

**From:** [REDACTED] on behalf of [LLOYD, John](#)  
**Subject:** APS Leadership Development Programs [SEC=UNCLASSIFIED]  
**Date:** Wednesday, 23 December 2015 3:01:39 PM  
**Attachments:** [2016 SES Leadership Development Program Dates.pdf](#)  
[APS Leadership Programs Letter.pdf](#)

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Dear colleague

Please see attached letter seeking your support to improve participation in whole-of-APS leadership development programs.

Regards

**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)

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**Australian Government**  
**Australian Public Service Commission**

**Australian Public Service Commissioner**

Dear Colleagues

I am writing to seek your support to improve participation in whole-of-APS leadership development programs. In October 2015, the Secretaries Board endorsed leadership development as a key focus area of the Centre for Leadership and Learning's (the Centre) Memorandum of Understanding (MoU).


Leadership programs are available for SES and EL2 employees. Agencies have made a significant investment developing these programs through their contributions to the Centre's MoU. The programs are customised to meet APS needs. They focus on skills for adaptation, collaboration and innovation.

The APS leadership programs use the latest approaches from the Harvard Kennedy School. They are delivered by highly qualified facilitators with expertise in the Harvard model. Evaluation indicates the programs are building the leadership capability of our senior managers, equipping them to meet contemporary challenges.

Despite strong evaluation results and the support of the Secretaries Board, uptake of the programs has been poor. I strongly endorse the programs and encourage you to actively encourage participation in the programs.

A schedule of program dates for 2016 is enclosed. For further information regarding the programs and nominations please contact [REDACTED] Director Leadership Development on [REDACTED] or via [REDACTED]

Yours sincerely



John Lloyd PSM  
23 December 2015

Enclosure: 2016 SES Leadership Development Program Dates

## APS Leadership Development in 2016

### SES Band 3 Leadership Program

Strengthens the capability for systems leadership: whole of agency, cross-sector, international.

*Audience:* Band 3s

*Cost:* \$16,500 for a 12 month program (coaching available for additional fee)

*2016 program dates:* Cohort 2 commencing March

### SES Band 2 Leadership Program

Builds leadership capability for organisational innovation and cultural change.

*Audience:* Band 2s

*Cost:* \$12,950 for a six month program (coaching available for additional fee)

*2016 program dates:* Cohort 5 commencing April, Cohort 6 commencing November

### SES Band 1 Leadership Program

Develops the leadership skills for engaging effectively with complex challenges at an SES level.  
Builds skills to create a positive and high performing workplace.

*Audience:* Band 1s

*Cost:* \$10,000 for a four month program (coaching available for additional fee)

*2016 program dates:* Cohort 15 commencing March, Cohort 16 commencing April, Cohort 17 commencing June, Cohort 18 commencing July, Cohort 19 commencing October

### EL2 Leadership Expansion Program

Broadens the leadership skills of EL2s to more effectively progress strategic priorities.

*Audience:* EL2 employees (including acting EL2s)

*Cost:* \$5,000 for a three month program

*2016 program dates:* Cohort 5 commencing February, Cohort 6 commencing May, Cohort 7 commencing July, Cohort 8 commencing October

### EL2 Leadership in Practice Program

Challenges EL2s to move beyond their technical expertise to take up their management and leadership role.

*Audience:* EL2 employees (including acting EL2s)

*Cost:* \$5,000 for a three month program

*2016 program dates:* Cohort 4 commencing February, Cohort 5 commencing April, Cohort 6 commencing May, Cohort 7 commencing July, Cohort 8 commencing September, Cohort 9 commencing October

### At a glance

Program	Cohort	Start date in 2016	Program	Cohort	Start date in 2016
SES Band 3	2	22 March	EL2 Expansion	5	8 February
SES Band 2	5	3 April		6	23 May
	6	13 November		7	25 July
SES Band 1	15	6 March		8	12 October
	16	17 April	EL2 Practice	4	8 February
	17	5 June		5	5 April
	18	3 July		6	17 May
	19	30 October		7	12 July
				8	1 September
				9	4 October

**From:** [REDACTED] on behalf of [LLOYD, John](#)  
**To:** [Warwick Soden](#)  
**Subject:** APS Remuneration Report 2015 and Individual Agency Report - FED [DLM=For-Official-Use-Only]  
**Date:** Tuesday, 2 August 2016 11:50:04 AM  
**Attachments:** [Archived attachment list.txt](#)

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Quick Look

### Archived attachment list:

APS Remuneration Report 2015.docx (1 MB)  
FED 2015 Individual Agency Report.docx (1 MB)

### For Official Use Only

Dear Warwick

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 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)

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Australian Government

Australian Public Service Commission

# Australian Public Service Remuneration 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

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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.

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<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

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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

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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.

## 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.

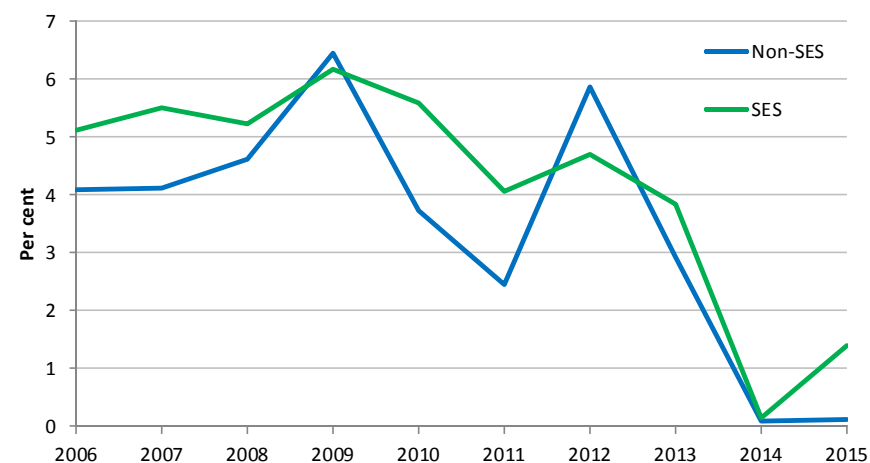
Figure 1.1 shows the year-on-year proportional change in median Base Salary for non-SES and SES employees over the past ten years. It shows that for non-SES classifications, while the median Base Salary remained stable in 2014 and 2015, this has been preceded by a decade of constant remuneration growth. 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**



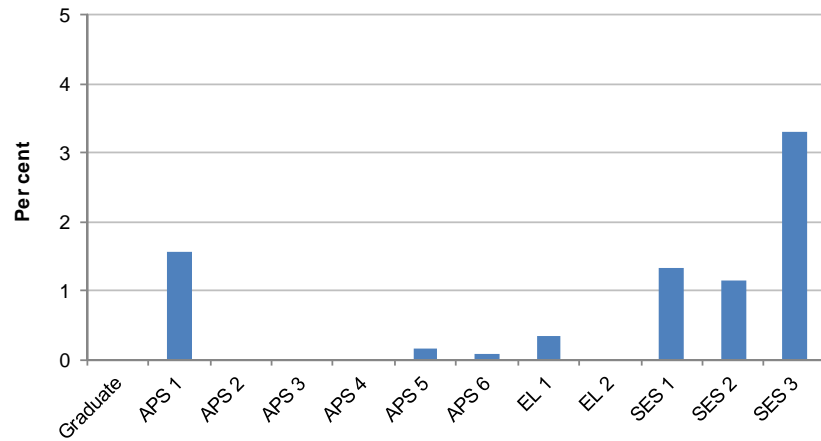
Source: Table 6.2

**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

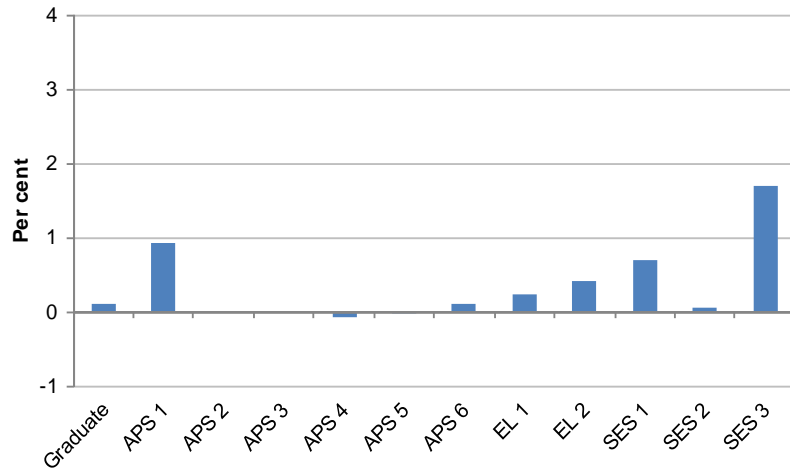
Note: Base Salary is the full time annualised salary, Total Remuneration Package (TRP) is Base Salary plus benefits, and Total Reward (TR) is TRP plus bonuses.

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



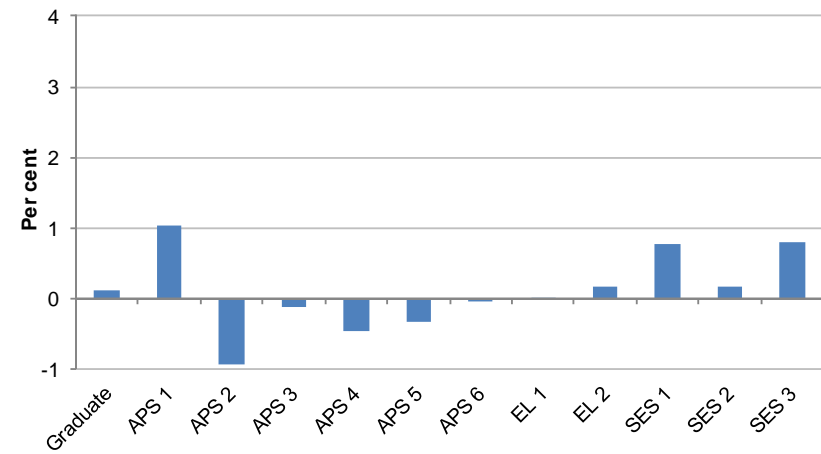
Source: Table 2.1

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



Source: Table 2.2

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



Source: Table 2.3



## 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.

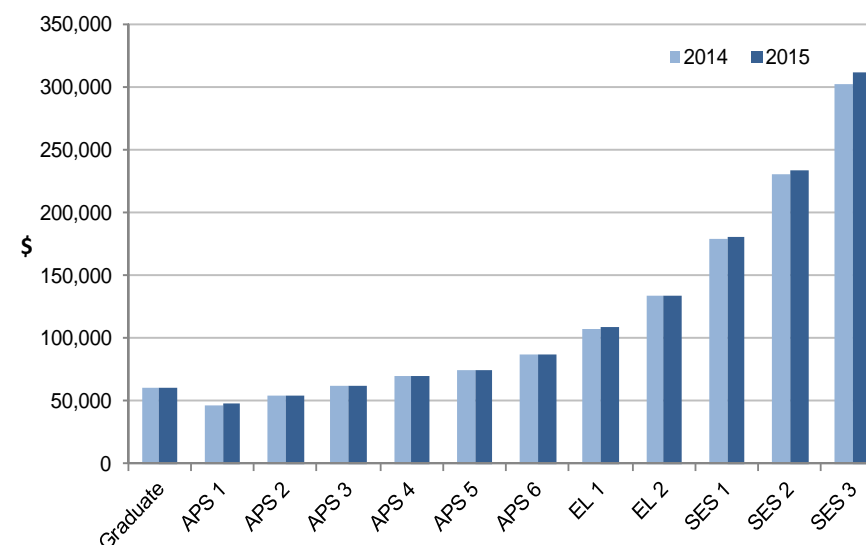
The result of lower employee mobility over the last few years is that a large proportion of APS employees are remaining at the same classification in the same agency. When employees remain at the same classification for long periods, they are likely to have advanced through the salary scale and reached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

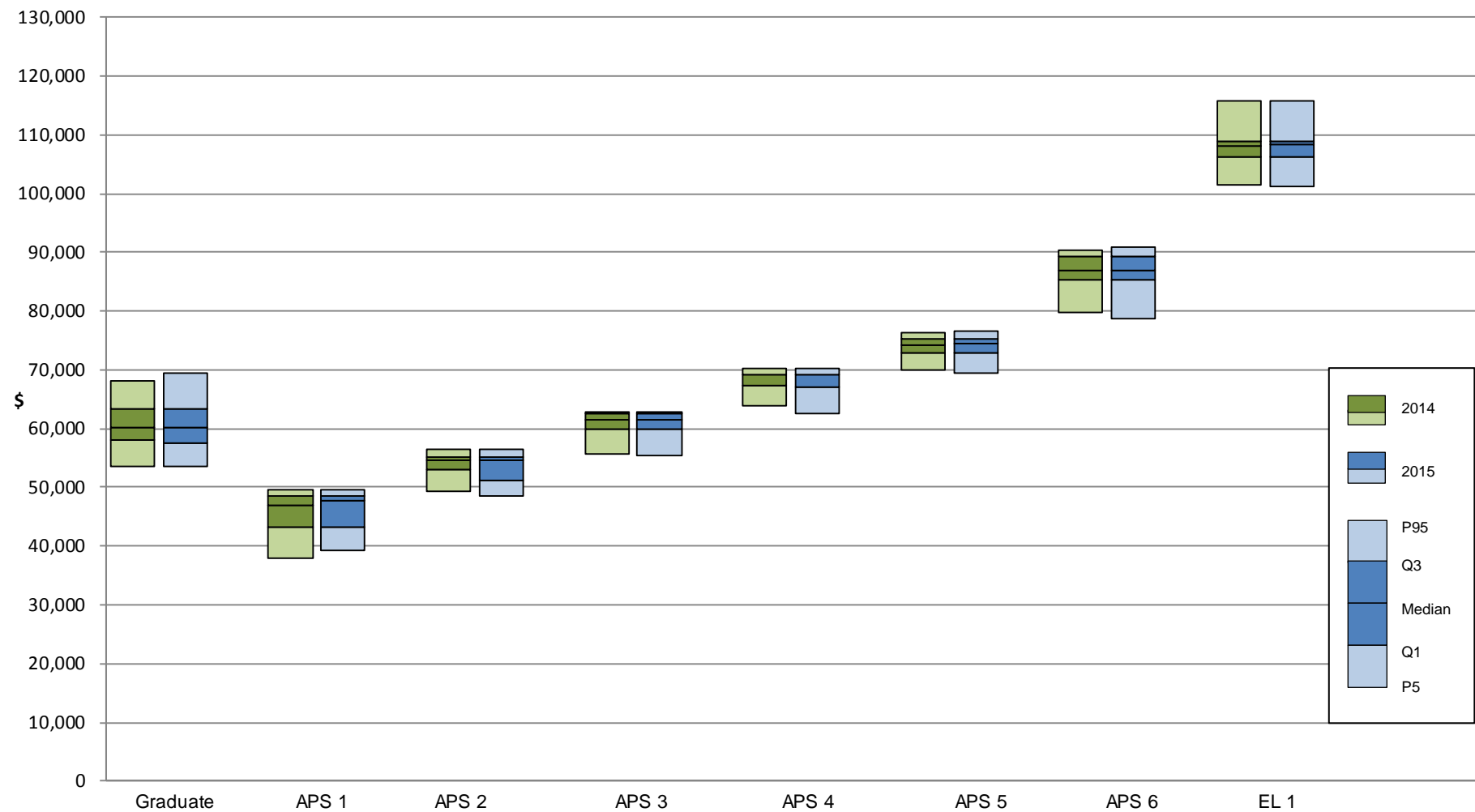
At the SES classifications, the change in the population arising from machinery of government changes is likely to have influenced the median movement.

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



Source: Table 2.1

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

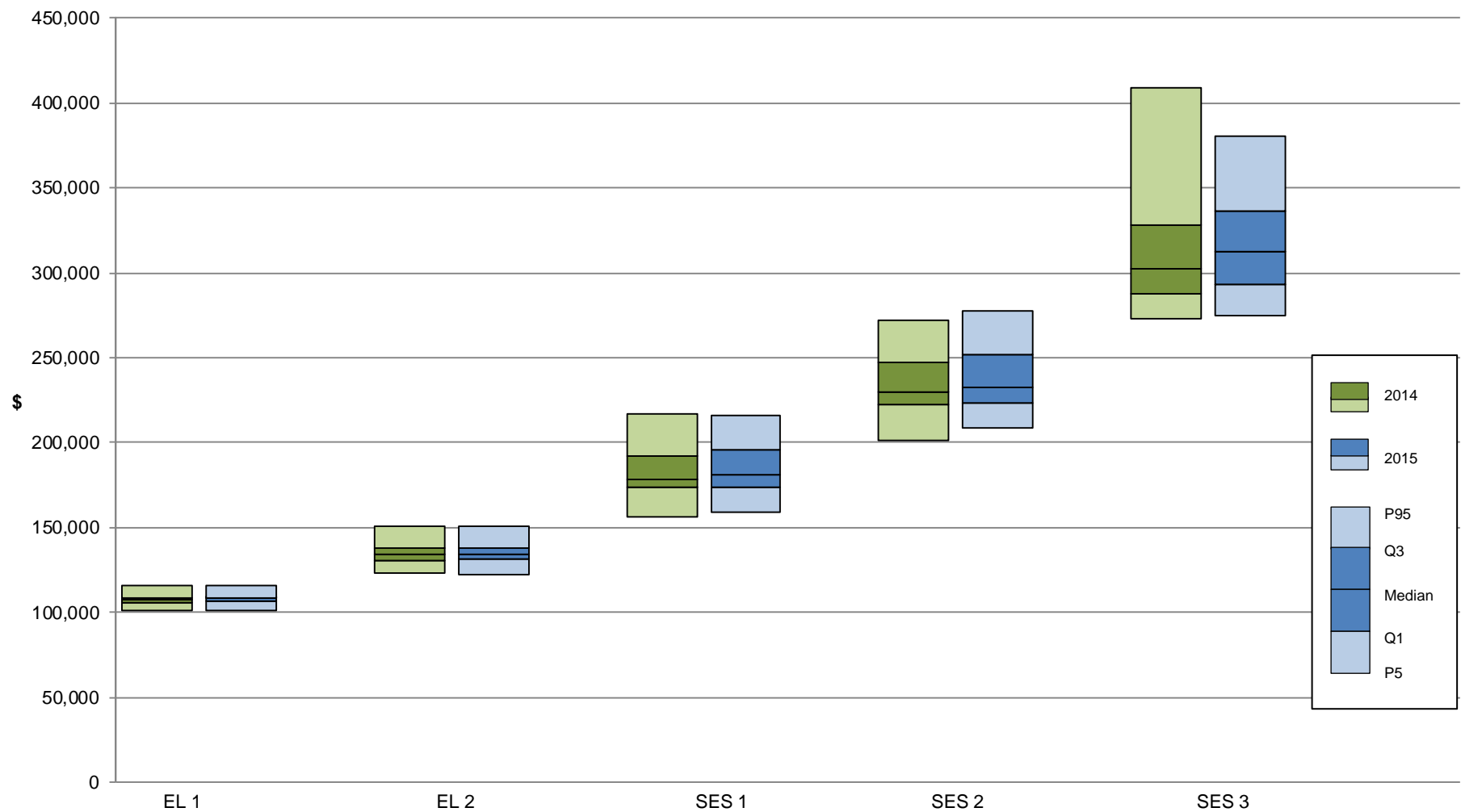


Source: Table 2.1

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.

**Table 2.1: Base Salary by classification**

Classification	Employees		P5		Q1		Median			Q3		P95		Average		
	2014	2015	2014	2015	2014	2015	2014	2015	change	2014	2015	2014	2015	2014	2015	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
Graduate	1,160	1,159	53,652	53,652	57,965	57,513	60,158	60,158	0.0	63,236	63,236	68,027	69,456	60,343	60,442	0.2
APS 1	918	804	38,015	39,144	43,216	43,216	47,004	47,736	1.6	48,533	48,533	49,697	49,697	45,769	45,953	0.4
APS 2	3,200	3,265	49,321	48,525	53,129	51,308	54,588	54,588	0.0	55,096	55,096	56,435	56,435	53,932	53,533	-0.7
APS 3	15,871	15,493	55,553	55,511	59,933	59,933	61,512	61,512	0.0	62,492	62,492	62,560	62,560	60,801	60,696	-0.2
APS 4	28,323	29,181	63,960	62,493	67,247	66,987	69,239	69,239	0.0	69,239	69,239	70,144	70,144	68,256	68,122	-0.2
APS 5	19,964	19,835	70,108	69,395	72,856	72,856	74,331	74,451	0.2	75,208	75,208	76,407	76,624	74,191	74,256	0.1
APS 6	30,447	30,673	79,759	78,842	85,301	85,301	86,844	86,923	0.1	89,217	89,217	90,276	90,890	86,683	86,869	0.2
EL 1	25,402	24,782	101,361	101,278	106,230	106,301	108,013	108,382	0.3	108,796	108,796	115,778	115,778	107,975	108,160	0.2
EL 2	11,706	11,335	122,892	122,032	130,894	131,524	133,905	133,905	0.0	137,597	138,290	151,097	151,097	135,657	136,322	0.5
SES 1	1,794	1,897	156,000	159,125	173,519	173,519	178,617	181,006	1.3	192,500	195,474	216,901	215,662	183,809	185,092	0.7
SES 2	503	528	201,000	208,711	222,173	223,363	230,000	232,644	1.1	247,460	251,534	272,215	277,897	234,878	238,674	1.6
SES 3	109	113	272,659	275,000	287,350	293,097	302,000	312,000	3.3	327,924	336,448	408,617	380,692	316,131	319,884	1.2
Total	139,397	139,065														

## 2.2 Total Remuneration Package

Total Remuneration Package (TRP) includes Base Salary plus:

- agency superannuation contribution;
- motor vehicle allowance;
- 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).

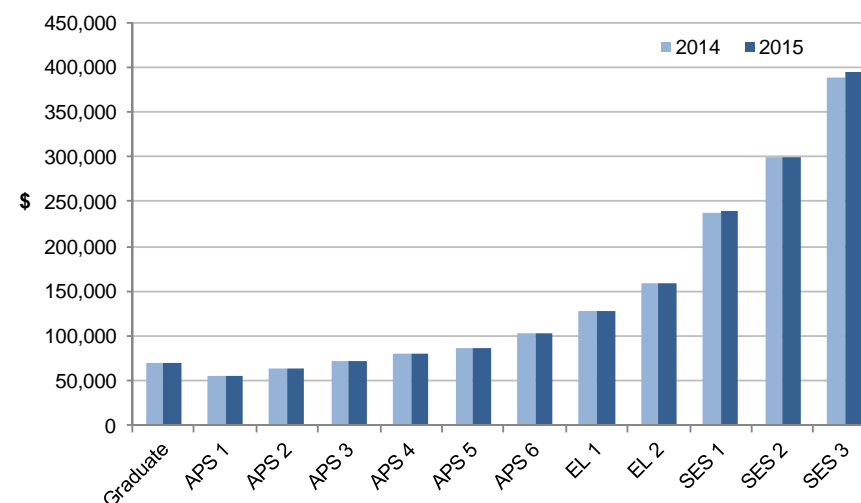
The overall movement in median TRP across all classifications from 2014 to 2015 was an increase of 0.1%. The non-SES classifications median TRP increased by 0.1%, and the SES classifications median TRP increased by 0.6%.

The SES 3 classification saw the greatest increase in median TRP with a 1.7% increase from 2014. The key contributor to this is the increase in median Base Salary of 3.3%. The second greatest increase in median TRP was 0.9%, at the APS 1 classification.

The lowest median TRP change was at the APS 4 classification, with a 0.1% decrease from 2014 to 2015.

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.

