at the APS 1-4 classifications to \$30,518 at the SES 3 classification.

The overall movement in median TR across all classifications from 2015 to 2016 was an increase of 0.6%. The non-SES classifications median TR increased by 0.6%, and the SES classifications median TR increased by 1.3%.

The Graduate classification saw the greatest increase in median TR with an increase of 5.1% from 2015. The SES 3 classification recorded the second highest increase in median TR with an increase of 3.8%.

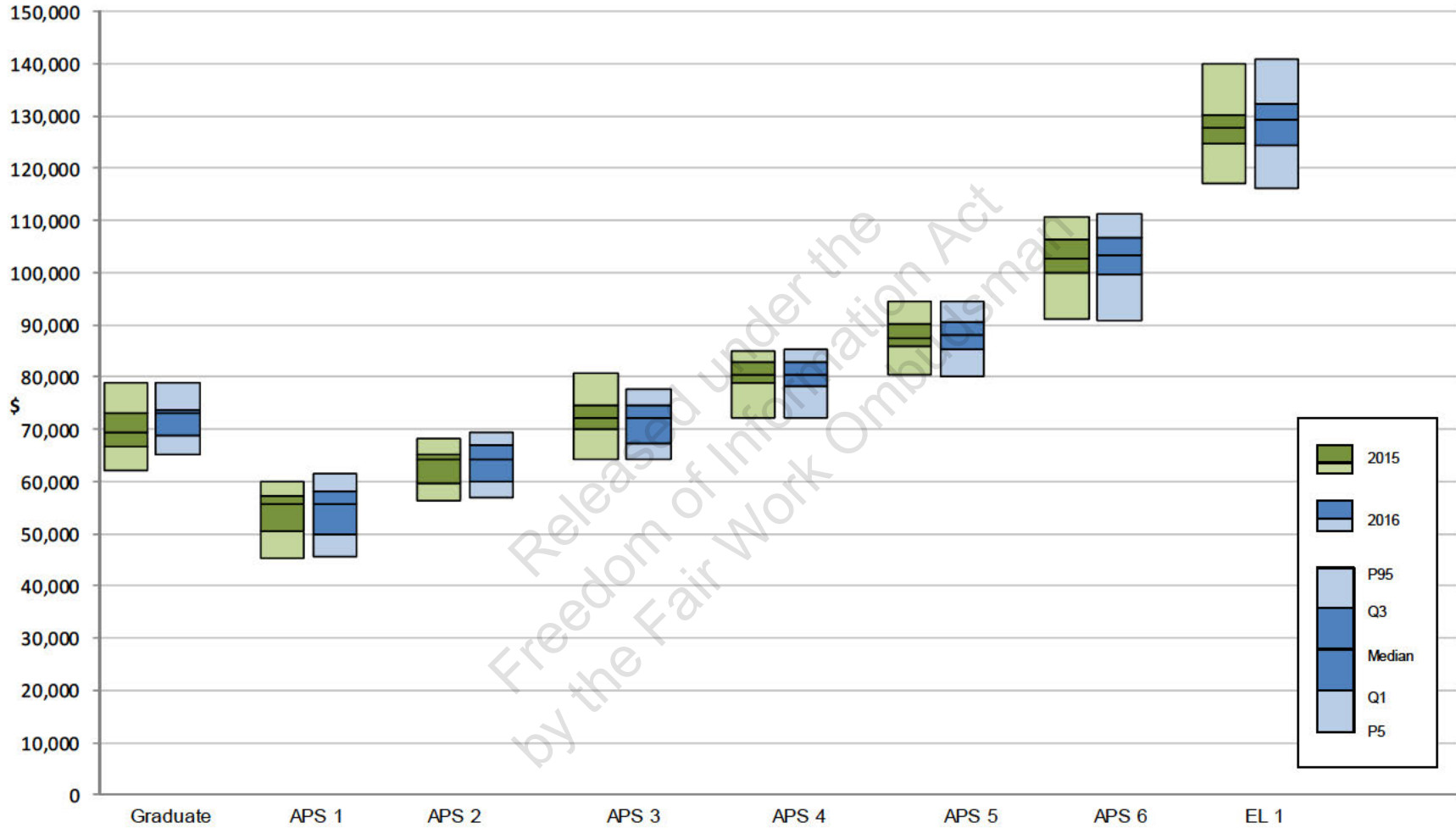
The APS 1 and APS 3 classifications showed the greatest decrease of median TR, with a decrease of 0.1%.