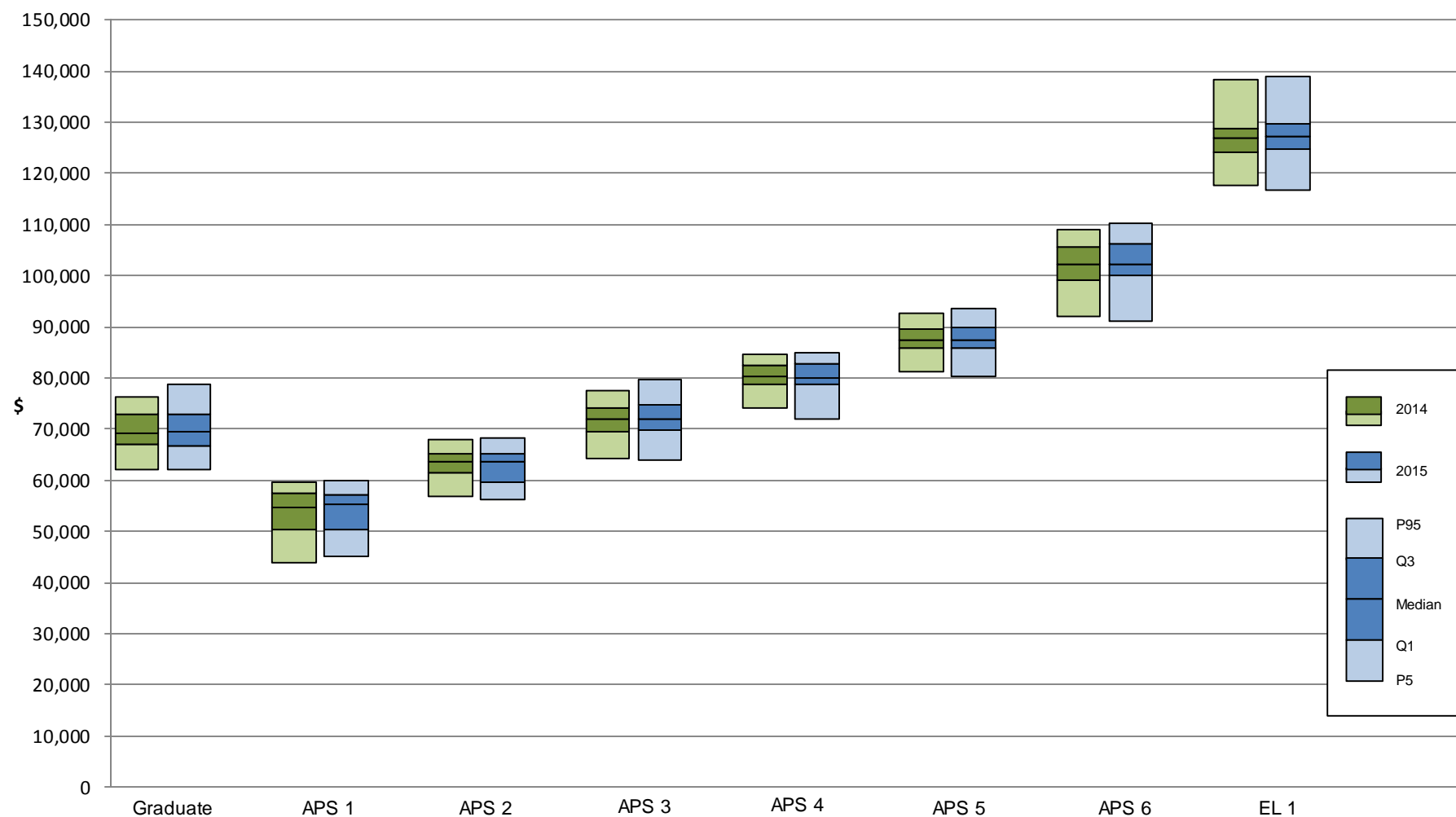
**Figure 2.4: Median Total Remuneration Package by classification**



Source: Table 2.2



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

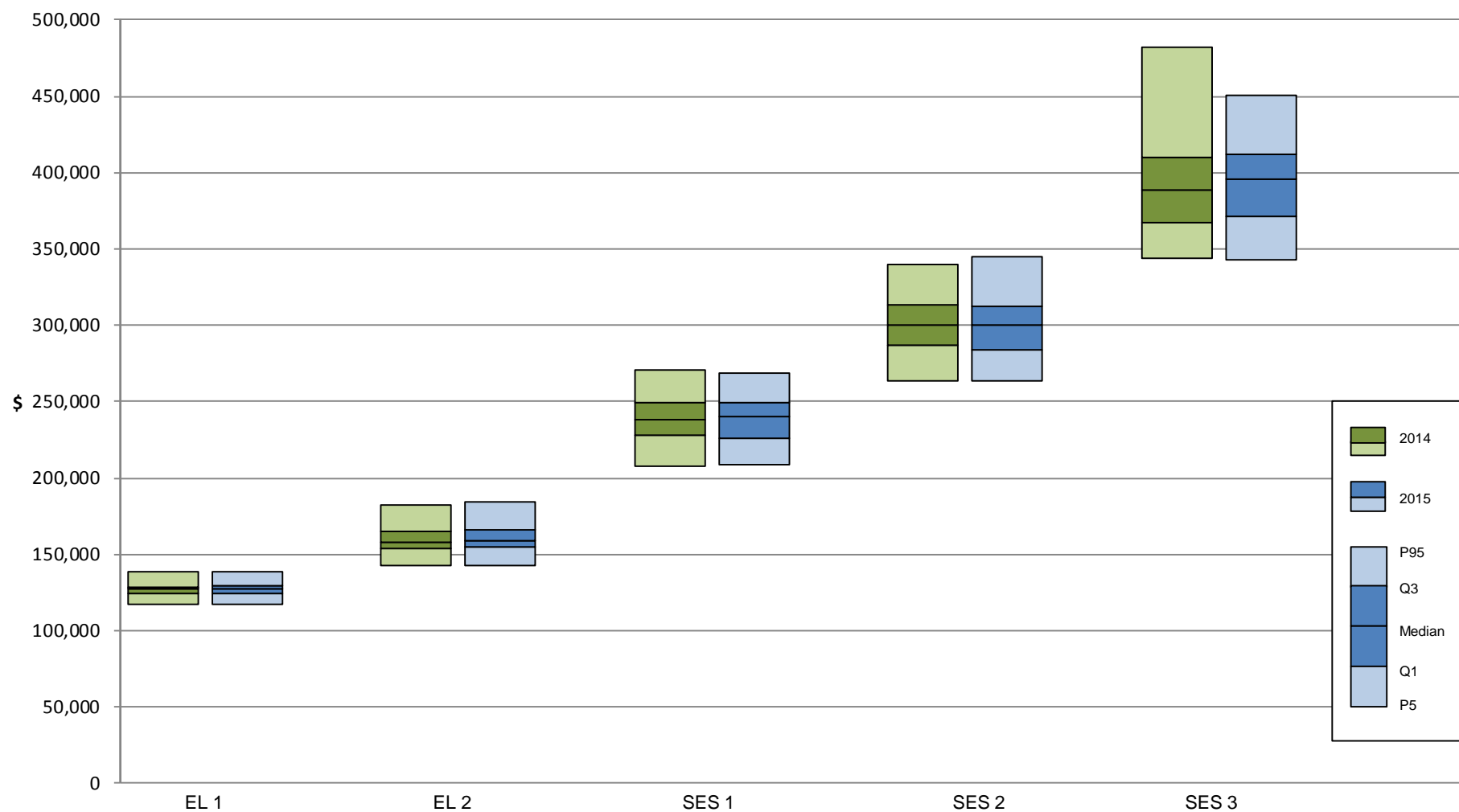


Source: Table 2.2

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

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

**Table 2.2: Total Remuneration Package by classification**

Classification	Employees		P5		Q1		Median			Q3		P95		Average		
	2014	2015	2014	2015	2014	2015	2014	2015	change	2014	2015	2014	2015	2014	2015	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
Graduate	1,160	1,159	62,084	62,084	66,979	66,813	69,342	69,422	0.1	72,974	72,974	76,388	78,820	69,689	69,906	0.3
APS 1	918	804	43,869	45,172	50,325	50,428	54,858	55,371	0.9	57,393	57,155	59,747	60,007	53,624	53,995	0.7
APS 2	3,200	3,265	56,916	56,196	61,422	59,699	63,581	63,581	0.0	65,249	65,233	67,865	68,268	63,291	62,716	-0.9
APS 3	15,871	15,493	64,159	64,108	69,485	69,876	72,116	72,116	0.0	74,123	74,665	77,603	79,781	71,724	71,906	0.3
APS 4	28,323	29,181	74,086	72,117	78,683	78,804	80,210	80,152	-0.1	82,464	82,741	84,632	84,954	80,290	80,195	-0.1
APS 5	19,964	19,835	81,391	80,361	85,778	85,778	87,427	87,417	0.0	89,633	89,874	92,518	93,654	87,379	87,550	0.2
APS 6	30,447	30,673	92,152	91,060	99,285	99,944	102,246	102,361	0.1	105,472	106,285	109,144	110,230	101,972	102,270	0.3
EL 1	25,402	24,782	117,642	116,875	124,207	124,647	126,976	127,269	0.2	128,634	129,753	138,390	138,823	127,158	127,594	0.3
EL 2	11,706	11,335	142,925	143,006	153,539	154,526	158,026	158,707	0.4	164,940	166,425	182,357	184,348	160,686	161,899	0.8
SES 1	1,794	1,897	207,691	208,308	227,891	225,976	238,223	239,880	0.7	249,580	249,893	270,594	268,400	238,879	238,782	0.0
SES 2	503	528	263,655	263,682	286,804	284,069	299,720	299,878	0.1	313,074	312,235	340,273	344,792	299,414	301,742	0.8
SES 3	109	113	344,405	343,294	367,090	371,612	389,011	395,599	1.7	410,139	412,038	482,431	450,739	394,796	395,842	0.3
Total	139,397	139,065														

## 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;
- productivity bonus; and
- whole-of-agency or group bonuses.

Median performance bonuses in 2015 ranged from \$725 at the APS 1-4 classifications to \$27,493 at the SES 3 classification.

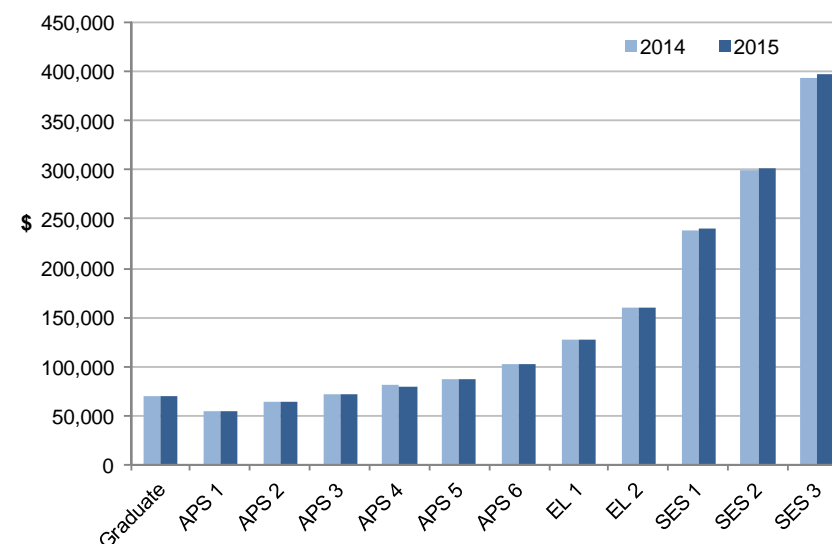
The overall movement in median TR across all classifications from 2014 to 2015 was a decrease of 0.1%. The non-SES classifications median TR decreased by 0.2%, and the SES classifications median TR increased by 0.7%.

The APS 1 classification saw the greatest increase in median TR with an increase of 1.0% from 2014. The SES 1 and SES 3 classifications recorded the second highest increase in median TR with an increase of 0.8%.

The APS 2 classification showed the greatest decrease of median TR, with a decrease of 0.9%, followed by the APS 4 classification with a decrease of 0.5%.

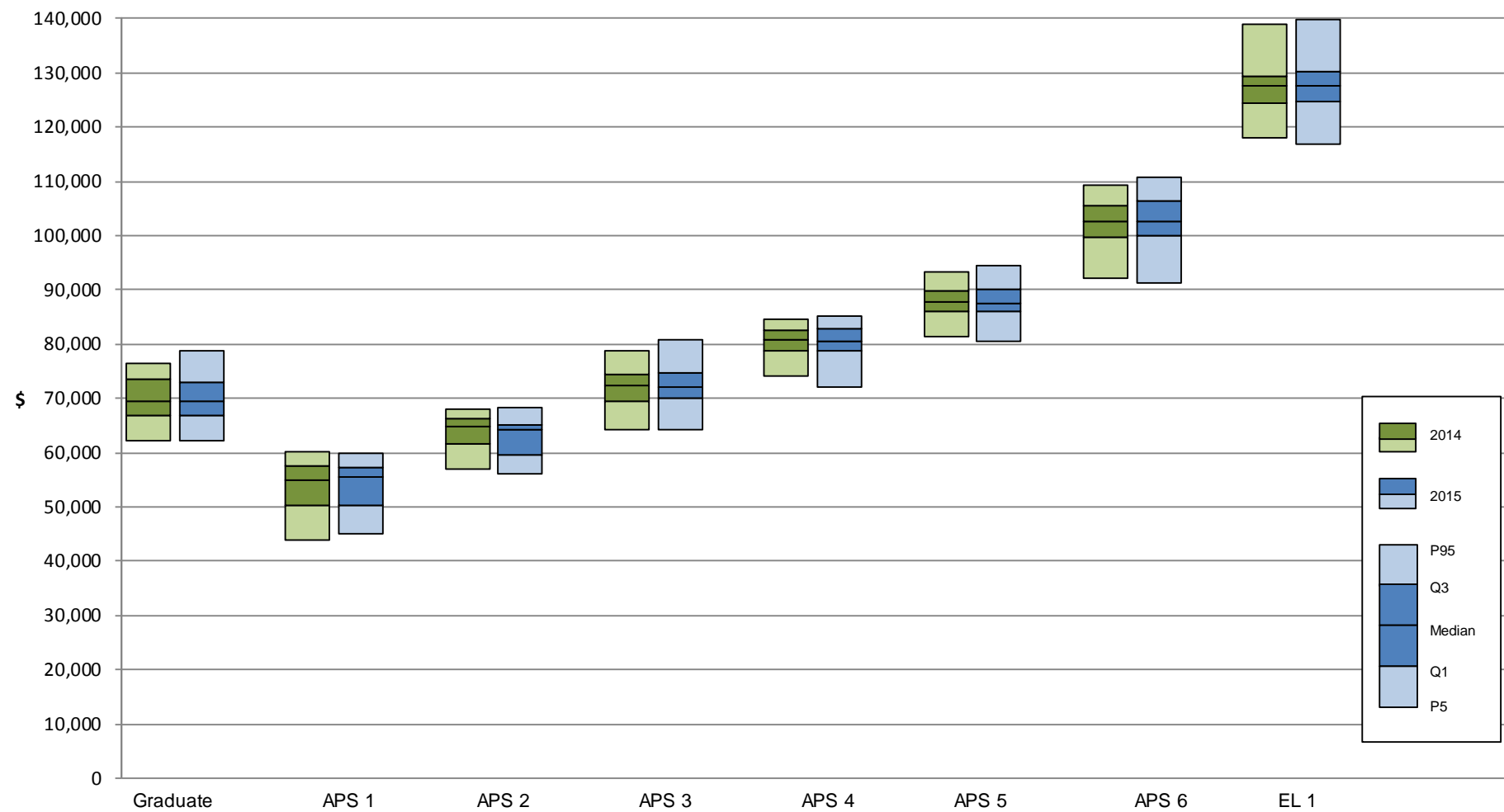
A whole of agency lump sum payment was paid in a large agency in 2014. The change in median movements in the lower classifications may reflect that no such payment was paid in 2015.

**Figure 2.7: Median Total Reward by classification**



Source: Table 2.3

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



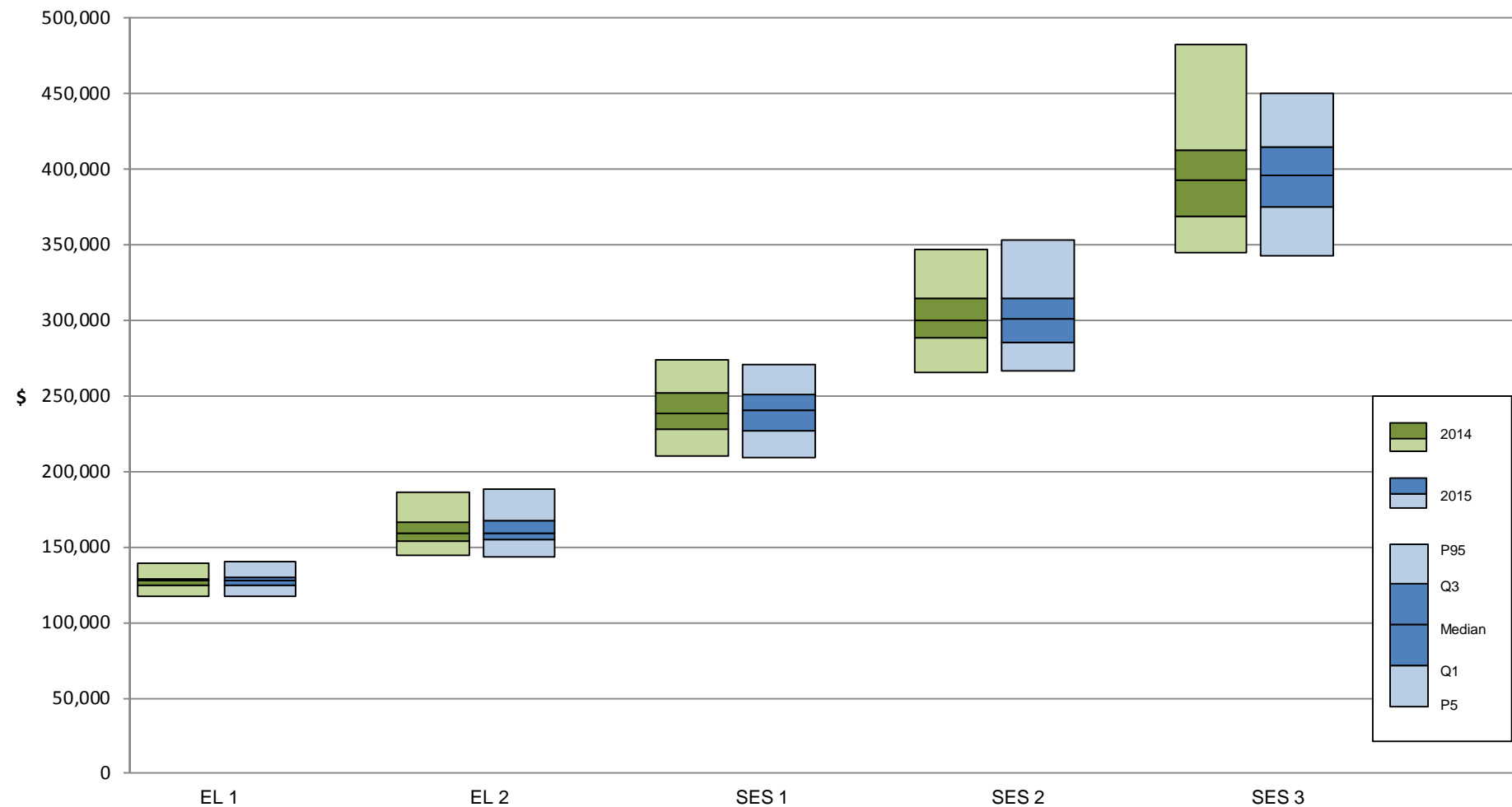
Source: Table 2.3

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

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

**Table 2.3: Total Reward by classification**

Classification	Employees		P5		Q1		Median			Q3		P95		Average		
	2014	2015	2014	2015	2014	2015	2014	2015	change	2014	2015	2014	2015	2014	2015	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
Graduate	1,160	1,159	62,084	62,084	66,979	66,813	69,342	69,422	0.1	73,574	72,974	76,388	78,820	69,778	69,917	0.2
APS 1	918	804	43,869	45,172	50,368	50,428	55,059	55,633	1.0	57,427	57,341	60,295	60,011	53,791	54,088	0.6
APS 2	3,200	3,265	56,916	56,196	61,571	59,725	64,906	64,306	-0.9	66,243	65,233	68,012	68,299	63,665	62,895	-1.2
APS 3	15,871	15,493	64,275	64,117	69,510	69,907	72,291	72,199	-0.1	74,428	74,678	78,742	80,839	71,994	72,133	0.2
APS 4	28,323	29,181	74,101	72,117	78,760	78,804	80,760	80,395	-0.5	82,464	82,741	84,711	85,039	80,403	80,265	-0.2
APS 5	19,964	19,835	81,499	80,433	85,916	85,916	87,844	87,547	-0.3	89,759	90,191	93,175	94,480	87,731	87,839	0.1
APS 6	30,447	30,673	92,165	91,149	99,736	100,047	102,655	102,654	0.0	105,472	106,285	109,251	110,643	102,312	102,576	0.3
EL 1	25,402	24,782	117,865	116,963	124,278	124,647	127,690	127,701	0.0	129,258	130,237	139,035	139,906	127,630	128,049	0.3
EL 2	11,706	11,335	143,988	143,678	154,379	155,266	159,105	159,399	0.2	166,337	167,400	186,062	187,881	162,545	163,486	0.6
SES 1	1,794	1,897	210,341	209,568	228,347	226,442	238,931	240,811	0.8	251,567	251,198	273,598	270,580	240,393	239,909	-0.2
SES 2	503	528	265,381	266,150	288,783	285,602	300,197	300,713	0.2	314,260	314,389	347,255	353,669	304,030	305,771	0.6
SES 3	109	113	344,405	343,294	369,202	375,104	393,272	396,453	0.8	412,458	414,942	482,431	450,739	403,621	403,544	0.0
Total	139,397	139,065														



### 3. Features of Key Remuneration Components

#### 3.1 Comparison of Key Remuneration Components by Classification

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The comparison of the different components of the Total Reward (TR) provides an understanding of the proportion that each component contributes to the whole TR.

Table 3.1 provides data on the components of TR across all classifications. It shows the proportion that Base Salary, benefits and bonuses contribute to the TR.

For all classifications, the largest component of TR, apart from Base Salary, is generally the employer superannuation contribution.

Across the non-SES classifications, Base Salary makes up between 84.0% and 86.7% of the TR received by employees. The benefits component makes up between 13.3% and 15.6%, most of which is the employer superannuation contribution.

At the SES levels, the benefits component provides a greater contribution to the TR than it does for the non-SES classifications. This varies from 21.1% at the SES 3 classification to 24.4% at the SES 1 classification. The benefits component is primarily composed of the employer superannuation contribution and motor vehicle arrangements.

Bonus payments continue to make up only a minor part of the TR. The use of performance bonus arrangements across all classifications has increased from 16.6% of employees receiving a performance bonus in 2014 to 17.6% in 2015. At the SES classifications, the use of performance bonuses has decreased from 12.3% in 2014 to 7.0% in 2015. Bonuses contribute to between 0.2% and 0.4% of the TR received for the SES classifications and up to 1.1% for the non-SES classifications.

Further information on the breakdown of Base Salary, TRP, and TR can be found in *Section 7: Remuneration Findings by Classification*.

**Table 3.1: Composition of median Total Reward by classification**

Classification	Base salary component of TR		Benefit component of TR		Bonus component of TR	
	\$	%	\$	%	\$	%
Graduate	60,158	86.7	9,264	13.3	0	0.0
APS 1	47,736	85.8	7,635	13.7	262	0.5
APS 2	54,588	84.9	8,993	14.0	725	1.1
APS 3	61,512	85.2	10,604	14.7	83	0.1
APS 4	69,239	86.1	10,913	13.6	243	0.3
APS 5	74,451	85.0	12,966	14.8	130	0.1
APS 6	86,923	84.7	15,438	15.0	293	0.3
EL 1	108,382	84.9	18,887	14.8	432	0.3
EL 2	133,905	84.0	24,802	15.6	692	0.4
SES 1	181,006	75.2	58,874	24.4	931	0.4
SES 2	232,644	77.4	67,235	22.4	835	0.3
SES 3	312,000	78.7	83,599	21.1	854	0.2

## 3.2 Motor Vehicle Allowances

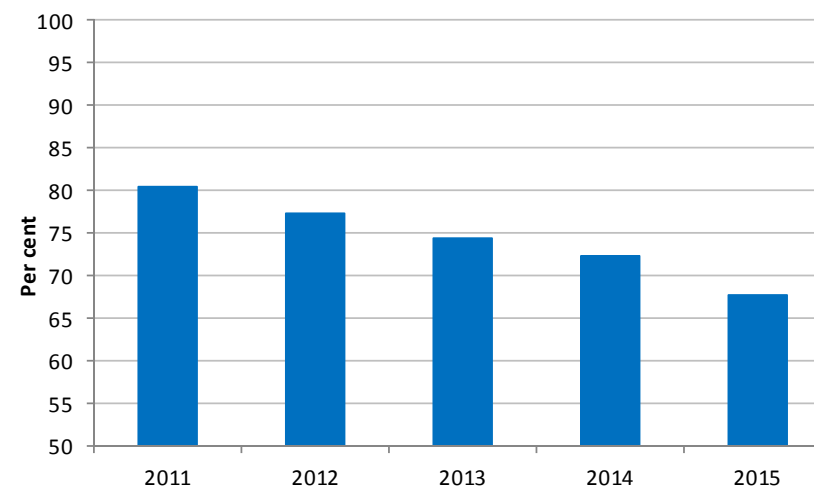
Motor vehicle cost is the annualised cost of a motor vehicle that an employee has for private use. This includes the provision of a motor vehicle, running costs, insurance, repairs, maintenance and any fringe benefits tax payable. Cash-in-lieu of a vehicle is the total paid to an employee where they opt for cash instead of a motor vehicle. Table 3.2 combines these allowances by classification.

Consistent with previous years, the use of motor vehicle allowances was low in the non-SES classifications. The highest use of motor vehicle allowances at these classifications was at the EL 2 classification with 2.6% of employees receiving a benefit. The number of employees at other non-SES classifications that received a motor vehicle allowance was very small.

There was a reduction in the proportion of SES employees who received a motor vehicle related allowance from 72.3% in 2014 to 67.8% in 2015.

There was no change in the median amounts paid for motor vehicle benefits for SES 1 and SES 2 employees, and an increase of 3.4% for employees at the SES 3 classification.

**Figure 3.1: Proportion of SES employees who received a motor vehicle allowance, 2011 to 2015**



**Table 3.2: Motor vehicle allowance by classification**

Classification	Total employees	Employees with allowance	Proportion who received allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,159	0	0.0	.	.	.	.	.	.
APS 1	804	0	0.0	.	.	.	.	.	.
APS 2	3,265	0	0.0	.	.	.	.	.	.
APS 3	15,493	0	0.0	.	.	.	.	.	.
APS 4	29,181	0	0.0	.	.	.	.	.	.
APS 5	19,835	0	0.0	.	.	.	.	.	.
APS 6	30,673	2	0.0	190	190	3,835	7,479	7,479	3,835
EL 1	24,782	8	0.0	430	3,268	8,205	9,888	14,409	7,195
EL 2	11,335	291	2.6	3,561	23,506	25,208	26,000	31,000	22,631
SES 1	1,897	1,298	68.4	18,500	25,000	26,000	27,522	31,000	25,269
SES 2	528	351	66.5	19,528	25,806	27,000	28,000	33,000	26,225
SES 3	113	72	63.7	19,869	27,818	30,000	30,514	35,000	28,612
Total	139,065	2,022	1.5						



### 3.3 Performance Bonus

Performance bonuses may be available to APS employees through an enterprise agreement or other employment instrument. The availability, eligibility and amounts vary across agencies. While performance is also recognised through other mechanisms such as salary or incremental advancement (which is reflected in Base Salary movement), this section reports only on performance bonus payments.

There were 24,288 employees, or 17.8% of the non-SES workforce, and 178 employees, or 7.0% of the SES workforce who received a performance bonus in 2015.

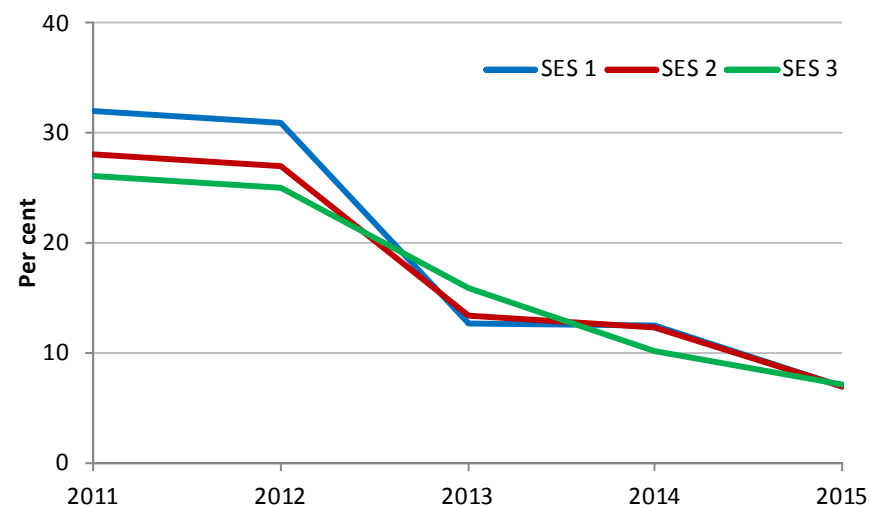
The proportion of employees who received performance bonuses varied across the non-SES classification levels from 0.3% at the Graduate level to 24.0% at the APS 2 classification.

As few enterprise agreements contain provisions for performance bonuses, the figures and the non-SES classifications have been dominated by an agency which has a high proportion of their workforce at the top of their classification salary ranges. The enterprise agreement covering this agency provides for a bonus payment, in lieu of salary advancement, linked to satisfactory performance.

Figure 3.2 shows that the proportion of SES employees that received a performance bonus in the past five years. The proportion of SES employees that received a bonus in 2015 is about a quarter of the proportion in 2011.

The median performance bonus values decreased across all SES classifications between 2014 and 2015; however the average increased for the SES 2 and SES 3 classifications.

**Figure 3.2: Proportion of SES employees who received a performance bonus, 2011 to 2015**



**Table 3.3: Performance bonus by classification**

Classification	Total employees	Employees with bonus	Proportion who received bonus	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,159	3	0.3	1,098	1,098	2,231	2,257	2,257	1,862
APS 1	804	75	9.3	435	725	725	725	725	706
APS 2	3,265	784	24.0	599	725	725	725	725	715
APS 3	15,493	3,338	21.5	290	725	725	1,239	1,240	1,025
APS 4	29,181	1,898	6.5	346	725	725	725	3,724	970
APS 5	19,835	4,384	22.1	694	743	743	1,456	1,513	1,178
APS 6	30,673	5,906	19.3	34	868	868	1,019	4,189	1,462
EL 1	24,782	5,193	21.0	968	1,084	1,084	2,159	5,489	1,925
EL 2	11,335	2,707	23.9	1,339	1,339	1,757	5,930	15,047	6,101
SES 1	1,897	133	7.0	2,500	3,222	10,585	14,398	22,409	10,386
SES 2	528	37	7.0	5,000	19,209	21,954	32,106	214,339	48,026
SES 3	113	8	7.1	7,500	15,000	27,493	37,500	661,844	103,666
Total	139,065	24,466	17.6						

### 3.4 Superannuation

The median employer superannuation contribution for the non-SES classifications in 2015 was between 15.4% and 18.0% of the employee's base salary, dependent on the superannuation scheme that individual employees participated in.

APS employee superannuation fund membership has been reported by four categories:

- The Commonwealth Superannuation Scheme (CSS);
- The Public Sector Superannuation Scheme (PSS);
- The Public Sector Superannuation Accumulation Plan (PSSap); and
- Other.

As the CSS and PSS closed to new members in 1990 and 2005 respectively, there were no APS employees in the CSS under 40 years of age, and no employees under 25 years of age in the PSS.

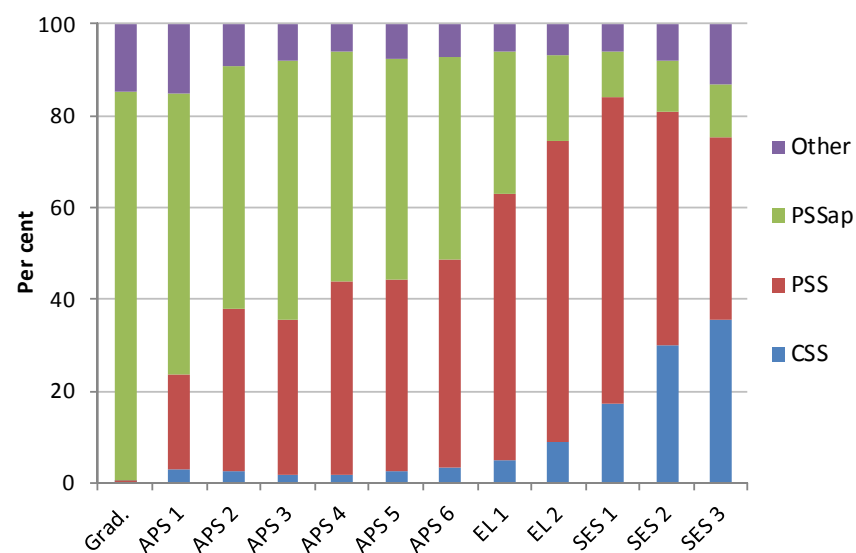
There were 64,534 APS employees, or 46.4% of the APS workforce, in the PSS and 59,877 employees, or 43.1% of the workforce, in the PSSap. There has been a slight reduction since last year in the proportion of employees in the CSS and PSS with a corresponding increase in proportion of employees in the PSSap.

Figure 3.3 provides information on the proportional distribution of superannuation scheme membership by classification. As a general trend, the PSSap membership decreases as the classification increases, reflecting this as the default fund in the APS since 2005. Conversely, the proportion of employees in the CSS are higher at higher classifications, reflecting employees who have been in the service for longer.

Only 3.6% of employees were members of the CSS, down from 4.2% in 2014 with approximately 36.1% of them aged 55 years or over. These members represent a notable proportion of the SES workforce: 17.1% at the SES 1 level, 29.9% at the SES 2 level and 35.4% of the SES 3 level.

A high employer superannuation contribution (compared to base salary) can be the result of several things: a higher salary for superannuation purposes; an employee performing an eligible period of higher duties when their superannuation was calculated; and annualising superannuation paid fortnightly, based on ordinary time earnings for a fortnight with a large amount of shift work or overtime. Employer superannuation contributions are shown in Tables 3.6 and 3.7.

**Figure 3.3: Employer superannuation contributions by classification**



Source: Table 3.4

**Table 3.4: Employees by classification and superannuation fund**

Classification	CSS		PSS		PSSap		Other	
	n	%	n	%	n	%	n	%
Graduate	1	0.1	4	0.4	983	84.8	171	14.8
APS 1	23	2.9	167	20.8	492	61.2	122	15.2
APS 2	80	2.5	1,158	35.5	1,726	52.9	301	9.2
APS 3	258	1.7	5,252	33.9	8,754	56.5	1,229	7.9
APS 4	472	1.6	12,285	42.1	14,651	50.2	1,773	6.1
APS 5	486	2.5	8,258	41.6	9,592	48.4	1,499	7.6
APS 6	970	3.2	13,978	45.6	13,540	44.1	2,185	7.1
EL 1	1,183	4.8	14,404	58.1	7,754	31.3	1,441	5.8
EL 2	1,013	8.9	7,443	65.7	2,128	18.8	751	6.6
SES 1	324	17.1	1,271	67.0	186	9.8	116	6.1
SES 2	158	29.9	269	51.0	58	11.0	43	8.1
SES 3	40	35.4	45	39.8	13	11.5	15	13.3
Total	5,008	3.6	64,534	46.4	59,877	43.1	9,646	6.9

**Table 3.5: Employees by superannuation fund and age group**

Classification	CSS		PSS		PSSap		Other	
	n	%	n	%	n	%	n	%
Under 20	.	.	.	.	152	95.0	8	5.0
20-24	.	.	.	.	2,710	87.3	395	12.7
25-29	.	.	86	0.7	10,562	87.1	1,482	12.2
30-34	.	.	2,578	14.1	14,080	77.1	1,604	8.8
35-39	.	.	8,624	44.9	9,286	48.4	1,285	6.7
40-44	49	0.2	12,380	59.9	7,151	34.6	1,103	5.3
45-49	865	4.3	12,706	63.3	5,541	27.6	960	4.8
50-54	2,286	10.8	13,252	62.3	4,690	22.1	1,036	4.9
55-59	1,060	7.1	9,631	64.6	3,267	21.9	955	6.4
60 and over	748	8.1	5,277	56.9	2,438	26.3	818	8.8
Total	5,008	3.6	64,534	46.4	59,877	43.1	9,646	6.9

**Table 3.6: Employer superannuation contribution as a proportion of Base Salary by classification**

Classification	Employees		P5		Q1		Median		Q3		P95		Average	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
	n	n	%	%	%	%	%	%	%	%	%	%	%	%
Graduate	1,160	1,159	13.8	13.5	15.4	15.4	15.4	15.4	15.6	15.6	16.3	19.2	15.4	15.6
APS 1	918	804	14.7	15.4	15.4	15.4	15.4	15.6	18.7	19.5	22.9	23.5	17.1	17.4
APS 2	3,200	3,264	15.1	15.4	15.4	15.4	16.3	15.6	18.3	18.9	21.8	22.2	17.2	17.1
APS 3	15,871	15,492	15.1	15.4	15.4	15.4	16.3	16.1	19.2	19.9	25.3	28.7	17.9	18.4
APS 4	28,323	29,181	15.1	15.4	15.4	15.4	16.6	16.3	19.1	19.5	22.0	22.3	17.5	17.6
APS 5	19,964	19,835	15.0	15.0	15.4	15.4	16.5	15.8	19.1	19.5	23.6	24.5	17.6	17.8
APS 6	30,447	30,670	14.8	14.9	15.4	15.4	17.3	15.7	19.1	19.5	22.3	23.3	17.5	17.6
EL 1	25,402	24,778	15.1	15.0	15.4	15.4	17.4	18.0	19.0	19.6	21.9	22.5	17.7	17.8
EL 2	11,706	11,328	15.1	15.1	16.0	15.4	17.2	17.9	19.0	19.5	22.2	22.3	17.7	18.0
SES 1	1,794	1,896	15.3	15.0	17.0	16.2	18.4	18.3	20.0	19.9	23.5	23.6	18.5	18.5
SES 2	503	528	15.3	14.7	16.3	15.6	18.4	17.9	20.3	20.1	24.2	23.8	18.6	18.4
SES 3	109	113	14.9	12.3	15.9	15.4	18.4	17.8	20.5	19.5	23.9	23.3	18.4	17.6

**Table 3.7: Employer superannuation contribution by classification**

Classification	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Average \$
Graduate	1,159	8,336	9,016	9,364	9,738	10,655	9,414
APS 1	804	6,028	6,971	7,474	9,090	11,139	8,001
APS 2	3,265	7,431	7,997	8,485	10,247	12,309	9,156
APS 3	15,493	8,545	9,473	9,908	12,186	17,806	11,165
APS 4	29,181	9,624	10,632	11,136	13,502	15,388	12,027
APS 5	19,835	10,635	11,447	11,898	14,666	18,199	13,213
APS 6	30,673	11,898	13,374	14,148	17,231	20,681	15,305
EL 1	24,782	15,340	16,691	19,317	20,984	24,639	19,253
EL 2	11,335	19,161	20,733	24,389	26,547	31,427	24,418
SES 1	1,897	25,591	30,045	33,714	37,431	43,840	34,135
SES 2	528	32,901	37,596	42,660	48,264	56,602	43,608
SES 3	113	35,000	49,689	57,040	62,101	70,200	55,763

## 4. Payments in Addition to Key Remuneration Components

The following section provides information on payments that are not discussed in the preceding sections on Base Salary, Total Remuneration Package or Total Reward. They are reflective of situations outside the standard parameters and include remuneration for taking on higher or additional duties and payments specific to geographical locations and particular hardship.

### 4.1 Acting Classification

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Acting classification salary has not been included in any of the key remuneration component reporting.

The data on acting classification salary is a snapshot of employees on duties at a higher or lower classification group for a consecutive period of 90 days or more as at 31 December 2015. That is, the employee had been performing acting duties ongoing since at least 3 October 2015. Acting duties may be performed with payment for shorter periods, but this information has not been collected.

There were 12,487 employees, or 9.0% of the workforce, on temporary assignment to a different classification level and had been performing the acting duties for at least 90 days. This has increased from 2014 when 12,096 employees, or 8.7% of the workforce, were on temporary assignment to a different classification level.

The values shown in Table 4.1 are the salaries paid to employees undertaking acting duties. The median values, when compared with the Base Salary (see Table 2.1) shows that the acting salaries tend to be between the 5<sup>th</sup> percentile and Q1 values. It demonstrates that employees acting at a different classification tend to receive salaries at or near the bottom of the temporary classification salary range, as would generally be expected.

Table 4.2 shows the number of APS employees who were performing acting duties by the acting level and their substantive classification. This table also includes data on employees on temporary assignment at a lower classification level to their base classification.



**Table 4.1: Acting classification salary by acting classification**

Acting classification	Employees at level n	Employees acting n	Employees acting %	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Average \$
Graduate	1,159	0	0.0	.	.	.	.	.	.
APS 1	804	3	0.4	48,533	48,533	48,533	48,533	48,533	48,533
APS 2	3,265	17	0.5	47,097	47,097	49,321	52,052	56,435	50,330
APS 3	15,493	302	1.9	54,569	56,069	57,965	59,640	62,560	58,157
APS 4	29,181	1,050	3.6	60,452	63,236	64,605	66,904	70,144	65,041
APS 5	19,835	2,885	14.5	67,638	69,699	71,863	73,652	75,252	71,650
APS 6	30,673	3,792	12.4	74,321	77,154	79,276	84,309	88,197	80,530
EL 1	24,782	2,834	11.4	92,801	96,084	99,158	103,630	108,796	99,958
EL 2	11,335	1,309	11.5	109,959	113,426	119,588	124,143	132,809	119,790
SES 1	1,897	248	13.1	146,761	154,194	162,000	175,298	209,300	168,740
SES 2	528	41	7.8	184,037	196,648	210,000	225,786	256,701	212,534
SES 3	113	6	5.3	245,309	253,240	271,669	300,000	312,971	275,810
Total	139,065	12,487	9.0						

**Table 4.2: Acting classification by base classification**

Acting classification	Base classification											
	Graduate	APS 1	APS 2	APS 3	APS 4	APS 5	APS 6	EL 1	EL 2	SES 1	SES 2	SES 3
	n	n	n	n	n	n	n	n	n	n	n	n
Graduate	.	.	.	.	.	.	.	.	.	.	.	.
APS 1	.	.	.	1	2	.	.	.	.	.	.	.
APS 2	.	17	.	.	.	.	.	.	.	.	.	.
APS 3	.	52	239	.	3	4	3	1	.	.	.	.
APS 4	.	29	140	876	.	4	1	.	.	.	.	.
APS 5	6	10	35	638	2,194	.	2	.	.	.	.	.
APS 6	7	2	7	146	1,351	2,226	.	53	.	.	.	.
EL 1	.	.	.	5	89	229	2,487	.	24	.	.	.
EL 2	.	.	.	1	2	3	70	1,231	.	2	.	.
SES 1	.	.	.	.	.	.	.	2	245	.	1	.
SES 2	.	.	.	.	.	.	.	.	4	35	1	1
SES 3	.	.	.	.	.	.	.	.	.	.	6	.

## 4.2 Geographic/Locality Allowance

Table 4.3 provides data for a cluster of allowances which relate to a particular locality or geographical region. These are variously described across agency enterprise agreements. Examples of such allowances include, but are not limited to: disturbance allowance, district allowance, remote localities assistance, leave fare and overseas allowance. It excludes disability related allowances such as location-specific hardship allowances.

In 2015, 6.8% of APS employees received a geographic or locality allowance in 2015; 10.7% of the SES workforce and 6.7% of the non-SES workforce.

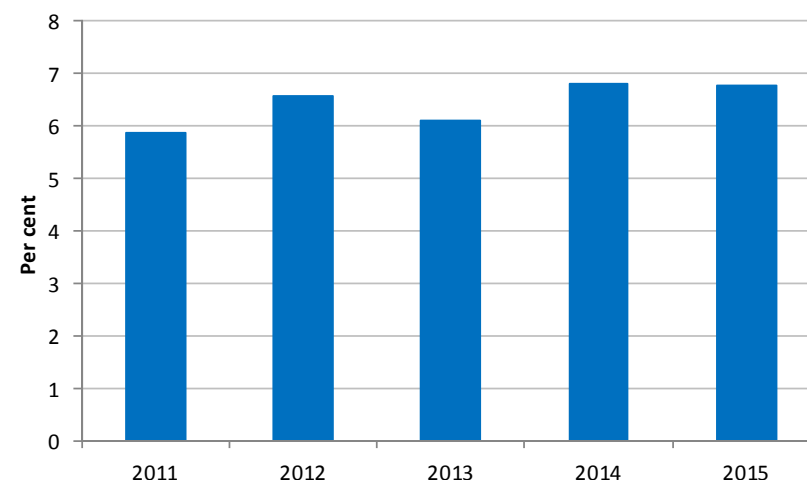
Table 4.3 shows the classifications with the highest proportion of employees receiving a geographic/locality allowance in 2015 were the Graduate and APS 3 classifications. This is consistent with 2013 and 2014 findings. The APS 4 and APS 6 classifications had the lowest proportion of employees in receipt of geographic/locality allowances.

The Graduate and APS 3 classifications had the lowest median of allowances received. The SES 3 classification had the highest median. This is consistent with the 2014 findings.

The average amounts paid in geographic/locality allowances increased for all of the classifications from 2014 to 2015.

Over the last 5 years, the proportion of the APS workforce in receipt of a geographic/locality allowance has ranged from 5.9% in 2011 to 6.8% in both 2014 and 2015.

**Figure 4.1: Proportion of employees receiving a geographic/locality allowance, 2011 to 2015**



**Table 4.3: Geographic/locality allowance by classification**

Classification	Total employees	Employees with allowance	Proportion who received allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,159	186	16.0	303	541	553	1,158	6,160	1,237
APS 1	804	67	8.3	551	1,967	9,212	13,461	32,659	10,581
APS 2	3,265	190	5.8	658	1,623	3,390	6,855	18,446	5,779
APS 3	15,493	2,358	15.2	537	1,101	1,342	2,102	13,332	3,317
APS 4	29,181	1,267	4.3	212	1,013	1,967	6,105	14,810	4,348
APS 5	19,835	1,818	9.2	553	1,254	1,727	7,551	25,248	6,155
APS 6	30,673	1,430	4.7	340	1,265	2,724	9,014	38,068	8,879
EL 1	24,782	1,202	4.9	658	2,402	11,246	37,001	95,372	25,043
EL 2	11,335	615	5.4	731	4,685	24,124	58,813	112,275	37,399
SES 1	1,897	213	11.2	1,086	6,616	36,699	68,303	120,467	46,548
SES 2	528	48	9.1	2,684	11,991	53,021	69,410	125,375	51,056
SES 3	113	11	9.7	2,786	11,478	68,658	80,373	182,334	59,504
Total	139,065	9,405	6.8						

## 4.3 Disability Allowance

Disability-related allowances are intended to address specific instances where an employee may need to work in circumstances where they are subject to specific discomforts and/or difficulties. These allowances may be applied for situations both within Australia and overseas and may be location and/or duty specific. Examples of disability allowances include, but are not limited to: duty at sea, hardship, inspection and certification of dangerous goods, marine crew accommodation, self-contained breathing apparatus, Southern Ocean operations training and working conditions allowances.