Figure 2.7: Median Total Reward by classification, 2015 and 2016



Source: Table 2.3

Figure 2.8: Total Reward range by classification: Graduate to EL 1

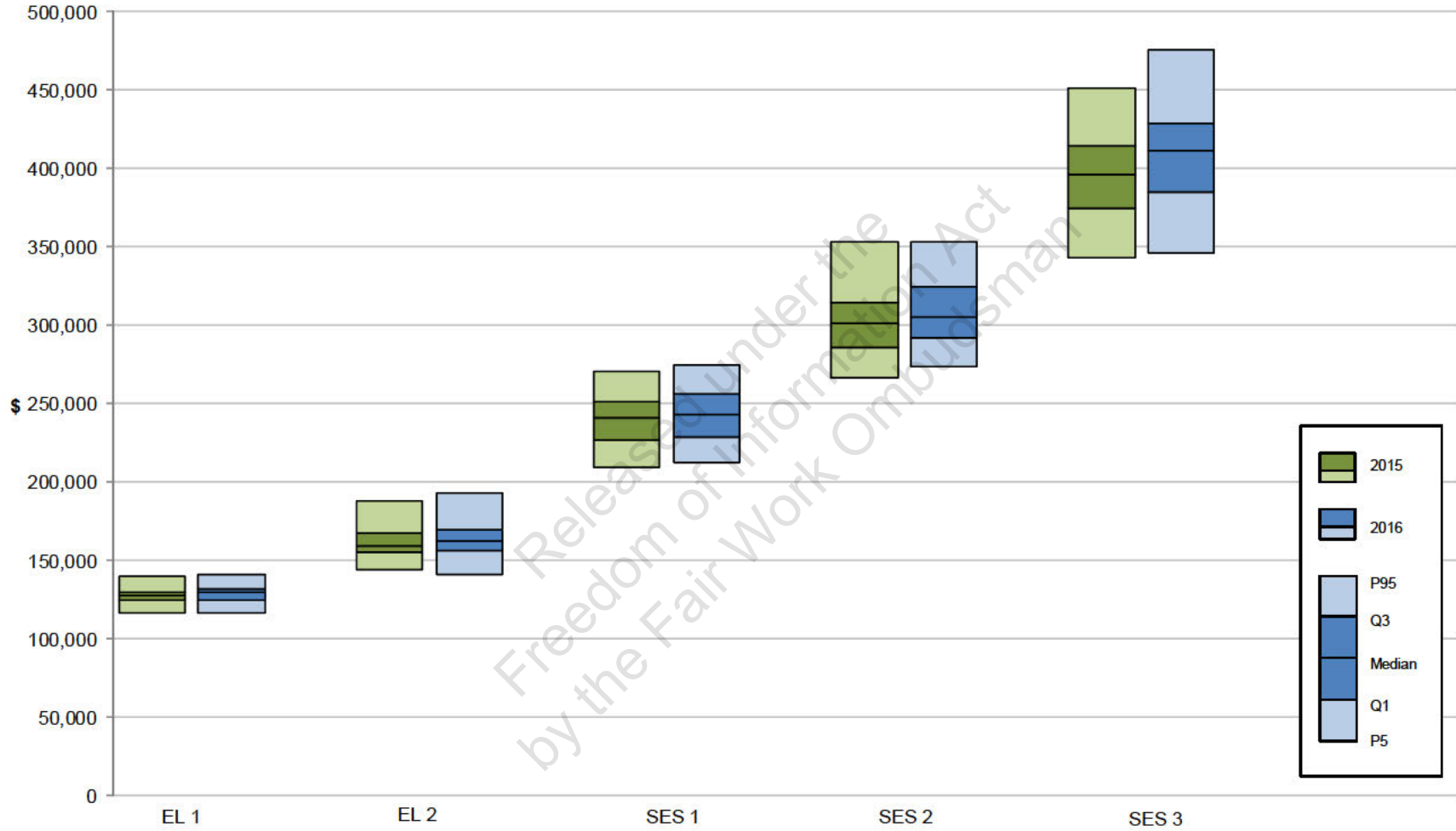


Source: Table 2.3

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.

Figure 2.9: Total Reward range by classification: EL and SES



Source: Table 2.3

Note: Refer to Section 7: Remuneration Findings by Classification for the minimum and maximum values for each classification.

Note: Refer to Appendix A.2 for notes on interpreting box plots.