In 2015, 3.9% of APS employees received a disability allowance; 6.4% of the SES workforce, and 3.8% of the non-SES workforce.

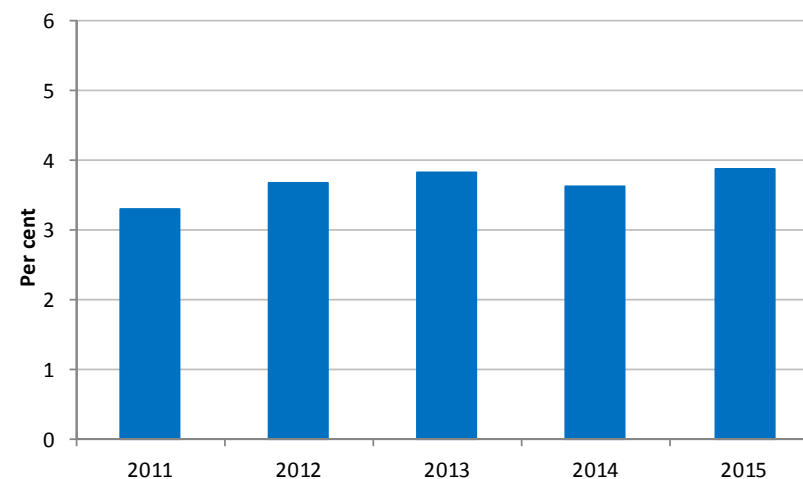
Table 4.4 shows that non-SES classifications generally have lower proportions of employees in receipt of disability allowances compared to SES. Of the non-SES classifications, APS 3 employees had the highest proportion of 7.1% receiving a disability allowance. The rest of the non-SES classifications had 1.7% to 5.5% of employees receive a disability allowance. In contrast, the SES levels ranged from 6.2% of SES 1 employees to 8.8% of the SES 3 workforce.

The lowest median disability allowance was \$279 at the Graduate classification. The highest median disability allowance of \$46,899 was at the SES 1 classification.

Particular hardship locations, including overseas locations, have contributed significantly to the amounts paid.

Figure 4.2 shows that the 3.9% of employees received a disability allowance in 2015, up from 3.6% in 2014. Prior to this, the proportion of employees receiving a disability had steadily increased from 3.3% in 2011 to 3.8% in 2013.

**Figure 4.2: Proportion of employees receiving a disability allowance, 2011 to 2015**



**Table 4.4: Disability allowance by classification**

Classification	Total employees	Employees with allowance	Proportion who received allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,159	32	2.8	11	33	279	5,864	25,306	4,434
APS 1	804	44	5.5	14	287	1,271	2,305	2,712	1,330
APS 2	3,265	57	1.7	244	1,495	2,134	3,396	21,461	4,290
APS 3	15,493	1,095	7.1	27	573	1,264	18,214	46,820	11,726
APS 4	29,181	677	2.3	7	41	320	2,676	11,810	2,845
APS 5	19,835	1,023	5.2	13	291	3,765	17,293	56,155	14,783
APS 6	30,673	981	3.2	14	128	2,736	13,880	66,123	13,762
EL 1	24,782	920	3.7	28	1,625	11,633	42,180	87,700	25,158
EL 2	11,335	416	3.7	158	5,079	20,636	56,488	101,968	33,429
SES 1	1,897	117	6.2	1,431	29,511	46,899	89,012	115,896	57,716
SES 2	528	35	6.6	4,233	29,466	41,718	81,645	111,059	51,724
SES 3	113	10	8.8	64	13,969	42,600	49,232	125,803	41,127
Total	139,065	5,407	3.9						

## 4.4 Additional Duties/Responsibilities Allowance

The additional duties/responsibility allowances reflect additional duties or responsibilities that an employee is required to, or has volunteered to take on. These allowances include, but are not limited to: First Aid Officer, Fire Warden, Use of Force and Workplace Health & Safety Officer allowances. Additional duties data does not include higher duties. For information on higher duties, see *Section 4.1: Acting Classification*.

The classifications with the highest proportions of employees who received an additional duties allowance are the APS 5, APS 3 and APS 6 levels. The non-SES classifications with the lowest proportion of employees who received additional duties allowance in 2015 were the Graduate and EL 2 classifications.

The proportion of the whole workforce that received an additional duties allowance has increased from 7.7% in 2014 to 9.2% in 2015.

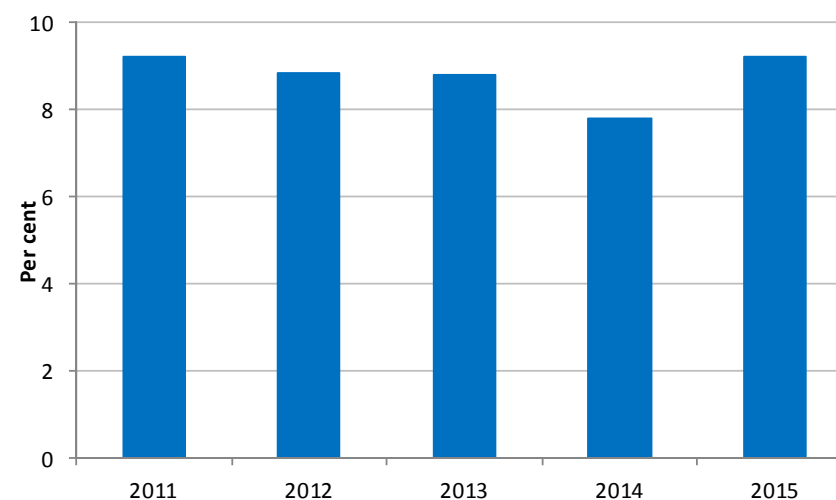
The additional duties at the SES classifications are a reflection of the need in some agencies for SES level employees to be available at all times to take on additional duties at times of crisis. This is more likely to occur in agencies with a presence overseas.

The median amounts paid were generally consistent across all non-SES classifications. This may be a reflection of enterprise agreement provisions providing allowances of similar value for the additional duties, based on the duty not the classifications.

The range of amounts paid for an additional duty varies depending on the nature of the additional duty. For example, First Aid Officer and Fire Warden duties attract a lesser amount compared to a Use of Force allowance.

Figure 4.3 shows the proportion of employees receiving an additional duties/responsibilities allowance in the past 5 years has generally been around 8.8% to 9.2%, with the exception of 2014 where 7.8% of employees received this allowance.

**Figure 4.3: Proportion of employees receiving an additional duties/responsibilities allowance, 2011 to 2015**



**Table 4.5: Additional duties/responsibilities allowance by classification**

Classification	Total employees	Employees with allowance	Proportion who received allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,159	12	1.0	225	433	574	613	676	525
APS 1	804	58	7.2	351	364	520	576	1,040	541
APS 2	3,265	238	7.3	351	392	576	669	2,000	707
APS 3	15,493	1,731	11.2	329	364	613	2,950	2,950	1,202
APS 4	29,181	2,559	8.8	314	451	613	652	977	651
APS 5	19,835	2,455	12.4	314	364	594	702	2,950	848
APS 6	30,673	3,014	9.8	324	416	613	691	2,369	775
EL 1	24,782	1,999	8.1	333	496	605	691	1,912	873
EL 2	11,335	684	6.0	364	548	652	1,561	13,729	2,309
SES 1	1,897	63	3.3	522	2,635	6,000	12,000	29,712	9,066
SES 2	528	20	3.8	375	3,476	11,619	19,023	44,846	14,103
SES 3	113	4	3.5	3,346	6,173	17,707	62,577	98,741	34,375
Total	139,065	12,837	9.2						



## 5. Additional Information

The following section provides information on remuneration outcomes by employment instrument, by sex and by employment category.

### 5.1 Employment Instrument

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An APS employee may have their employment terms and conditions set by one of the following primary employment instruments:

- Enterprise Agreements (EA);
- Public Service Act Determinations (PSAD);
- Common Law Agreements (CLA); or
- Australian Workplace Agreements (AWA).

An Individual Flexibility Arrangement (IFA) may be used to vary the terms and conditions of an EA. This is subject to the employee being better off overall than they would be if they remained on the terms provided by the EA.

Most employees in the non-SES classifications are employed under an EA. Very small numbers of employees at these levels are covered by PSADs, CLAs or AWAs. There has been a decrease from 2014 to 2015 in the proportion of employees on PSADs, while the proportion of employees on CLAs remains the same. There are 100 AWAs remaining in the APS.

As at 31 December 2015, IFAs were in place for 3,164 APS employees representing 2.3% of the workforce. This is down from 3,535 employees, or 2.5% of the workforce in 2014. At the non-SES classifications, IFAs were used most commonly at the EL 2 level with 1,424 in place, representing 12.6% of the total number of EL 2s. This was down from 1,742, or 14.9% in 2014.

Table 5.1 demonstrates that the most commonly used primary employment instrument at the SES levels was a PSAD.

Table 5.2 shows for the non-SES classifications, PSADs tended to deliver a lower median Base Salary compared with other employment instruments. At the non-SES classifications, PSADs are used as a short-term interim instrument during periods of structural change, such as machinery of government changes. CLAs provided the highest median Base Salary at the non-SES classifications. However, CLAs are rarely used at the non-SES classification levels. The EL 2 classification has the highest use of CLAs out of the non-SES classifications, with 0.7% of EL 2 employees covered by a CLA.

At the SES classifications, Table 5.2 shows that the employment instrument that provided the highest median value was AWAs.

**Table 5.1: Employees by employment instrument and classification**

Classification	Primary								Secondary	
	EA		AWA		PSAD		CLA		IFA	
	n	%	n	%	n	%	n	%	n	%
Graduate	1,158	99.9	.	.	.	.	1	0.1	.	0.0
APS 1	804	100.0	.	.	.	.	.	.	3	0.4
APS 2	3,260	99.9	.	.	1	0.0	4	0.1	4	0.1
APS 3	15,423	99.6	.	.	56	0.4	14	0.1	87	0.6
APS 4	29,111	99.8	.	.	41	0.1	29	0.1	98	0.3
APS 5	19,728	99.5	1	0.0	78	0.4	28	0.1	135	0.7
APS 6	30,451	99.3	2	0.0	187	0.6	33	0.1	495	1.6
EL 1	24,643	99.4	10	0.0	73	0.3	56	0.2	894	3.6
EL 2	11,188	98.7	29	0.3	44	0.4	74	0.7	1,424	12.6
SES 1	123	6.5	33	1.7	1,484	78.2	257	13.6	18	0.9
SES 2	27	5.1	23	4.4	405	76.7	73	13.8	6	1.1
SES 3	6	5.3	2	1.8	93	82.3	12	10.6	.	0.0
Total	135,922	97.7	100	0.1	2,462	1.8	581	0.4	3,164	2.3

**Table 5.2: Base Salary by primary employment instrument and classification**

	Employment instrument	Base Salary					
		Employees	P5	Q1	Median	Q3	P95
		n	\$	\$	\$	\$	\$
Graduate	EA	1,158	53,652	57,513	60,158	63,236	69,456
	AWA	0	.	.	.	.	.
	PSAD	0	.	.	.	.	.
	CLA	1	60,857	60,857	60,857	60,857	60,857
APS 1	EA	804	39,144	43,216	47,736	48,533	49,697
	AWA	0	.	.	.	.	.
	PSAD	0	.	.	.	.	.
	CLA	0	.	.	.	.	.
APS 2	EA	3,260	48,525	51,308	54,588	55,096	56,435
	AWA	0	.	.	.	.	.
	PSAD	1	48,697	48,697	48,697	48,697	48,697
	CLA	4	57,400	59,647	62,822	64,489	65,228
APS 3	EA	15,423	55,553	59,933	61,512	62,492	62,560
	AWA	0	.	.	.	.	.
	PSAD	56	51,004	51,009	51,009	59,503	75,451
	CLA	14	47,660	67,744	79,104	86,323	88,395
APS 4	EA	29,111	62,493	67,004	69,239	69,239	70,144
	AWA	0	.	.	.	.	.
	PSAD	41	56,821	63,096	65,648	69,221	79,557
	CLA	29	68,910	71,661	80,591	95,368	107,279
APS 5	EA	19,728	69,395	72,856	74,451	75,208	76,624
	AWA	1	71,386	71,386	71,386	71,386	71,386
	PSAD	78	69,218	72,458	75,419	78,773	87,476
	CLA	28	87,404	98,808	114,900	132,863	159,702

	Employment instrument	Base Salary					
		Employees	P5	Q1	Median	Q3	P95
		n	\$	\$	\$	\$	\$
APS 6	EA	30,451	78,842	85,301	86,923	89,217	90,369
	AWA	2	83,376	83,376	83,451	83,525	83,525
	PSAD	187	78,673	85,178	92,979	92,979	103,832
	CLA	33	100,275	106,285	150,848	170,100	211,186
EL 1	EA	24,643	101,278	106,301	108,382	108,796	115,778
	AWA	10	102,136	102,685	107,697	118,187	126,488
	PSAD	73	95,944	103,550	106,500	111,702	118,163
	CLA	56	192,945	204,649	210,765	217,063	283,388
EL 2	EA	11,188	122,032	131,524	133,905	137,700	151,000
	AWA	29	123,762	132,053	135,799	152,190	188,665
	PSAD	44	123,922	132,680	134,543	145,832	198,508
	CLA	74	140,169	184,960	249,420	307,311	434,209
SES 1	EA	123	157,590	162,925	176,800	195,000	235,982
	AWA	33	190,583	210,967	211,383	222,263	227,184
	PSAD	1,484	161,200	173,432	181,006	192,321	210,967
	CLA	257	155,035	178,330	190,000	205,288	219,713
SES 2	EA	27	193,440	193,953	230,215	259,000	281,595
	AWA	23	211,851	239,579	259,533	280,415	300,226
	PSAD	405	209,700	223,411	232,096	247,460	267,800
	CLA	73	186,669	222,889	232,357	257,357	300,000
SES 3	EA	6	249,703	278,760	299,292	320,000	337,500
	AWA	2	363,618	363,618	371,004	378,389	378,389
	PSAD	93	275,000	293,097	312,000	335,683	370,580
	CLA	12	288,249	297,467	324,667	353,010	542,640

## 5.2 Remuneration Data by Sex

This section provides information on the key remuneration components based on sex by classification level.

Table 5.3 provides data on the median Base Salary for women, as a proportion of the median Base Salary for men. In 2015, the Base Salary for women, as a proportion of the median Base Salary for men, was 100% or higher at eight classifications. The figures varied from 97.6% at the Graduate classification to 100.4% at the APS 1 and APS 5 classifications.

The difference in the Graduate median Base Salary is due to a higher proportion of male graduates in higher paying agencies, compared to those in lower paying agencies.

In 2015, there were no significant differences between the sexes at the median values of each classification level across the three key remuneration components: Base Salary, TRP and TR. The greatest variation occurs at the SES 3 level, with some deviation towards men at the 95<sup>th</sup> percentile. This is due a higher proportion of men employed in higher paying agencies.

**Table 5.3: Median Base Salary comparison by sex**

Classification	Median Base Salary		
	Men	Women	Women as % of Men
Graduate	60,857	59,400	97.6
APS 1	47,567	47,736	100.4
APS 2	54,588	54,588	100.0
APS 3	61,512	61,512	100.0
APS 4	69,209	69,239	100.0
APS 5	74,331	74,643	100.4
APS 6	86,844	86,943	100.1
EL 1	108,382	108,013	99.7
EL 2	133,905	133,905	100.0
SES 1	181,990	181,006	99.5
SES 2	233,539	230,000	98.5
SES 3	312,000	312,000	100.0

Source: Table 5.4

**Table 5.4: Base Salary by classification and sex**

Classification	Sex	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
Graduate	Men	604	53,897	57,965	60,857	63,236	69,036
	Women	554	53,652	57,450	59,400	63,236	69,456
APS1	Men	394	39,925	43,306	47,567	48,613	49,697
	Women	410	38,015	43,216	47,736	48,533	49,697
APS2	Men	1,137	48,254	50,903	54,588	55,096	56,435
	Women	2,128	48,667	51,589	54,588	55,096	56,435
APS3	Men	5,473	55,252	59,933	61,512	62,492	62,560
	Women	10,019	55,553	59,933	61,512	62,492	62,560
APS4	Men	9,023	62,493	66,904	69,209	69,239	70,144
	Women	20,158	62,493	67,220	69,239	69,239	70,144
APS5	Men	8,011	69,395	72,856	74,331	75,208	76,624
	Women	11,823	69,389	72,856	74,643	75,389	76,624
APS6	Men	13,673	78,896	85,648	86,844	89,217	91,186
	Women	16,999	78,764	85,301	86,943	89,217	90,454
EL1	Men	12,419	101,278	106,545	108,382	108,796	115,974
	Women	12,363	101,278	106,301	108,013	108,929	115,778
EL2	Men	6,444	122,743	132,053	133,905	139,311	154,640
	Women	4,891	120,128	130,637	133,905	137,379	148,251
SES 1	Men	1,071	159,650	175,075	181,990	196,162	217,122
	Women	826	159,125	170,418	181,006	194,763	211,700
SES 2	Men	338	208,711	226,566	233,539	253,928	281,573
	Women	190	208,711	220,631	230,000	247,167	268,239
SES 3	Men	76	272,659	293,097	312,000	350,041	408,617
	Women	37	275,000	298,264	312,000	334,000	353,010

**Table 5.5: Total Remuneration Package by classification and sex**

Classification	Sex	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
Graduate	Men	604	62,466	66,981	70,981	72,974	78,820
	Women	554	62,084	66,297	68,548	72,974	78,820
APS1	Men	394	46,073	50,574	55,371	57,210	60,065
	Women	410	45,172	50,284	55,680	56,986	59,694
APS2	Men	1,137	56,109	59,534	63,581	65,129	68,063
	Women	2,128	56,293	59,725	63,581	65,233	68,330
APS3	Men	5,473	64,108	70,236	72,291	75,008	80,268
	Women	10,019	64,117	69,734	72,116	74,422	77,866
APS4	Men	9,023	72,117	78,773	80,077	82,741	85,696
	Women	20,158	72,117	78,804	80,229	82,741	84,627
APS5	Men	8,011	80,433	85,778	86,813	89,904	94,062
	Women	11,823	80,200	85,778	87,712	89,874	93,388
APS6	Men	13,673	91,376	100,218	101,895	106,285	110,649
	Women	16,999	90,984	99,749	102,683	106,285	110,014
EL1	Men	12,419	117,059	124,884	126,718	129,560	138,959
	Women	12,363	116,875	124,377	127,787	129,914	138,823
EL2	Men	6,444	143,876	154,526	158,739	167,173	187,660
	Women	4,891	142,376	153,867	158,707	165,264	180,587
SES 1	Men	1,071	210,554	228,588	241,987	251,667	271,134
	Women	826	207,755	223,624	237,551	247,471	266,305
SES 2	Men	338	267,125	285,773	301,653	314,136	348,235
	Women	190	259,796	281,775	295,662	310,598	333,175
SES 3	Men	76	337,950	369,492	391,133	416,453	507,318
	Women	37	352,472	386,662	397,528	404,373	429,130

**Table 5.6: Total Reward by classification and sex**

Classification	Sex	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
Graduate	Men	604	62,466	66,981	70,981	72,974	78,820
	Women	554	62,084	66,297	68,548	72,974	78,820
APS1	Men	394	46,073	50,574	55,592	57,427	60,065
	Women	410	45,172	50,284	55,680	56,986	59,746
APS2	Men	1,137	56,109	59,667	64,306	65,233	68,146
	Women	2,128	56,293	59,738	64,161	65,294	68,330
APS3	Men	5,473	64,108	70,236	72,291	75,632	81,467
	Women	10,019	64,117	69,808	72,116	74,516	78,553
APS4	Men	9,023	72,117	78,804	80,395	82,741	85,733
	Women	20,158	72,117	78,815	80,395	82,741	84,654
APS5	Men	8,011	80,433	86,174	87,150	90,261	95,323
	Women	11,823	80,374	85,910	87,791	90,191	93,826
APS6	Men	13,673	91,415	100,252	102,323	106,285	111,057
	Women	16,999	91,033	99,833	102,788	106,285	110,260
EL1	Men	12,419	117,063	125,008	126,972	130,135	140,337
	Women	12,363	116,875	124,377	127,787	130,293	139,480
EL2	Men	6,444	144,854	155,865	159,460	168,063	193,108
	Women	4,891	142,900	154,212	159,374	167,042	184,006
SES 1	Men	1,071	210,640	229,257	242,422	252,491	271,588
	Women	826	208,633	224,013	238,092	249,038	268,252
SES 2	Men	338	269,986	287,397	301,881	317,833	368,065
	Women	190	259,796	282,372	297,067	312,063	334,908
SES 3	Men	76	337,950	369,772	394,204	419,040	507,318
	Women	37	355,470	387,300	399,284	410,307	435,869



### 5.3 Employment Category

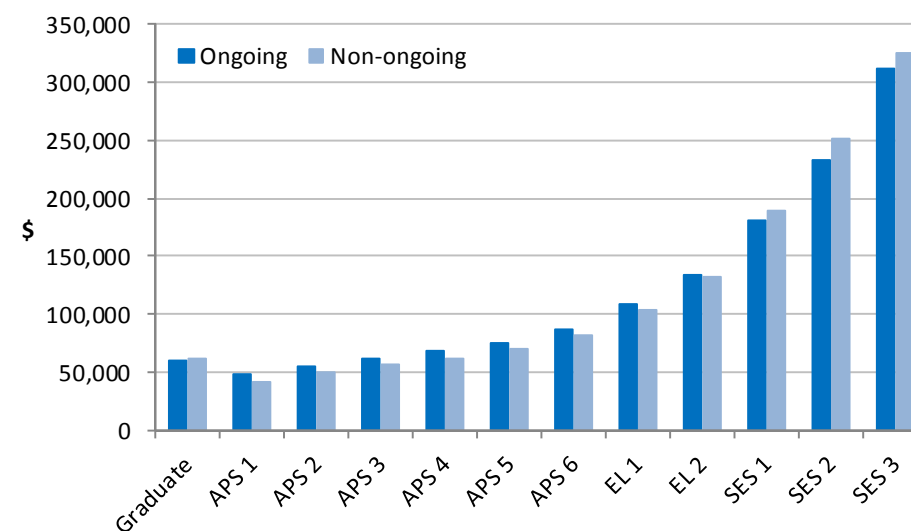
APS employees may be engaged on either an ongoing or non-ongoing basis. Casual employees (non-ongoing and employed for duties that are irregular or intermittent) have been excluded from this report. Table 5.7 provides detail on the Base Salary by employment category and classification.

The classification with the highest proportion of non-ongoing employees is the APS 1 classification, where 23.9% of employees are employed on a non-ongoing basis. The APS 2, APS 3 and SES 3 levels have non-ongoing employee populations of between 10.6% and 12.3%. All other classifications have fewer than 5.9% of employees engaged on a non-ongoing basis.

The number of non-ongoing employees reported at 31 December 2015 was higher than 31 December 2014. For official APS population data please see the APSC snAPShots December 2015 online publication located on the APSC website.

Figure 5.1 shows that for non-SES employees, the median Base Salary for employees engaged on an ongoing basis was generally higher than non-ongoing employees. As engagement on a non-ongoing basis is time limited, there is usually not the same time available for these employees to move through a salary scale. Hence the trend of higher median Base Salaries for non-SES employees engaged on an ongoing basis is expected.

**Figure 5.1: Median Base Salary by employment category and classification**



Source: Table 5.7

**Table 5.7: Base Salary by employment category and classification**

Classification	Employees		P5		Q1		Median		Q3		P95		Average	
	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG
	n	n	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Graduate	1,156	3	53,652	59,400	57,513	59,400	60,158	62,603	63,236	62,603	69,456	62,603	60,439	61,535
APS 1	612	192	39,144	36,886	46,872	39,925	48,533	42,409	48,613	44,996	49,697	47,787	46,991	42,644
APS 2	2,876	389	49,321	46,191	53,225	48,254	55,096	49,747	55,096	50,892	56,435	53,922	54,057	49,657
APS 3	13,588	1,905	56,069	53,904	60,871	55,561	61,970	56,069	62,492	58,463	62,560	61,275	61,220	56,958
APS 4	27,461	1,720	63,838	59,368	67,909	62,112	69,239	62,493	69,239	64,889	70,144	69,326	68,403	63,636
APS 5	18,936	899	70,090	67,312	72,856	69,080	74,451	71,053	75,389	73,360	76,624	76,172	74,389	71,460
APS 6	29,609	1,064	79,276	74,321	85,418	77,602	86,923	82,508	89,217	86,545	90,983	89,217	87,029	82,426
EL 1	24,058	724	101,278	93,974	106,545	99,723	108,382	104,260	108,796	109,001	115,778	115,974	108,237	105,572
EL 2	10,962	373	122,743	111,677	131,778	125,178	133,905	131,869	138,137	138,369	151,097	175,829	136,359	135,248
SES 1	1,850	47	159,125	142,064	173,200	175,000	181,006	190,000	195,474	195,600	213,219	220,000	185,041	187,129
SES 2	510	18	208,711	200,000	223,066	228,552	232,500	251,660	250,535	287,500	273,859	350,000	237,911	260,282
SES 3	101	12	275,000	284,520	293,097	293,097	312,000	325,041	335,683	369,721	367,719	408,617	317,998	335,759
Total	131719	7346												

Note: OG = Ongoing employees  
NOG = Non-ongoing employees



## 6. Historical Data

The following section provides historical data on the:

- median Base Salary for all classifications since 2006;
- percentage change in median Base Salary for all classifications since 2006; and
- percentage change in median Total Reward by classification since 2006.

When considering the historical data, change in methodology over the reported period needs to be taken into account. Prior to 2010 participation in the APS Remuneration Surveys was voluntary. In 2011, the data collection changed from being managed by a private contractor to being the responsibility of the Australian Public Service Commission. Changes in the collection and treatment of data have occurred across the entire period in which the APS remuneration data has been reported on.

Figure 6.1 shows the number of employees included in the APS Remuneration Reports for the past 10 years. There has been a significant increase in the number of employees from when participation was voluntary to when it became compulsory for all agencies.

Over the last decade, median Base Salaries have consistently increased, though the increases in 2014 and 2015 have been smaller than previous years. The greatest increase in median Base Salary was reported in 2009, with increases of 6.4% at the non-SES classifications, 6.2% at the SES classifications and an overall median increase of 6.4%.

The smallest increase in median Base Salaries were in 2014 and 2015, with increases of 0.1% at the non-SES classifications, 0.2% and 1.4% respectively at the SES classifications and a 0.1% overall increase in both years.

The greatest increase in median Total Reward was recorded in 2012, with increases of 6.5% at the non-SES classifications, 4.9% at the SES classifications and an overall increase of 6.5%. Consistent with median Base Salaries, the smallest year-to-year change in median Total Reward was in 2015, with an increase of 0.7% at the SES classifications, a decrease of 0.2% at the non-SES classifications and an overall decrease of 0.1%.

**Figure 6.1: Number of employees included in the APS Remuneration Report by year, 2006 to 2015**

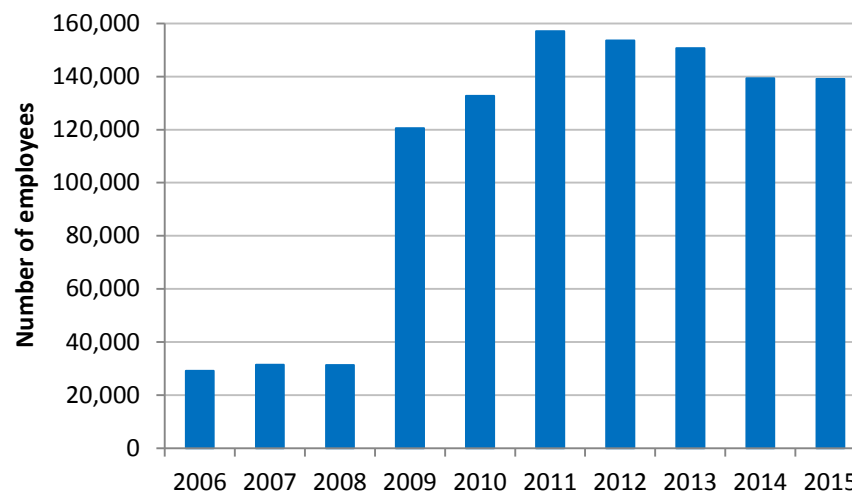
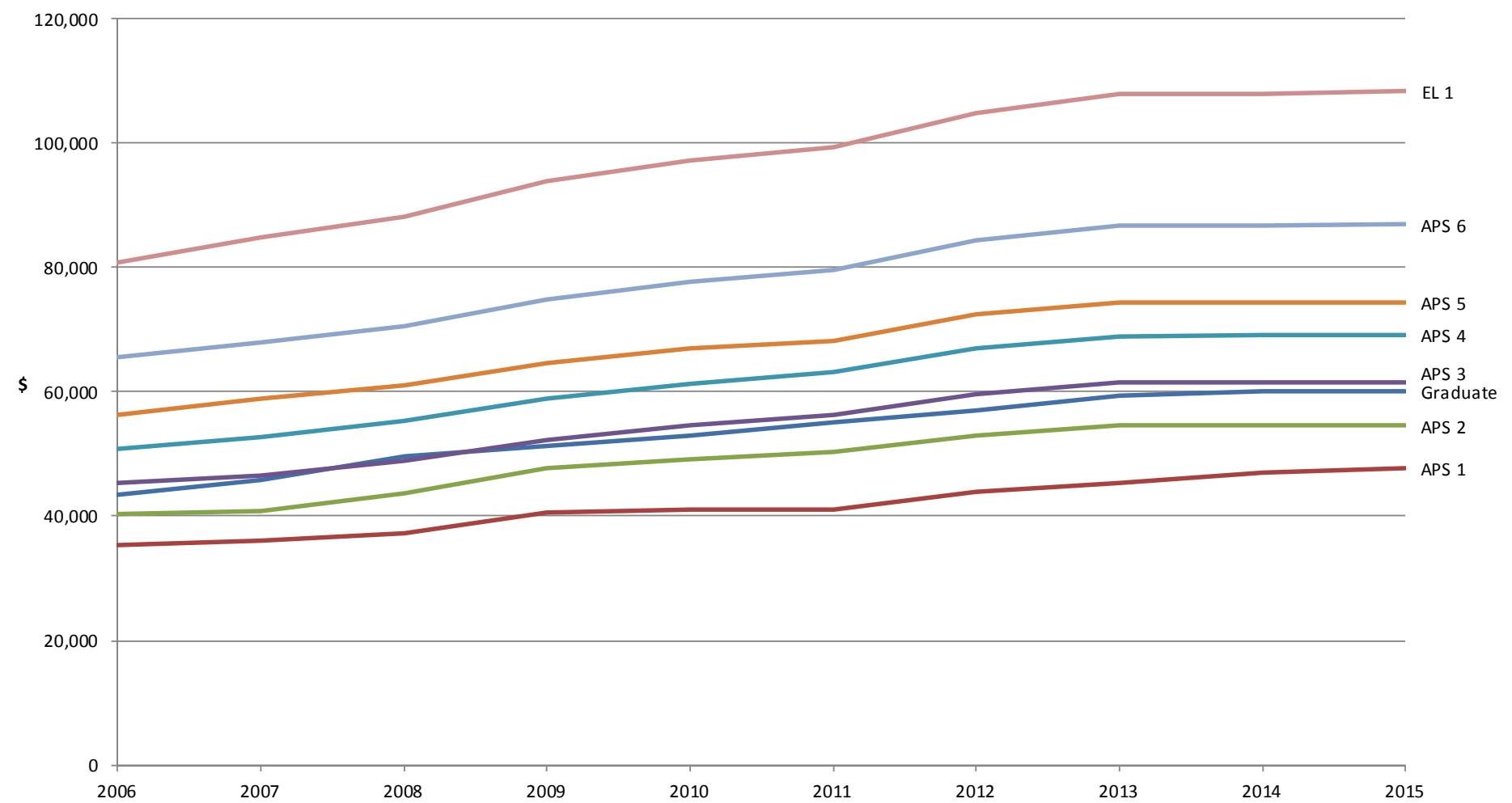
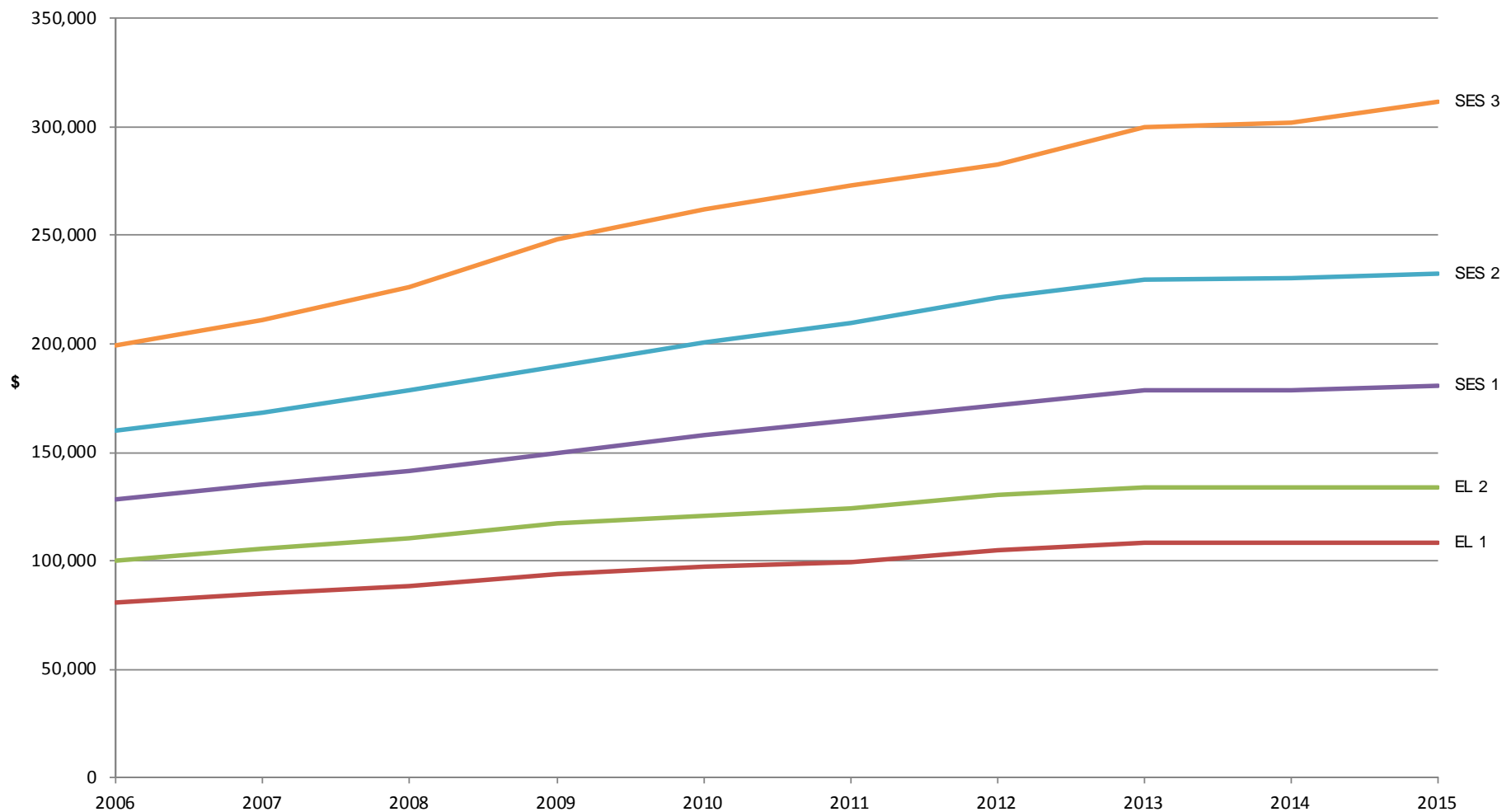


Figure 6.2: Median Base Salary by classification: Graduate to EL 1, 2006 to 2015



Source: Table 6.1

Figure 6.3: Median Base Salary by classification: EL and SES, 2006 to 2015



Source: Table 6.1

**Table 6.1: Median Base Salary by classification, 2005 to 2015**

Classification	2005 \$	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$
Graduate	41,000	43,412	45,902	49,753	51,370	53,040	55,162	56,944	59,407	60,158	60,158
APS 1	33,935	35,371	36,040	37,371	40,659	41,148	41,151	43,944	45,263	47,004	47,736
APS 2	39,028	40,300	40,786	43,682	47,680	49,233	50,471	52,998	54,588	54,588	54,588
APS 3	43,923	45,345	46,542	49,000	52,327	54,577	56,215	59,677	61,512	61,512	61,512
APS 4	48,944	50,833	52,812	55,343	58,949	61,299	63,243	66,923	69,038	69,239	69,239
APS 5	53,931	56,400	58,825	61,000	64,728	67,017	68,092	72,487	74,331	74,331	74,451
APS 6	62,775	65,519	68,000	70,580	74,969	77,824	79,555	84,478	86,844	86,844	86,923
EL 1	77,767	80,921	84,875	88,270	93,826	97,275	99,378	104,825	108,013	108,013	108,382
EL 2	96,063	100,000	105,299	110,400	117,127	120,840	124,140	130,460	133,777	133,905	133,905
SES 1	122,000	127,945	135,000	141,651	149,987	158,277	164,586	172,000	178,330	178,617	181,006
SES 2	151,108	159,856	168,422	178,276	189,633	200,726	209,318	221,266	229,949	230,000	232,644
SES 3	187,500	198,994	211,000	226,000	248,000	261,910	273,383	282,931	300,000	302,000	312,000

**Table 6.2: Percentage change in median Base Salary by classification group, 2006 to 2015**

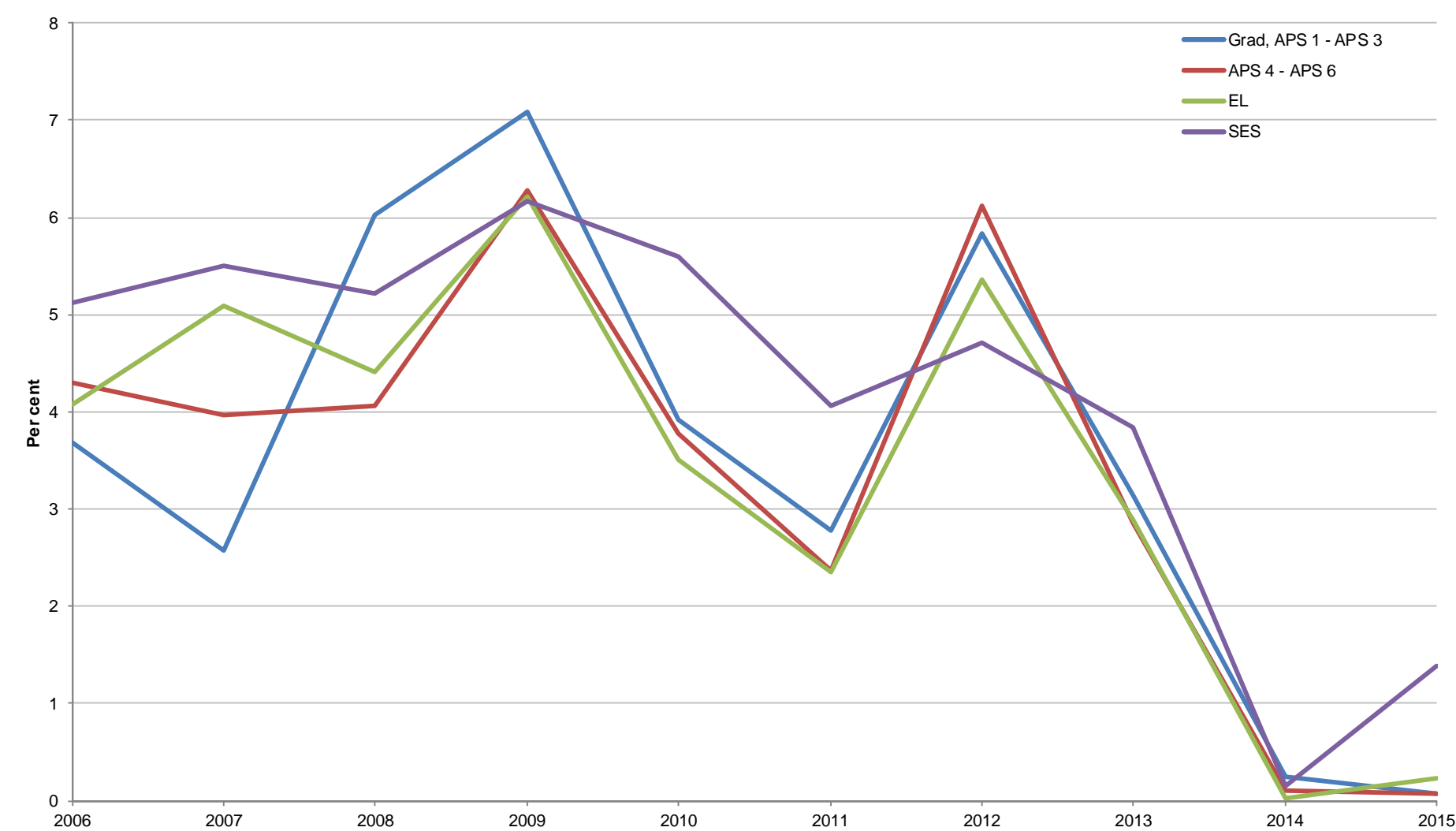
Classification	2006 %	2007 %	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %
Grad, APS 1 - APS 3	3.7	2.6	6.0	7.1	3.9	2.8	5.8	3.1	0.2	0.1
APS 4 - APS 6	4.3	4.0	4.1	6.3	3.8	2.4	6.1	2.9	0.1	0.1
EL	4.1	5.1	4.4	6.2	3.5	2.3	5.4	2.9	0.0	0.2
Non-SES	4.1	4.1	4.6	6.4	3.7	2.4	5.9	2.9	0.1	0.1
SES	5.1	5.5	5.2	6.2	5.6	4.1	4.7	3.8	0.2	1.4
All	4.2	4.2	4.6	6.4	3.8	2.5	5.8	2.9	0.1	0.1

**Table 6.3: Percentage change in median Total Reward by classification group, 2006 to 2015**

Classification	2006 %	2007 %	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %
Grad, APS 1 - APS 3	4.3	2.6	6.8	6.2	4.6	3.2	6.4	3.8	0.1	-0.2
APS 4 - APS 6	4.5	4.7	4.3	5.3	3.6	3.1	6.7	3.3	0.3	-0.2
EL	3.9	5.4	4.7	3.6	3.0	2.5	6.2	3.0	0.4	0.1
Non-SES	4.3	4.5	5.0	5.0	3.7	3.0	6.5	3.3	0.3	-0.2
SES	5.4	5.5	4.2	2.6	2.2	3.1	4.9	2.8	1.0	0.7
All	4.3	4.6	4.9	4.9	3.6	3.0	6.5	3.3	0.3	-0.1

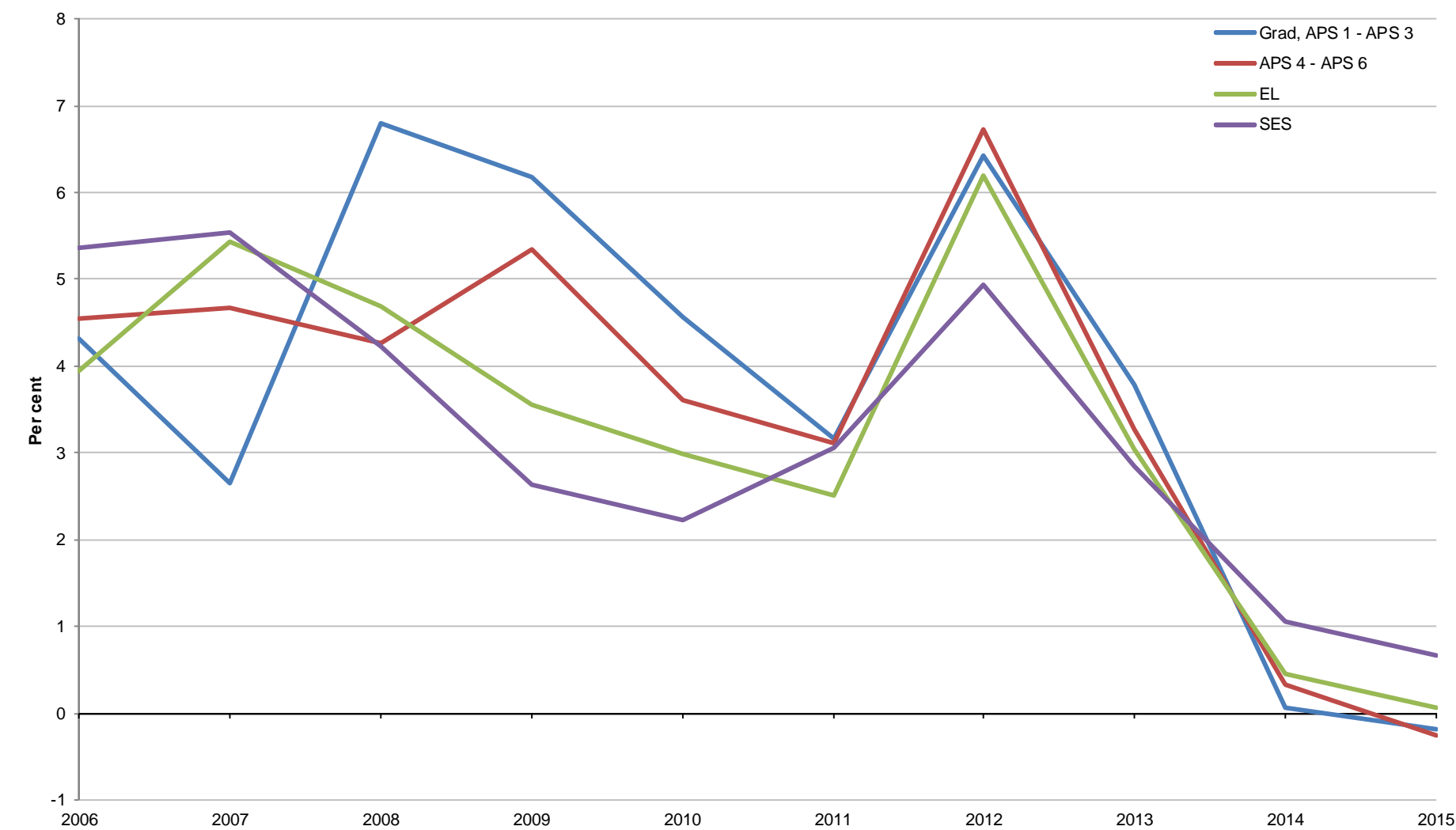


Figure 6.4: Percentage change in median Base Salary by classification group, 2006 to 2015



Source: Table 6.2

Figure 6.5: Percentage change in median Total Reward by classification group, 2006 to 2015



Source: Table 6.3

## 7. Remuneration Findings by Classification

**Table 7.1: Remuneration findings for Graduate**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	1,159	45,286	53,652	57,513	60,158	63,236	69,456	72,490	60,442
Agency superannuation contribution	1,159	6,595	8,336	9,016	9,364	9,738	10,655	21,762	9,414
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	83	459	459	459	459	459	459	459	459
Personal benefits	48	90	108	242	289	299	600	600	284
Other supplementary payments	14	57	57	57	377	756	1,098	1,098	454
<b>Total Remuneration Package</b>	1,159	52,260	62,084	66,813	69,422	72,974	78,820	84,167	69,906
Performance bonus paid	3	1,098	1,098	1,098	2,231	2,257	2,257	2,257	1,862
Retention bonus paid	0	.	.	.	.	.	.	.	.
Productivity bonus	0	.	.	.	.	.	.	.	.
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	15	409	409	409	409	566	939	939	485
<b>Total Reward (TR)</b>	1,159	52,260	62,084	66,813	69,422	72,974	78,820	84,167	69,917
Additional duties/responsibilities allowances	12	225	225	433	574	613	676	676	525
Qualifications and/or skills based allowances	19	227	227	1,142	1,865	2,731	11,612	11,612	2,943
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	1	15,572	15,572	15,572	15,572	15,572	15,572	15,572	15,572
Hours of duty allowances	154	16	27	29	108	500	1,628	10,116	441
Expense allowances	60	16	25	82	179	420	923	1,939	296
Geographic/locality allowances	186	120	303	541	553	1,158	6,160	7,387	1,237
Disability allowances	32	7	11	33	279	5,864	25,306	26,327	4,434
Health and lifestyle allowances	365	80	200	300	600	600	600	600	465
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	1,159	52,786	62,466	66,813	69,762	73,666	79,516	100,375	70,526

**Table 7.2: Remuneration findings for APS 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	804	31,700	39,144	43,216	47,736	48,533	49,697	56,585	45,953
Agency superannuation contribution	804	2,940	6,028	6,971	7,474	9,090	11,139	16,043	8,001
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	0	.	.	.	.	.	.	.	.
Personal benefits	15	80	80	275	288	300	14,400	14,400	1,854
Other supplementary payments	6	487	487	743	802	937	937	937	785
<b>Total Remuneration Package</b>	804	36,582	45,172	50,428	55,371	57,155	60,007	74,735	53,995
Performance bonus paid	75	425	435	725	725	725	725	874	706
Retention bonus paid	15	1,340	1,340	1,404	1,404	1,638	1,638	1,638	1,489
Productivity bonus	0	.	.	.	.	.	.	.	.
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	0	.	.	.	.	.	.	.	.
<b>Total Reward (TR)</b>	804	36,582	45,172	50,428	55,633	57,341	60,011	74,735	54,088
Additional duties/responsibilities allowances	58	284	351	364	520	576	1,040	1,881	541
Qualifications and/or skills based allowances	3	911	911	911	5,441	6,758	6,758	6,758	4,370
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	118	22	28	56	197	746	7,872	10,934	945
Expense allowances	13	3	3	130	182	192	12,962	12,962	2,337
Geographic/locality allowances	67	272	551	1,967	9,212	13,461	32,659	35,559	10,581
Disability allowances	44	7	14	287	1,271	2,305	2,712	3,435	1,330
Health and lifestyle allowances	111	152	300	300	300	300	600	600	321
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	804	36,582	45,407	51,385	56,007	57,997	63,068	90,959	55,319

**Table 7.3: Remuneration findings for APS 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	3,265	23,524	48,525	51,308	54,588	55,096	56,435	65,228	53,533
Agency superannuation contribution	3,265	0	7,431	7,997	8,485	10,247	12,309	21,682	9,156
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	12	459	459	459	459	1,800	2,542	2,542	968
Personal benefits	172	20	79	140	255	288	522	7,200	333
Other supplementary payments	26	79	210	210	374	399	3,809	4,873	795
<b>Total Remuneration Package</b>	3,265	27,147	56,196	59,699	63,581	65,233	68,268	76,246	62,716
Performance bonus paid	784	290	599	725	725	725	725	2,176	715
Retention bonus paid	9	1,477	1,477	2,333	2,391	2,391	2,461	2,461	2,193
Productivity bonus	1	756	756	756	756	756	756	756	756
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	11	13	13	300	300	300	1,144	1,144	406
<b>Total Reward (TR)</b>	3,265	27,147	56,196	59,725	64,306	65,233	68,299	76,246	62,895
Additional duties/responsibilities allowances	238	28	351	392	576	669	2,000	8,100	707
Qualifications and/or skills based allowances	8	290	290	1,739	2,106	5,031	8,501	8,501	3,318
Market related allowances – specific job	1	6,906	6,906	6,906	6,906	6,906	6,906	6,906	6,906
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	2	14,501	14,501	14,501	26,501	38,501	38,501	38,501	26,501
Hours of duty allowances	734	21	28	56	169	602	2,466	23,223	728
Expense allowances	30	6	60	140	180	232	835	1,331	238
Geographic/locality allowances	190	119	658	1,623	3,390	6,855	18,446	63,584	5,779
Disability allowances	57	56	244	1,495	2,134	3,396	21,461	29,165	4,290
Health and lifestyle allowances	747	140	250	300	300	300	600	16,135	347
Individual performance related allowances	1	2,628	2,628	2,628	2,628	2,628	2,628	2,628	2,628
Annual leave loading	4	44	44	45	61	77	77	77	61
<b>TR + Allowances</b>	3,265	27,147	56,321	59,937	64,306	66,001	70,036	127,890	63,631

**Table 7.4: Remuneration findings for APS 3**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	15,493	45,198	55,511	59,933	61,512	62,492	62,560	88,395	60,696
Agency superannuation contribution	15,493	0	8,545	9,473	9,908	12,186	17,806	26,275	11,165
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	82	398	459	459	459	459	2,656	2,656	825
Personal benefits	954	36	120	252	289	300	497	77,520	535
Other supplementary payments	77	57	99	210	1,058	2,635	7,547	8,009	1,636
<b>Total Remuneration Package</b>	15,493	52,159	64,108	69,876	72,116	74,665	79,781	145,103	71,906
Performance bonus paid	3,338	22	290	725	725	1,239	1,240	8,578	1,025
Retention bonus paid	24	1,000	1,574	1,680	1,725	2,200	3,074	3,074	1,998
Productivity bonus	30	285	443	652	758	811	849	856	705
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	29	277	300	300	550	1,144	1,144	1,144	632
<b>Total Reward (TR)</b>	15,493	52,159	64,117	69,907	72,199	74,678	80,839	145,103	72,133
Additional duties/responsibilities allowances	1,731	2	329	364	613	2,950	2,950	13,703	1,202
Qualifications and/or skills based allowances	313	411	875	950	1,057	2,538	3,246	6,183	1,640
Market related allowances – specific job	59	4,000	6,000	6,000	6,000	6,000	6,000	6,000	5,932
Market related allowances – specific individual	2	4,997	4,997	4,997	6,055	7,112	7,112	7,112	6,055
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	6	287	287	648	3,953	7,000	7,000	7,000	3,807
Hours of duty allowances	5,887	18	28	57	200	714	5,934	31,042	1,223
Expense allowances	2,420	1	108	130	130	184	445	12,040	228
Geographic/locality allowances	2,358	3	537	1,101	1,342	2,102	13,332	55,069	3,317
Disability allowances	1,095	3	27	573	1,264	18,214	46,820	61,139	11,726
Health and lifestyle allowances	2,970	50	300	300	300	300	600	1,240	331
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	6	68	68	74	85	86	86	86	81
<b>TR + Allowances</b>	15,493	52,159	64,503	70,598	72,718	75,687	87,610	147,184	74,223

**Table 7.5: Remuneration findings for APS 4**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	29,181	49,173	62,493	66,987	69,239	69,239	70,144	126,168	68,122
Agency superannuation contribution	29,181	338	9,624	10,632	11,136	13,502	15,388	28,679	12,027
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	152	459	459	459	459	459	3,327	10,310	915
Personal benefits	1,580	21	110	260	299	300	1,225	18,265	582
Other supplementary payments	177	13	57	208	756	2,184	6,883	10,256	1,571
<b>Total Remuneration Package</b>	29,181	56,393	72,117	78,804	80,152	82,741	84,954	138,154	80,195
Performance bonus paid	1,898	83	346	725	725	725	3,724	21,213	970
Retention bonus paid	31	283	1,000	2,127	3,450	4,187	10,356	11,837	3,740
Productivity bonus	40	187	408	477	547	797	854	3,373	675
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	78	13	189	739	1,139	1,144	1,144	1,161	910
<b>Total Reward (TR)</b>	29,181	57,283	72,117	78,804	80,395	82,741	85,039	159,367	80,265
Additional duties/responsibilities allowances	2,559	4	314	451	613	652	977	20,124	651
Qualifications and/or skills based allowances	547	24	980	2,538	2,538	2,538	2,538	10,063	2,335
Market related allowances – specific job	18	4,000	4,000	4,000	6,000	6,000	6,000	6,000	5,444
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	8	167	167	521	1,201	3,754	7,000	7,000	2,265
Hours of duty allowances	10,222	7	28	57	199	635	2,922	26,912	809
Expense allowances	1,585	1	60	184	275	358	1,991	24,788	598
Geographic/locality allowances	1,267	7	212	1,013	1,967	6,105	14,810	59,774	4,348
Disability allowances	677	3	7	41	320	2,676	11,810	107,272	2,845
Health and lifestyle allowances	3,745	10	200	300	300	300	600	1,240	313
Individual performance related allowances	6	650	650	2,345	2,725	3,451	4,372	4,372	2,711
Annual leave loading	17	52	52	95	95	96	96	96	89
<b>TR + Allowances</b>	29,181	57,283	72,146	79,232	81,123	83,067	86,647	202,221	80,982

**Table 7.6: Remuneration findings for APS 5**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	19,835	58,170	69,395	72,856	74,451	75,208	76,624	167,336	74,256
Agency superannuation contribution	19,835	3,739	10,635	11,447	11,898	14,666	18,199	28,205	13,213
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	909	412	459	459	459	459	459	10,310	570
Personal benefits	1,174	12	127	268	296	300	1,592	24,728	601
Other supplementary payments	204	26	57	206	1,298	2,931	7,170	9,289	1,890
<b>Total Remuneration Package</b>	19,835	64,428	80,361	85,778	87,417	89,874	93,654	183,233	87,550
Performance bonus paid	4,384	3	694	743	743	1,456	1,513	53,299	1,178
Retention bonus paid	57	464	600	2,518	3,237	3,717	12,000	13,742	4,090
Productivity bonus	232	156	435	658	758	818	893	9,781	855
Sign on bonus	2	4,088	4,088	4,088	4,088	4,088	4,088	4,088	4,088
Group or whole of agency performance bonuses and allowances	134	40	300	774	1,144	1,144	1,144	1,144	945
<b>Total Reward (TR)</b>	19,835	64,428	80,433	85,916	87,547	90,191	94,480	206,340	87,839
Additional duties/responsibilities allowances	2,455	10	314	364	594	702	2,950	21,919	848
Qualifications and/or skills based allowances	453	48	864	1,086	2,538	4,479	10,210	22,330	3,589
Market related allowances – specific job	10	4,000	4,000	4,000	4,000	4,000	9,532	9,532	4,553
Market related allowances – specific individual	1	4,099	4,099	4,099	4,099	4,099	4,099	4,099	4,099
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	11	85	85	141	798	7,000	10,000	10,000	2,857
Hours of duty allowances	3,980	13	27	56	186	878	6,553	39,581	1,318
Expense allowances	1,498	1	60	130	184	353	705	4,928	287
Geographic/locality allowances	1,818	7	553	1,254	1,727	7,551	25,248	96,118	6,155
Disability allowances	1,023	5	13	291	3,765	17,293	56,155	172,676	14,783
Health and lifestyle allowances	2,878	35	200	245	300	300	600	1,320	300
Individual performance related allowances	16	2,163	2,163	3,159	4,005	5,677	9,470	9,470	4,476
Annual leave loading	16	74	74	103	103	104	267	267	111
<b>TR + Allowances</b>	19,835	64,609	80,601	86,373	88,243	91,138	99,171	282,412	89,690



**Table 7.7: Remuneration findings for APS 6**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	30,673	63,239	78,842	85,301	86,923	89,217	90,890	220,822	86,869
Agency superannuation contribution	30,673	0	11,898	13,374	14,148	17,231	20,681	31,605	15,305
Cost of motor vehicle	1	7,479	7,479	7,479	7,479	7,479	7,479	7,479	7,479
Cash in lieu of motor vehicle	1	190	190	190	190	190	190	190	190
Motor vehicle parking	572	398	459	459	459	459	2,627	10,310	720
Personal benefits	1,967	3	117	255	299	486	2,348	72,997	893
Other supplementary payments	454	0	57	115	645	2,137	7,189	27,000	1,685
<b>Total Remuneration Package</b>	30,673	76,223	91,060	99,944	102,361	106,285	110,230	241,800	102,270
Performance bonus paid	5,906	16	34	868	868	1,019	4,189	116,572	1,462
Retention bonus paid	87	356	900	2,492	4,357	10,927	13,027	15,649	6,516
Productivity bonus	40	81	157	751	818	2,354	6,867	8,653	1,815
Sign on bonus	2	600	600	600	2,688	4,776	4,776	4,776	2,688
Group or whole of agency performance bonuses and allowances	99	44	300	300	1,000	1,144	1,144	1,144	786
<b>Total Reward (TR)</b>	30,673	76,223	91,149	100,047	102,654	106,285	110,643	347,821	102,576
Additional duties/responsibilities allowances	3,014	8	324	416	613	691	2,369	25,676	775
Qualifications and/or skills based allowances	393	48	664	1,110	3,342	5,699	13,669	27,000	4,447
Market related allowances – specific job	1	13,089	13,089	13,089	13,089	13,089	13,089	13,089	13,089
Market related allowances – specific individual	4	934	934	2,653	8,433	13,605	14,715	14,715	8,129
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	24	107	180	657	3,133	18,491	21,469	21,469	8,574
Hours of duty allowances	5,211	8	27	58	229	1,177	7,651	44,353	1,541
Expense allowances	1,367	0	35	130	220	450	1,788	30,582	526
Geographic/locality allowances	1,430	7	340	1,265	2,724	9,014	38,068	143,914	8,879
Disability allowances	981	5	14	128	2,736	13,880	66,123	208,995	13,762
Health and lifestyle allowances	6,528	27	179	250	300	300	808	2,028	339
Individual performance related allowances	23	39	575	2,551	4,342	9,968	14,279	17,991	6,329
Annual leave loading	20	86	101	121	122	749	2,324	2,705	545
<b>TR + Allowances</b>	30,673	76,223	91,461	100,332	102,956	106,614	113,859	360,467	103,933

**Table 7.8: Remuneration findings for EL 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	24,782	86,024	101,278	106,301	108,382	108,796	115,778	283,388	108,160
Agency superannuation contribution	24,782	0	15,340	16,691	19,317	20,984	24,639	51,000	19,253
Cost of motor vehicle	8	430	430	3,268	8,205	9,888	14,409	14,409	7,195
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	1,217	138	459	459	459	459	2,627	11,536	785
Personal benefits	1,464	9	113	280	300	568	7,821	111,496	1,965
Other supplementary payments	593	9	51	111	409	1,273	4,276	12,811	1,054
<b>Total Remuneration Package</b>	24,782	98,579	116,875	124,647	127,269	129,753	138,823	326,224	127,594
Performance bonus paid	5,193	28	968	1,084	1,084	2,159	5,489	65,229	1,925
Retention bonus paid	139	530	1,000	4,000	5,419	7,361	13,548	20,682	6,105
Productivity bonus	71	427	464	680	821	2,719	24,338	44,050	4,368
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	128	44	300	300	1,000	1,144	1,144	1,144	808
<b>Total Reward (TR)</b>	24,782	98,579	116,963	124,647	127,701	130,237	139,906	333,298	128,049
Additional duties/responsibilities allowances	1,999	7	333	496	605	691	1,912	20,174	873
Qualifications and/or skills based allowances	371	2	590	1,764	3,362	6,353	15,000	56,453	5,101
Market related allowances – specific job	3	2,121	2,121	2,121	12,947	18,794	18,794	18,794	11,287
Market related allowances – specific individual	24	3,898	4,459	6,117	13,957	23,405	40,172	40,810	16,097
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	60	4	142	1,647	4,461	8,563	16,299	24,757	5,834
Hours of duty allowances	2,246	6	28	254	911	3,391	11,740	27,256	2,649
Expense allowances	980	0	29	120	260	518	2,023	12,817	517
Geographic/locality allowances	1,202	13	658	2,402	11,246	37,001	95,372	208,128	25,043
Disability allowances	920	5	28	1,625	11,633	42,180	87,700	216,329	25,158
Health and lifestyle allowances	5,719	30	200	200	300	300	800	1,452	335
Individual performance related allowances	65	768	2,274	5,036	5,961	10,509	23,449	29,093	8,657
Annual leave loading	5	147	147	147	147	148	148	148	147
<b>TR + Allowances</b>	24,782	98,579	117,171	125,186	127,787	131,335	145,382	374,075	130,736

**Table 7.9: Remuneration findings for EL 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	11,335	97,409	122,032	131,524	133,905	138,290	151,097	487,431	136,322
Agency superannuation contribution	11,335	0	19,161	20,733	24,389	26,547	31,427	86,294	24,418
Cost of motor vehicle	58	355	985	3,561	10,173	22,000	26,000	31,000	12,079
Cash in lieu of motor vehicle	233	4,984	20,484	25,205	25,208	26,000	31,000	31,000	25,258
Motor vehicle parking	900	46	459	459	459	2,574	10,095	17,238	2,106
Personal benefits	1,084	18	158	299	305	690	6,142	139,199	1,968
Other supplementary payments	1,706	17	287	1,640	1,640	1,640	1,640	13,840	1,477
<b>Total Remuneration Package</b>	11,335	122,120	143,006	154,526	158,707	166,425	184,348	522,431	161,899
Performance bonus paid	2,707	99	1,339	1,339	1,757	5,930	15,047	535,852	6,101
Retention bonus paid	76	1,000	1,000	5,537	7,000	12,500	31,061	89,273	11,474
Productivity bonus	58	83	401	790	5,431	12,208	29,285	35,117	8,084
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	138	44	300	783	1,000	1,144	1,144	15,000	1,021
<b>Total Reward (TR)</b>	11,335	122,120	143,678	155,266	159,399	167,400	187,881	1,058,283	163,486
Additional duties/responsibilities allowances	684	71	364	548	652	1,561	13,729	34,416	2,309
Qualifications and/or skills based allowances	277	151	1,053	3,048	6,592	13,746	32,904	117,106	10,192
Market related allowances – specific job	2	13,278	13,278	13,278	13,278	13,278	13,278	13,278	13,278
Market related allowances – specific individual	25	6,447	6,447	6,618	11,532	14,685	59,671	80,089	18,600
Superannuation allowances	1	7,663	7,663	7,663	7,663	7,663	7,663	7,663	7,663
Income maintenance allowance	26	384	791	4,597	8,670	17,005	21,523	31,975	10,479
Hours of duty allowances	635	10	58	534	2,004	4,879	11,863	38,498	3,643
Expense allowances	666	2	45	168	382	718	4,244	20,399	1,137
Geographic/locality allowances	615	11	731	4,685	24,124	58,813	112,275	225,163	37,399
Disability allowances	416	9	158	5,079	20,636	56,488	101,968	203,517	33,429
Health and lifestyle allowances	2,262	50	200	250	300	300	656	9,968	352
Individual performance related allowances	124	93	1,339	4,017	6,863	12,026	36,084	56,623	10,229
Annual leave loading	3	179	179	179	184	185	185	185	182
<b>TR + Allowances</b>	11,335	122,120	144,598	155,865	160,390	169,949	209,554	1,058,283	167,652

**Table 7.10: Remuneration findings for SES 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	1,897	140,867	159,125	173,519	181,006	195,474	215,662	323,697	185,092
Agency superannuation contribution	1,897	0	25,591	30,045	33,714	37,431	43,840	64,599	34,135
Cost of motor vehicle	180	73	7,462	18,500	26,000	26,000	31,000	33,000	22,628
Cash in lieu of motor vehicle	1,118	1,643	21,623	25,000	26,000	27,522	31,000	41,226	25,694
Motor vehicle parking	892	46	459	1,609	2,543	3,120	8,292	28,297	3,072
Personal benefits	288	139	277	305	490	1,994	26,102	109,047	4,440
Other supplementary payments	97	64	125	360	710	1,640	10,890	34,928	2,848
<b>Total Remuneration Package</b>	1,897	171,560	208,308	225,976	239,880	249,893	268,400	372,566	238,782
Performance bonus paid	133	222	2,500	3,222	10,585	14,398	22,409	31,997	10,386
Retention bonus paid	13	5,400	5,400	9,000	9,000	9,000	30,000	30,000	10,132
Productivity bonus	44	394	562	4,610	8,895	15,902	36,239	54,768	11,839
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	98	246	686	1,003	1,144	1,144	1,144	1,159	1,058
<b>Total Reward (TR)</b>	1,897	171,560	209,568	226,442	240,811	251,198	270,580	372,566	239,909
Additional duties/responsibilities allowances	63	483	522	2,635	6,000	12,000	29,712	48,226	9,066
Qualifications and/or skills based allowances	78	393	968	3,224	6,121	11,813	47,650	53,696	10,663
Market related allowances – specific job	1	15,527	15,527	15,527	15,527	15,527	15,527	15,527	15,527
Market related allowances – specific individual	1	17,505	17,505	17,505	17,505	17,505	17,505	17,505	17,505
Superannuation allowances	2	1,195	1,195	1,195	2,412	3,629	3,629	3,629	2,412
Income maintenance allowance	7	1,140	1,140	9,459	10,000	13,797	21,714	21,714	11,078
Hours of duty allowances	48	239	528	839	2,164	3,004	5,000	7,154	2,241
Expense allowances	129	2	5	184	595	1,890	5,555	13,323	1,454
Geographic/locality allowances	213	60	1,086	6,616	36,699	68,303	120,467	290,549	46,548
Disability allowances	117	30	1,431	29,511	46,899	89,012	115,896	229,907	57,716
Health and lifestyle allowances	83	26	139	150	208	300	600	808	264
Individual performance related allowances	35	504	1,200	2,742	7,500	16,452	27,420	27,420	9,577
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	1,897	171,560	211,249	229,150	242,804	256,024	338,197	614,583	249,839

**Table 7.11: Remuneration findings for SES 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	528	185,120	208,711	223,363	232,644	251,534	277,897	512,108	238,674
Agency superannuation contribution	528	19,310	32,901	37,596	42,660	48,264	56,602	103,700	43,608
Cost of motor vehicle	86	851	10,120	21,762	27,000	28,000	33,000	33,000	24,515
Cash in lieu of motor vehicle	265	1,863	21,623	26,465	27,000	28,000	30,650	50,324	26,780
Motor vehicle parking	230	459	459	750	2,543	3,478	9,767	24,351	3,058
Personal benefits	67	105	299	305	464	1,994	26,102	28,192	3,692
Other supplementary payments	24	28	120	442	663	4,126	23,586	37,369	4,987
<b>Total Remuneration Package</b>	528	225,075	263,682	284,069	299,878	312,235	344,792	531,418	301,742
Performance bonus paid	37	4,747	5,000	19,209	21,954	32,106	214,339	560,093	48,026
Retention bonus paid	6	9,000	9,000	9,000	9,000	9,000	10,000	10,000	9,167
Productivity bonus	11	4,537	4,537	12,838	20,000	25,567	59,705	59,705	22,450
Sign on bonus	1	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Group or whole of agency performance bonuses and allowances	16	1,029	1,029	1,144	1,144	1,144	1,144	1,144	1,136
<b>Total Reward (TR)</b>	528	225,075	266,150	285,602	300,713	314,389	353,669	1,091,511	305,771
Additional duties/responsibilities allowances	20	228	375	3,476	11,619	19,023	44,846	45,000	14,103
Qualifications and/or skills based allowances	18	679	679	3,141	6,923	15,000	38,604	38,604	10,400
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	1	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Superannuation allowances	1	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	4	496	496	997	1,604	1,751	1,791	1,791	1,374
Expense allowances	47	5	12	267	523	1,147	3,236	13,323	1,078
Geographic/locality allowances	48	1,704	2,684	11,991	53,021	69,410	125,375	160,118	51,056
Disability allowances	35	315	4,233	29,466	41,718	81,645	111,059	121,692	51,724
Health and lifestyle allowances	9	150	150	200	300	300	300	300	256
Individual performance related allowances	11	10,000	10,000	10,000	20,000	26,328	49,365	49,365	22,531
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	528	225,075	266,662	287,720	303,120	323,750	417,036	1,091,511	315,332

**Table 7.12: Remuneration findings for SES 3**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	113	247,797	275,000	293,097	312,000	336,448	380,692	542,640	319,884
Agency superannuation contribution	113	18,783	35,000	49,689	57,040	62,101	70,200	78,928	55,763
Cost of motor vehicle	17	7,032	7,032	23,587	30,000	30,000	30,000	30,000	25,926
Cash in lieu of motor vehicle	55	23,617	26,056	28,000	30,000	30,650	35,000	35,000	29,442
Motor vehicle parking	49	46	459	459	2,925	3,120	6,108	8,779	2,558
Personal benefits	10	44	44	305	455	27,734	34,848	34,848	9,449
Other supplementary payments	5	181	181	227	517	538	574	574	407
<b>Total Remuneration Package</b>	113	306,076	343,294	371,612	395,599	412,038	450,739	577,000	395,842
Performance bonus paid	8	7,500	7,500	15,000	27,493	37,500	661,844	661,844	103,666
Retention bonus paid	0	.	.	.	.	.	.	.	.
Productivity bonus	1	37,561	37,561	37,561	37,561	37,561	37,561	37,561	37,561
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses and allowances	3	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144
<b>Total Reward (TR)</b>	113	306,076	343,294	375,104	396,453	414,942	450,739	1,235,783	403,544
Additional duties/responsibilities allowances	4	3,346	3,346	6,173	17,707	62,577	98,741	98,741	34,375
Qualifications and/or skills based allowances	3	604	604	604	4,077	5,060	5,060	5,060	3,247
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	0	.	.	.	.	.	.	.	.
Expense allowances	6	125	125	125	177	359	900	900	310
Geographic/locality allowances	11	2,786	2,786	11,478	68,658	80,373	182,334	182,334	59,504
Disability allowances	10	64	64	13,969	42,600	49,232	125,803	125,803	41,127
Health and lifestyle allowances	0	.	.	.	.	.	.	.	.
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	113	306,076	344,033	378,751	400,993	423,258	512,351	1,235,783	414,295

## Appendixes

### A.1 Methodology

---

All APS agencies were required to report data for all employees that were employed under s22(a), s22(b) and s72 of the *Public Service Act 1999 (PS Act)* as at 31 December 2015. This report excludes: casual employees under s22(2)(c) and Locally Engaged Employees under s74 of the PS Act, employees on leave without pay and employees at the Trainee/Cadet classification. Agency Heads, and public office holders are also excluded as their remuneration is set by the Remuneration Tribunal.

The data received from agencies was checked by the APSC to ensure accuracy. Any discrepancies identified were returned to agencies for correction and resubmission. At the conclusion of the data cleaning process, the agency's data was sent back to the agency for sign off.

The data for part-time employees has been changed to full-time equivalent (FTE) and, for many variables, employees who have worked only part of the year (though active as at 31 December), have had their data annualised. This ensures that each employee's data has equal weighting.

Employees who were in a graduate program in 2015 are shown as a 'Graduate', even if they had advanced to an operational classification by 31 December. For the latter employees, remuneration is at their last day as a Graduate.

Some columns in the tables may not add up because Total Remuneration Package (TRP) and Total Reward (TR) are calculated separately for each individual employee and it is these values that determine the median. Therefore, the median TR figure will not necessarily be the sum of all median values of the components which make up TR. It will be the median value of TR for all employees.

Figures have been rounded to the nearest dollar. As a result, there may be some minimum values of 0 in *Section 7: Remuneration Findings by Classification*. A period represents no data for that particular field.

Data values published in the 2014 APS Remuneration Report have had a small revision and the revised values have been incorporated into this Report. As a result, a very small number of values as at December 2014 will not match across the published 2014 and the 2015 Reports.

Data in this report should not be used to calculate past or present populations of the APS. For accurate population data as at December 2015, please refer to the snAPShots data available on the APSC website here: <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/snapshots-december-2015>.

## A.2 Definitions

**n**

n is the number of employees.

### Average

The average is calculated by summing all values and dividing by the total number of values. This is also known as arithmetical average and mean.

The following statistical terms are determined by ordering the data values in ascending order:

### P5

The 5th percentile (P5) is the point where 5% of the values are below and 95% of values are above.

### Q1

The first quartile (Q1) is the point for which 25% of values are below and 75% of values are above.

### Median

The median value is the midpoint of all values. It is the point for which 50% of values are below and 50% of values are above.

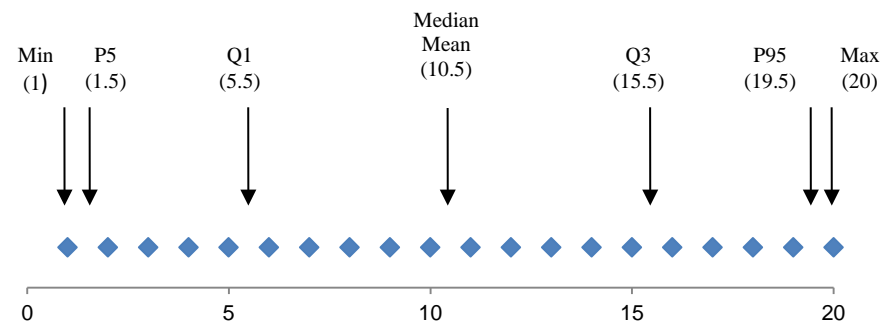
### Q3

The third quartile (Q3) is the point for which 75% of values are below and 25% of values are above.

### P95

The 95th percentile (P95) is the point where 95% of the values are below and 5% of values are above.

Example: values ranging from 1 to 20 inclusive



The tables in this report were prepared using SAS. There are many methods used to determine the median, quartiles and percentiles. Where a data point falls between two values, the method used in this report takes the mean of those two values.



### **Base Salary**

Base Salary describes the full-time equivalent annualised salary paid to an employee. It includes salary sacrifice amounts (including pre-tax employee superannuation contributions made by salary sacrifice) and excludes bonuses and other benefits.

### **Total Remuneration Package (TRP)**

TRP is defined as being Base Salary plus the value of any benefits including superannuation and motor vehicles.

- TRP = Base Salary
- + Agency superannuation contribution
  - + Motor vehicle cost/EVS
  - + Cash in lieu of motor vehicle
  - + Motor vehicle parking
  - + Other benefits
  - + Other supplementary payments not otherwise described

### **Total Reward (TR)**

TR is defined as being TRP plus bonuses.

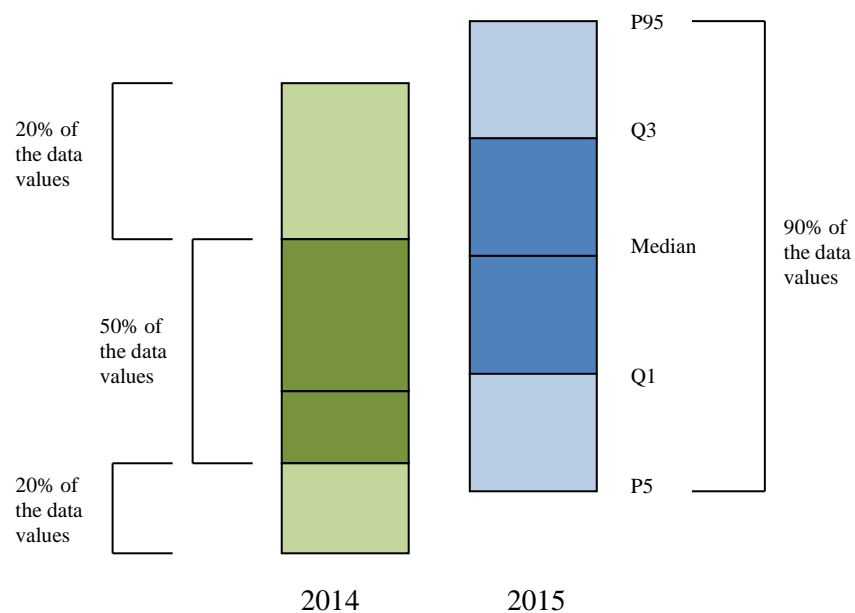
- TR = TRP
- + Actual performance bonus paid in previous 12 months
  - + Actual retention bonus payments paid in previous 12 months
  - + Productivity bonus
  - + Sign on bonuses
  - + Group or whole of agency performance bonus and allowances

### **Total Rewards plus Allowances (TR+A)**

TR+A is defined as being TR plus allowances.

- TR+A = TR
- + Additional duties/responsibilities allowances
  - + Qualifications and/or skills based allowances
  - + Market related allowances, specific job
  - + Market related allowances, specific individual
  - + Superannuation allowances
  - + Income maintenance allowance
  - + Hours of duty allowances
  - + Expense allowances
  - + Geographic/locality allowances
  - + Disability allowances
  - + Health and lifestyle allowances
  - + Individual performance related allowances
  - + Annual leave loading

### How to read a box plot:



The size of the squares in relation to each other, reveals how evenly distributed the data values are. For example, looking at the 2014 box plot, the lower two squares (P5 to Median) are shorter than the two above (Median to P95). This indicates that there is a smaller range in values for the bottom 45% compared to the top 45%. The 2015 box plot illustrates that the data values appear to be more evenly distributed as all four squares appear to be of similar length.

## A.3 APS Agencies and Entities Included in this Report

Aboriginal Hostels Limited

Administrative Appeals Tribunal

Agriculture and Water Resources

Asbestos Safety and Eradication Agency

Attorney-General's

Australian Aged Care Quality Agency

Australian Antarctic Division

Australian Bureau of Statistics

Australian Centre for International Agricultural Research

Australian Commission for Law Enforcement Integrity

Australian Commission on Safety and Quality in Health Care

Australian Communications and Media Authority

Australian Competition Consumer Comm.

Australian Crime Commission

Australian Electoral Commission

Australian Financial Security Authority

Australian Fisheries Management Authority

Australian Government Solicitor

Australian Human Rights Commission

Australian Inst. of Aboriginal and Torres Strait Islanders Studies

Australian Institute of Family Studies

Australian Institute of Health and Welfare

Australian Law Reform Commission

Australian National Audit Office

Australian National Maritime Museum

Australian Office of Financial Management

Australian Pesticides and Veterinary Medicines Authority

Australian Public Service Commission

Australian Radiation Protection & Nuclear Safety Agency

Australian Research Council

Australian Skills Quality Authority

Australian Sports Anti-Doping Authority

Australian Taxation Office

Australian Trade Commission

Australian Transaction Reports and Analysis Centre

Australian Transport Safety Bureau

Australian War Memorial

Bureau of Meteorology

Cancer Australia

Clean Energy Regulator

Climate Change Authority

Comcare

Commonwealth Grants Commission

Commonwealth Ombudsman

Communications and the Arts

CrimTrac Agency

Defence

Defence Housing Australia

Digital Transformation Office

Director of Public Prosecutions

Education and Training

Employment

Environment

Fair Work Commission

Family Court and Federal Circuit Court

Federal Court of Australia

Finance

Food Standards Australia New Zealand

Foreign Affairs and Trade

Future Fund Management Agency

Australian Securities and Investments Commission

Great Barrier Reef Marine Park Authority

Health

Human Services

Immigration and Border Protection

Independent Hospital Pricing Authority

Industry, Innovation and Science

Infrastructure and Regional Development

IP Australia

Murray-Darling Basin Authority

National Archives of Australia

National Blood Authority

National Capital Authority

National Disability Insurance Agency

National Film and Sound Archive

National Health and Medical Research Council

National Health Funding Body

National Health Performance Authority

National Library of Australia

National Mental Health Commission

National Museum of Australia

National Offshore Petroleum Safety and Environmental Management Authority

National Portrait Gallery

National Science and Technology Centre (Questacon)

Geoscience Australia

Office of Gene Tech Regulator & NICNAS

Office of Inspector-General of Intelligence and Security

Office of National Assessments

Office of Parliamentary Counsel

Office of the Australian Information Commissioner

Office of the Fair Work Building Industry Inspectorate

Office of the Fair Work Ombudsman

Office of the Inspector-General of Taxation

Old Parliament House

Organ and Tissue Authority

Prime Minister and Cabinet

Productivity Commission

Professional Services Review

Royal Australian Mint

Safe Work Australia

Screen Australia

Social Services

Tertiary Education Quality and Standards Agency

Therapeutic Goods Administration

Torres Strait Regional Authority

Treasury

Veterans' Affairs

Workplace Gender Equality Agency

Note: This list reflects the names of APS agencies and entities having employees under the PS Act as at 31 December 2015. Some agencies may have changed name or have been affected by Machinery of Government changes since then.

**From:** [REDACTED] on behalf of [LLOYD, John](#)  
**Subject:** Australian Public Service Commissioner's Directions 2016 [SEC=UNCLASSIFIED]  
**Date:** Wednesday, 14 September 2016 3:21:13 PM  
**Attachments:** [Archived attachment list.txt](#)

---

Quick Look

### Archived attachment list:

Attachment A - Summary of key changes.docx (289 KB)

Dear Colleagues

I am writing to advise that the *Australian Public Service Commissioner's Directions 2016* have been made.

The new Directions remove unnecessary administrative burden and allow agency heads greater flexibility to manage their workforces. They modernise and streamline the Australian Public Service employment framework.

A summary of the key changes is at **Attachment A**.

The new Directions will be tabled in Parliament this week and will commence on 1 December 2016. The Australian Public Service Commission will soon publish supporting information to help agencies prepare for the changes.

My contact in relation to this matter is Caroline Walsh, Group Manager Employment Policy. Ms Walsh can be contacted by email at [caroline.walsh@apsc.gov.au](mailto:caroline.walsh@apsc.gov.au) or phone 02 6202 3846.

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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**Australian Government**  
**Australian Public Service Commission**

**Australian Public Service Commissioner's Directions 2016**  
**Summary of key changes**

The [Australian Public Service Commissioner's Directions 2016](#) commence on 1 December 2016.

More information is available from the [APSC website](#).

Provision	2013 Directions	2016 Directions
<b>Advertising multiple agency selection processes and using other agencies' merit lists</b>  1. New definition of <i>similar vacancy</i> to allow agencies to use other agencies' merit lists:  a. for vacancies at the SES level  b. for centrally coordinated entry level recruitment programs  c. where there is agreement between the recruiting agency, a second agency and the individual candidate.  <i>In practice, agencies can make use of a recruitment process undertaken by another agency for: all SES positions; entry level programs such as Graduates and Indigenous cadetships; or otherwise as agreed.</i>	Clause 2.5	Section 9
2. Vacancy notification obligations have also been amended to allow agencies to participate in multiple agency selection processes without advertising separately in the Gazette.  <i>In practice, agencies are no longer required to advertise vacancies separately in the Gazette, where vacancies exist in more than one agency.</i>	Clause 2.9(5)	Section 20(5)
<b>Notifying decisions in the Public Service Gazette</b>  1. Reduced obligation to notify employment outcomes in the Gazette.  <i>In practice, agencies are no longer required to notify engagement decisions (ongoing or long term non-ongoing), or movements at level following a selection process.</i>  <i>Agencies are only required to notify promotion decisions, employment decisions following an Independent Selection Advisory Committee recommendation, and termination of employment as a consequence of breaching the Code of Conduct.</i>	Clause 2.29(1)	Section 34(1)
2. Removes the obligation to seek approval of the Australian Public Service Commissioner to withhold an employee's name from the Gazette.  <i>In practice, Agencies no longer require the Commissioner's approval to withhold names from the Gazette in order to protect a person's identity.</i>	Clause 2.29(5)	Section 34(4)

Provision	2013 Directions	2016 Directions
<b>Modifications to the standard application of merit</b> 1. Engagement of an employee as non-ongoing, without conducting a competitive selection process, increased to an initial term of up to 18 months. 2. Such non-ongoing engagements may be extended to a maximum term of three years, based on the employee's demonstrated performance. <i>In practice, agencies can engage a person for up to 18 months initially if they are satisfied the person meets the requirements of the job. Agencies will still be required to advertise broadly.</i> <i>Previously, engagement without a competitive selection process was limited to a total of 12 months.</i>	Clause 2.12(1)	Section 22
3. Application of Indigenous affirmative measure expanded to include selection of persons for short-term non-ongoing engagement. <i>In practice, agencies can apply special measures for Indigenous Australians for engagements of less than 18 months that are not advertised in the Gazette. This previously applied only to vacancies notified in the Gazette.</i>	Clause 2.15	Section 26
4. Affirmative measure for disability employment expanded to apply to all persons with disability, or a particular type of disability. <i>In practice, agencies can apply special measures for all people with disability. This previously applied only to those with intellectual disability.</i> <i>Agencies can still employ a person with disability without a selection process where they have been assessed as not able to compete on merit.</i>	Clauses 2.16 and 2.17	Section 27
<b>Performance management</b> 1. Simplified instructions to agencies on performance management matters, including initiating Code of Conduct proceedings in relation to performance matters. <i>In practice, this provides agencies with improved guidance on managing performance.</i>	Chapter 4	Sections 39 and 40
<b>Other amendments</b> 1. Minor amendments to Directions on APS Values.	Chapter 1	Sections 11 to 17
2. Removed duplication in minimum requirements for merit-based selection.	Clause 2.8	Section 19
3. Removed Directions setting minimum requirements for assignment of duties.	Clauses 2.24 and 2.25	N/A
4. Transitional provisions covering recruitment underway, notifying outcomes, sharing merit lists, non-ongoing engagements and performance management.	N/A	Part 8

**From:** [REDACTED] on behalf of LLOYD, John  
**Sent:** <John.Lloyd@apsc.gov.au>  
**Subject:** Thursday, 10 November 2016 5:18 PM  
**Attachments:** Review of Social Media Guidance [SEC=UNCLASSIFIED]  
Archived attachment list.txt

Tab 4

Quick Look

**Archived attachment list:**

letter to agency heads.PDF (516 KB)

Dear Colleagues

Please find attached a letter seeking your input to a review of social media guidance.

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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**Australian Government**  
**Australian Public Service Commission**

Australian Public Service Commissioner

Agency Head

Dear colleague

**Review of social media guidance**

I am writing to seek your input to a review of guidance for Australian Public Service (APS) employees who comment publicly on issues.

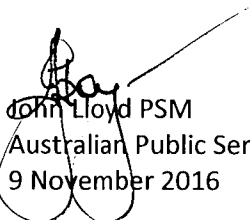
The Australian Public Service Commission is conducting this review to ensure that the guidance we provide to agencies and employees is as clear and helpful as it can be. A copy of a discussion paper is attached to this letter.

To support the review, the Commission has established a dedicated webpage on our website at [www.apsc.gov.au/socialmedia](http://www.apsc.gov.au/socialmedia) including the discussion paper. The webpage allows interested parties to make submissions and includes a forum for employees to post comments.

I encourage you to promote this webpage to APS employees within your agency.

Submissions to the review are open until 30 November 2016. If you have any questions, please contact Ms Caroline Walsh, Group Manager, Employment Policy on 6202 3846.

Yours sincerely



John Lloyd PSM  
Australian Public Service Commissioner  
9 November 2016

## Making Public Comment

### Discussion Paper

#### Introduction

1. Until relatively recently in the history of the Australian Public Service (APS), restrictions on public comment by APS employees was a largely theoretical concern. In an era where public comment was mostly limited to letters to the editor and submissions to Parliament, issues of partiality arose infrequently.
2. Social media is an increasingly commonplace part of everyday life. People are used to being able to go onto Facebook and other platforms and share ideas, images and opinions. Every smart phone, tablet and personal computer is effectively a printing press with the capacity to distribute material to anyone else connected to the internet.
3. The ubiquity of social media and the ease of its use reinforce the need for APS employees to have clear, simple guidelines letting them know what they can say.
4. This paper sets out approaches in other jurisdictions – private, public, and international – looking at how other public and private employers have approached this issue. It also poses a series of questions aimed at identifying areas where we can improve the guidance already available for APS employees.

#### Background

5. The rights and responsibilities of public servants as private citizens has been an area of debate and evolution since the establishment of the APS. From the outset Governments have passed legislation to ensure that public servants in their private lives observe basic standards of behaviour. The *Public Service Act 1902*, for example, allowed for the dismissal of officers for ‘any disgraceful or improper conduct.’
6. This debate has included the question of whether public servants should be free to make public comment, whether that be about the work of their agency, the political issues of the day, or any other matter. In 1902, for example, APS employees were forbidden from discussing or promoting political movements or from commenting on any matter to do with the administration of their agencies.
7. This is not unique to the public service. However, APS employees face a particular concern. There are increasing calls that they should be able to participate more fully in the political affairs of the Commonwealth without risk to their employment. Media articles discussing policies limiting the rights of public servants to express their views are typically accompanied by strongly negative reactions on social media platforms.
8. These comments draw a distinction that emphasises the unusual position of APS employees. APS employees are at the same time employees of the Government and citizens. As employees they have obligations to their employer, but as citizens it is argued that they should be able to participate in political activities as freely as other citizens. Some commentators have gone so far as to suggest that as public servants they are often uniquely well-placed to contribute to discussion about the development of public policy.

#### What is the current APS guidance on making public comment?

9. The current Australian Public Service Commission guidance, published in *APS Values and Code of Conduct in Practice*, recognises that APS employees can make public comment in a number of different capacities:
  - a. in a professional capacity on behalf of their employing agency<sup>1</sup>
  - b. in a professional or expert capacity as a private citizen

---

<sup>1</sup> This paper does not consider the role of APS employees when they are making public comment in a professional capacity on behalf of their employing agency. Subject to the APS Values and Code of Conduct, that is a matter for each agency to address having regard to its own circumstances.

- c. as a private citizen.

10. The guidance adopts the principle that APS employees may generally make public comment in an unofficial capacity, so long as the comment is lawful and the employee makes it clear they are expressing their own views.

11. However, as exceptions to this principle it states that it is not appropriate for APS employees to make comment that is, or could reasonably be perceived to be:

- a. being made on behalf of their agency or the Government, rather than an expression of a personal view
- b. compromising the employee's capacity to fulfil their duties in an unbiased manner—this applies particularly where comment is made about policies and programs of the employee's agency
- c. so harsh or extreme in its criticism of the Government, a Member of Parliament from another political party, or their respective policies, that it raises questions about the employee's capacity to work professionally, efficiently or impartially<sup>2</sup>
- d. so strong in its criticism of an agency's administration that it could seriously disrupt the workplace
- e. a gratuitous personal attack that might reasonably be perceived to be connected with their employment
- f. compromising public confidence in the agency or the APS.

12. The guidance also recognises that employees of the Senior Executive Service have a particular responsibility. It notes that because of:

*the influence that they carry with stakeholders, and because they are likely to be required to advise on, or lead, the implementation of government policies and programs, SES employees should be particularly careful when making public comment.*

13. The guidance also notes, importantly, that making public comment anonymously, or using a pseudonym, does not protect an employee from any subsequent action. There are a number of cases where APS employees who had used pseudonyms were identified and found to have breached the Code of Conduct in the comments they had posted on social media platforms.<sup>3</sup>

### **What is the legal basis for the position?**

14. Section 13(11) of the *Public Service Act 1999* (the Act) obliges APS employees to behave at all times in a way that upholds:

- a. the APS Values and APS Employment Principles; and
- b. the integrity and good reputation of the employee's Agency and the APS.

15. The APS Values are set out in section 10 of the Act. One of the Values is

*Impartial: The APS is apolitical and provides the Government with advice that is frank, honest, timely, and based on the best available evidence.*

16. Under section 11 of the Act, the Australian Public Service Commissioner may issue directions for the purpose of determining the scope or application of the Values. These directions are binding on all APS employees.

17. The directions state that the Impartial Value requires APS employees, among other things, to

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<sup>2</sup> This will change slightly when the new Australian Public Service Commissioner's Directions 2016 come into effect on 1 December 2016. The change will alter the test to: that the action would provide grounds for a reasonable person to conclude that the individual could not serve the Government of the day impartially.

<sup>3</sup> For example: *Banerji v Bowles* [2013] FCCA 1052, *Daniel Starr v Department of Human Services* [2016] FWC 1460.

- a. ensure that their actions do not 'provide grounds for a reasonable person to question the ability of the individual to serve the Government of the day', and
- b. implement Government policies in a way that is free from bias.

18. Section 13(11) of the Act requires employees to behave in a way that upholds the good reputation and integrity of their agency and the APS. This places a positive obligation on employees.

- a. It is not necessary to establish actual damage to the reputation of the agency or the APS in order to find that this section has been breached.
- b. A public servant agreeing with critical comments about government policy may not be consistent with this requirement, particularly if their agency is responsible for the development or delivery of that policy.

19. Section 13(5) of the Act requires APS employees to comply with lawful and reasonable directions given to them by their employer in connection with their employment. This power has been used to regulate the out of hours conduct of APS employees where there is a connection to the workplace.

### Can employers regulate the private lives of their employees?

20. Employers in both the public and private sectors can take steps to regulate the private behaviour of their employees if there is a sufficient connection between the workplace and the behaviour in question.

21. For example, to reduce the risk of harassment an employer can direct an employee not to contact a colleague outside of working hours or away from work premises. It is well recognised that disputes between employees can have an impact on relationships in the workplace. Employers have a right to take reasonable, proportionate steps to protect their own business interests.

*When participating in social media, QBE expects employees to behave in an appropriate and professional manner that demonstrates loyalty and commitment to QBE. Employees should always consider how their contribution will be perceived by others, and how it reflects on QBE and themselves.*

QBE Insurance

22. This has included action taken by employers to dismiss employees who abuse each other, or attack their employer, on social media platforms.

*In professional use and identifiable personal use of social media, staff must not:*

- *make any comment or post material that is, or might be construed to be, offensive, obscene, defamatory, discriminatory, hateful, racist or sexist towards any person;...*
- *subject to the Conduct and Compliance Procedure - Representing Monash (Public Utterances) make any comment or post material that might otherwise cause damage to the University's reputation or bring it into disrepute;*

Monash University

23. In the Australian Public Service, the Code of Conduct does affect the private lives of APS employees. Section 13(11) of the Code expressly applies 'at all times', for example. Other sections of the Code have a similar effect even where there is no express term. Section 13(8), for example, forbids employees from misusing Commonwealth resources. It is clear that this applies at all times, even though that is not stipulated in the legislation.

24. Other sections of the Code apply 'in connection with the employment' of the employee. These sections also apply to out of hours activity where there is some connection to the workplace.

## What do other employers do to protect their reputation?

25. Employers in both the public and private sectors have a legitimate interest in protecting their reputation. They can and do act to protect that interest by setting boundaries round the permissible private behaviours of their employees.

26. Private sector employers set behavioural expectations for their employees using contractual approaches.

27. The possible consequence of failure to comply with an employer's policy in an employee's personal time was demonstrated in 2015 by the sacking of a hotel supervisor.

28. The hotel supervisor had used his Facebook account to make offensive comments about a prominent social commentator. At the time, he had identified himself on his personal account as an employee of a large property developer. When the commentator queried the employer about the supervisor's posts, others of which also contained racist and offensive jokes, his employer took action to investigate the complaint and terminated his employment.

*Our people must not directly or indirectly engage in any activity which could by association cause Qantas public embarrassment or other damage.*

Qantas

*You may participate as an individual in political processes provided it is understood, and made clear, that in doing so you are not representing BHP Billiton.*

*We recognise employees' rights and respect their choices to participate as individuals in the political process... and your political opinions must not be presented as being those of BHP Billiton.*

BHP Billiton

29. In the public or private sectors, there is typically an expectation that employees should be seen as either impartial in the performance of their duties or committed to achieving the goals of the organisation.

30. The impact of inappropriate public comments on the maintenance of public confidence in the organisation features strongly across all sectors. There was generally an expectation that comments made by employees not denigrate their employers, colleagues, or clients.

31. Policies protecting the reputation of employers are common in the public sector. Public sector agencies are entitled to be concerned about their reputations and the impact the behaviour of their employees may be seen to have

on that reputation. Our reputation affects the confidence that the Government has in our ability to serve, and the confidence of the public that we will deal with them fairly and professionally.

32. Section 13(11) of the Code of Conduct requires all APS employees to behave at all times in a manner that upholds the good reputation of their agency and the Australian Public Service.

*Think carefully before communicating or publishing content in a public domain. At all times you must ensure that you do not:*

- *misrepresent any personal comments as IAG authorised comments, statements or activities;*
- *make derogatory comments about IAG, any members of the Group or any of its competitors;*
- *make discriminatory, defamatory, derogatory comments or statements regarding individual employees, directors of IAG, any members of the Group, or any competitor;*
- *bring the Group, any member of the Group or its brands into disrepute.*

Insurance Australia Group

## What do other employers do to limit the rights of their employees to participate in political activities?

33. In the private sector, employer policies often acknowledge the right of an employee to engage in political and social discourse as a member of the broader community. However, they also make it clear that employers expect that their employees will take steps to indicate that their personal opinions are not

necessarily held by the employer. For example, if an employee identifies their employer as part of their social media profile, that employer will often expect the employee to make it clear that any political comments they express do not necessarily reflect the views of the employer.

34. Often they will link their requirements on public comment to their requirements on employee conduct. Typically, employees are expected to:

- a. ensure their comments reflect the employer's expectations of good behaviour, as detailed within the relevant employee conduct guidelines
- b. conform to conduct guidelines regardless of whether the comment is made in a personal capacity or takes place outside of normal working hours.

35. In other Australian public sectors it is normal for public servants to be restricted in their capacity to comment on political affairs. They show a consistent concern, shared with public sector agencies overseas, that the online activities of public servants should not call into question either the impartiality of those public servants or the agencies for which they work.

36. In fact the current guidance in the APS is more liberal than that which applies in some countries. In the United Kingdom, for example, civil servants may simply be forbidden to speak in public 'on matters of national political controversy; expressing views on such matters in letters to the Press, or in books, articles or leaflets'.

37. Restrictions on the rights of public servants to make political comments also tend to increase with seniority. In the United Kingdom the civil service distinguishes between people working in industrial and non-office grades who are largely free to become involved in political affairs, while more senior employees must seek permission to take part in even local political activities and must comply with any conditions laid down by their employing agency.

*Employees... have the right to make public comment and enter into public debate on political and social issues. However, there are some circumstances in which this is inappropriate. For example, situations when the public comment, although made in a private capacity, may appear to be an official comment on behalf of the employee's department...*

*This is important because of the need to maintain Ministerial and public confidence in the impartiality of the actions taken and advice given by public employees. What is considered appropriate by a department head in any particular case will depend on the nature of the issue, the position held by the employee, the extent of the employee's participation, and their public prominence.*

NSW Government Personnel Manual

*Risks to consider:*

- *Privacy – there is no guarantee that privacy can be protected.*
- *Security – high traffic sites/accounts may pose a greater risk for 'malware' or 'spyware'.*
- *Time wasting – employees may use social media in a way that interferes with their duties.*
- *Bandwidth – some social media requires higher levels of bandwidth.*

ACT Government

38. In Canada, the existing guidance notes that upholding 'the non-partisan nature of the public service is the responsibility of all employees, whatever their level and whatever the nature of their duties.' It also explicitly bans deputy heads of agencies from engaging in 'any political activities other than voting in an election.'

39. In New Zealand, the guidance published by the State Services Commission notes that public servants 'should ensure that their personal contribution to public discussion maintains a level of discretion appropriate to the position they hold. Senior public servants, or those working closely with Ministers, need to exercise particular care.'

## Are there other considerations for public servants to bear in mind?

Social media guidelines developed more recently go beyond managing the risk of *content* and focus as well on managing the risk of *use*. Many identified as risk to their agencies the possibility that information about an employee's identity could be obtained from social media, and how that information can be used for identity fraud purposes and/or to compromise the integrity of employees.

40. Some organisations highlight the risk to ICT infrastructure that the personal use of social media on work platforms may represent. This included the possibility of importing viruses or malware, using common passwords across platforms, or even the possible impact on office bandwidth usage. In relation to use of social media at work, this guidance included matters such as performance of duties and productivity.

*When a federal employee joins a social media website, they may identify themselves as an employee of their department. ... Their self-identification creates a departmental Internet footprint, which is valuable security information ...*

*For example, an attacker may learn personal information about an individual and build a trust relationship by expressing interest in similar topics. ... The attacker can expand their trust relationship to other users and friends, further gathering information and penetrating the trust of departmental personnel.*

Guidelines for Secure Use of Social Media by Federal Departments and Agencies, United States

## Questions for consideration:

1. Should APS employees be prevented from making public comment on all political issues? Should there be different rules for different groups of APS employees?
2. Should APS employees be prevented explicitly from making critical public comment about services or programs administered by their agencies?
3. Should senior public servants have specific limitations about making public comments?
4. Should public servants posting in a private capacity be able to say anything as long as it includes a clear disclaimer stating that the opinion they have expressed is purely a statement of their own opinion and not that of their employer and is otherwise lawful?
5. Are the requirements of the APSC guidelines expressed clearly? Can they be made simpler and easier to understand?

Australian Public Service Commission  
November 2016

**From:** [REDACTED] on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Tuesday, 29 November 2016 3:12 PM  
**Subject:** New Indigenous SES Network [SEC=UNCLASSIFIED]

**Tab 5**

[Quick Look](#)

Dear Colleagues

I am writing about our new Indigenous SES Network and to request your assistance to promote the network to your Indigenous SES staff.

The Australian Public Service Commission (APSC) previously coordinated an Indigenous SES Network. At the initial Secretaries Sub-Committee on Equity and Diversity in September 2016, it was agreed that the APSC, in partnership with Professor Tom Calma would reinvigorate the network. The intention is to have a broad focus on recruitment, retention and career development of Indigenous APS employees.

A preliminary roundtable discussion was held in October 2016 with ten Indigenous SES staff from a range of agencies and locations. The group discussed the purpose, structure, learning and development needs of the group. The view was to re-establish the network with a clear value proposition and operating structure.

The group will be sponsored by me as the Australian Public Service Commissioner and led by Mr James Christian (SES Band 2 – Department of Social Services) and Ms Wendy Ah Chin (SES Band 1 – Department of Health – Darwin).

#### **First meeting**

The first formal Network meeting will be held in Canberra on **Monday 12 December 2016** from **9.00 am to 5.00 pm**. We will host a networking dinner on **Monday 12 December 2016** commencing at **7.00 pm** to allow members to further consolidate their relationships.

It is our intention that following the first meeting agencies will be invited to host future meetings and be given the opportunity to present during the first half of the meeting. If you would be interested in hosting a meeting please contact [REDACTED] on [REDACTED] or [REDACTED]

I ask that you familiarise your SES officers with the initiative. This will ensure that we have invited all Indigenous SES staff to participate.

Please contact Mr [REDACTED] Director, Indigenous Employment Team on [REDACTED] or [REDACTED] with any queries or clarifications.

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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**Subject:** FW: Australian Public Service Commissioner's Directions 2016

---

**From:** [REDACTED] ] On Behalf Of LLOYD,John

**Sent:** Friday, 2 December 2016 10:44 AM

**Subject:** Australian Public Service Commissioner's Directions 2016 [SEC=UNCLASSIFIED]

Colleagues

Yesterday the *Australian Public Service Commissioner's Directions 2016* came into effect. The Directions are significantly simplified and streamlined.

New measures have been introduced to provide agencies with greater flexibility around staffing decisions. Some of the key measures include:

- Merit lists created for SES roles can be routinely shared between agencies.
- Merit lists created for other levels can be shared on a case-by-case basis.
- Temporary employees can be engaged for up to three years without a full competitive selection process.
- Selection processes can be run as open only to people with disability.

If your staff would like to discuss these changes, please have them contact the Staffing Policy team at [staffingpolicy@apsc.gov.au](mailto:staffingpolicy@apsc.gov.au) or 02 6202 3857.

More information is also available on the Commission's website at [www.apsc.gov.au/priorities/directions](http://www.apsc.gov.au/priorities/directions).

Regards

**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)

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**Subject:** FW: SES Cap - Letter from the Commissioner  
**Attachments:** Federal Court of Australia - SES Cap.PDF

---

**From:** APSC - SES Cap Review [<mailto:sescap@apsc.gov.au>]  
**Sent:** Thursday, 13 April 2017 3:55 PM  
**To:** Warwick Soden <[Warwick.Soden@fedcourt.gov.au](mailto:Warwick.Soden@fedcourt.gov.au)>  
**Subject:** SES Cap - Letter from the Commissioner [DLM=For-Official-Use-Only]

**For Official Use Only**

Dear Mr Soden

Please find attached a letter from the APS Commissioner regarding arrangements for SES Cap reporting.

Kind regards

 I Policy Adviser  
Staffing Policy  
Employment Policy Group

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

W: [www.apsc.gov.au](http://www.apsc.gov.au)



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**Australian Government**  
**Australian Public Service Commission**

Australian Public Service Commissioner

Mr Warwick Soden OAM  
Chief Executive Officer  
Federal Court of Australia  
Law Courts Building  
Queens Square  
SYDNEY NSW 2000

Dear Mr Soden

A cap on the number of Senior Executive Service (SES) roles has been in place in the Australian Public Service (APS) since 2010. The Government has recently agreed to continue the SES cap and modify reporting.

SES cap reporting will change from monthly to quarterly. This change will take effect immediately. For agencies with a current SES cap, detailed information on the new reporting requirements is being communicated to SES cap contacts in your agency.

The Minister Assisting the Prime Minister for the Public Service remains responsible for approving increases to the SES cap and the establishment of an SES cap for a new agency. The Minister is supported by the Commission which monitors the SES cap and evaluates agency requests. Agency submissions are to continue to be sent to me in the first instance.

Agencies are expected to manage their SES staffing within their agreed SES cap. If your staff have any queries relating to SES cap matters, they can contact the Staffing Policy team on (02) 6202 3857 or [sescap@apsc.gov.au](mailto:sescap@apsc.gov.au).

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Lloyd', with a long horizontal line extending from the top right of the signature.

John Lloyd PSM  
13 April 2017

**Subject:** FW: Reporting of terminations for misconduct

**From:** [REDACTED] **On Behalf Of** LLOYD,John

**Sent:** Friday, 5 May 2017 10:40 AM

**Cc:** CROSTHWAITE,Kerren <[xxxxxx.xxxxxxxxxxx@xxxx.xxx.xx](mailto:xxxxxx.xxxxxxxxxxx@xxxx.xxx.xx)>

**Subject:** Reporting of terminations for misconduct [SEC=UNCLASSIFIED]

Dear Colleagues

I am writing to seek your views on a potential change to the reporting of terminations for misconduct.

At present, the Australian Public Service Commissioner's Directions 2016 require agencies to publish, in the Public Service *Gazette*, the names of ongoing APS employees whose employment is terminated for breaching the Code of Conduct. No other termination decisions are required to be notified in the *Gazette*.

The Parliamentary Joint Committee on Human Rights examined this requirement in its assessment of the Directions and queried its compatibility with the right to privacy. The Committee asked whether there could be other ways to show the APS deals properly with serious misconduct. I agreed to review the public notification of this information and to advise the Committee of my findings.

I consider some record of misconduct terminations should be maintained. This is justified as a protection against agencies engaging someone who has previously been dismissed for misconduct.

The key question is whether the *Gazette* is the appropriate mechanism. Is there a better and more effective way to maintain a database that is accessible to relevant agency HR personnel?

Accordingly, I am considering removing the requirement from the Directions. Instead, Code of Conduct termination information could be centrally and confidentially recorded and made available in specified circumstances to maintain the integrity of the APS.

Australian Public Service Commission data show a significant discrepancy in the number of Code of Conduct terminations notified in the *Gazette* compared with those recorded in the Commission's APS Employment Database (APSED). This suggests that many terminations are not gazetted.

I would welcome your views on this matter. Please contact me or Ms Kerren Crosthwaite, Group Manager Employment Policy on 02 6202 3948, or at [xxxxxx.xxxxxxxxxxx@xxxx.xxx.xx](mailto:xxxxxx.xxxxxxxxxxx@xxxx.xxx.xx). Responses would be appreciated by 19 May 2017.

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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**Subject:** FW: APS Remuneration Report 2016 and Individual Agency Report - Federal Court Statutory Agency  
**Attachments:** APS Remuneration Report 2016.docx; Federal Court Statutory Agency 2016 Individual Agency Report.docx

**From:** [REDACTED] [mailto:[REDACTED]] On Behalf Of LLOYD, John

**Sent:** Friday, 9 June 2017 3:16 PM

**To:** Warwick Soden <[Warwick.Soden@fedcourt.gov.au](mailto:Warwick.Soden@fedcourt.gov.au)>

**Subject:** APS Remuneration Report 2016 and Individual Agency Report - Federal Court Statutory Agency [DLM=For-Official-Use-Only]

**For Official Use Only**

Dear Warwick

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 ~~xxx~~\_\_\_\_\_

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)

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Australian Government  
Australian Public Service  
Commission

# 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.

## 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.

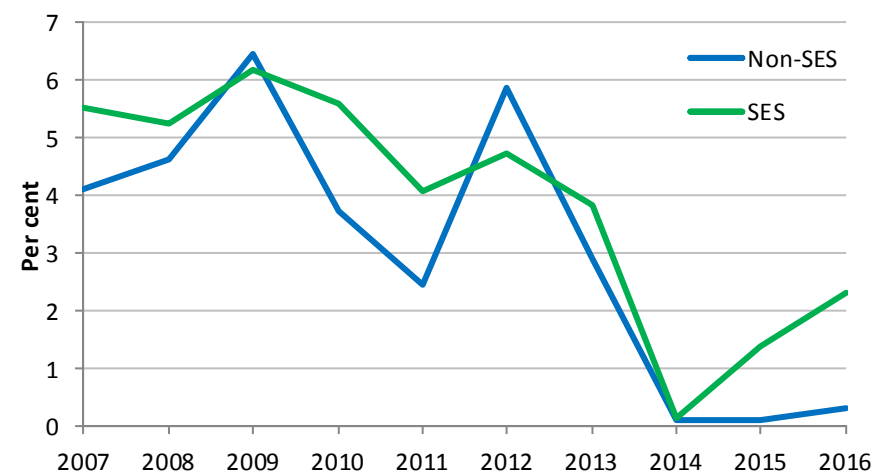
Ongoing engagements increased from 5,836 in 2015, to 11,192 in 2016. Ongoing promotions also increased from 6,988 in 2015 to 12,786 in 2016. These increases can affect median values as newly engaged or promoted employees tend to commence of salaries at the bottom of their salary scale.

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

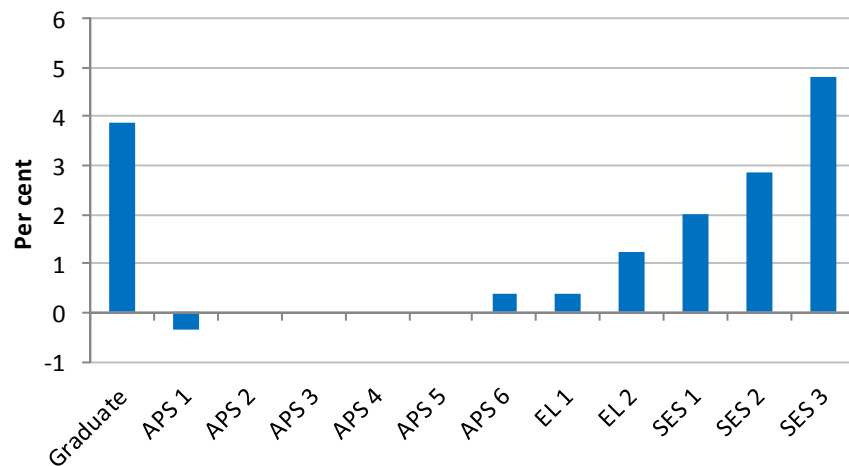
**Table 1.1: Summary of median key remuneration components**

Classification	Base Salary median	Base Salary median movement 2015 to 2016	TRP median	TRP median movement 2015 to 2016	TR median	TR 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.

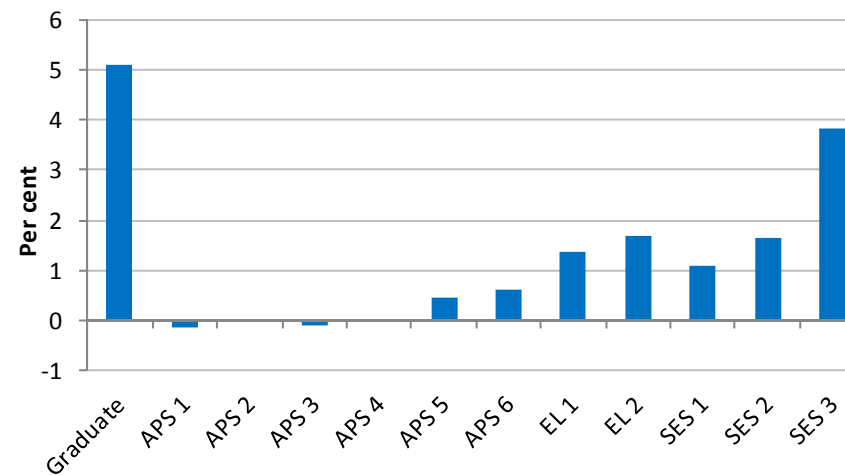


**Figure 1.2: Percentage change in median Base Salary by classification, 2015 to 2016**



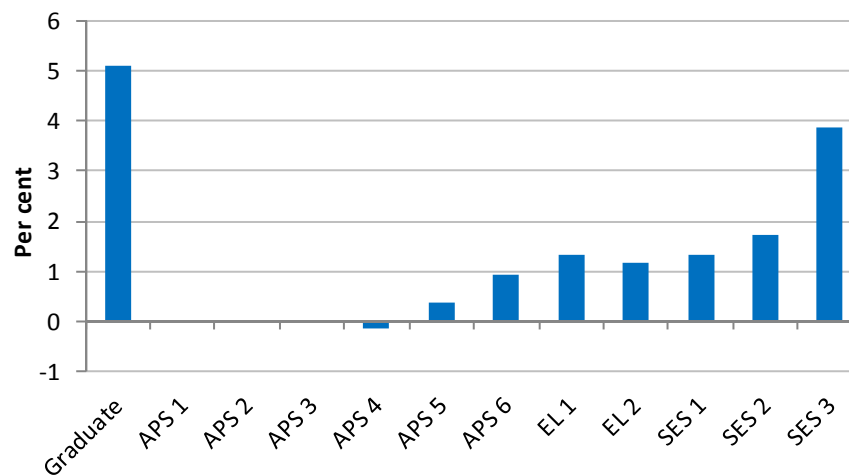
Source: Table 2.1

**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.

### 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%.

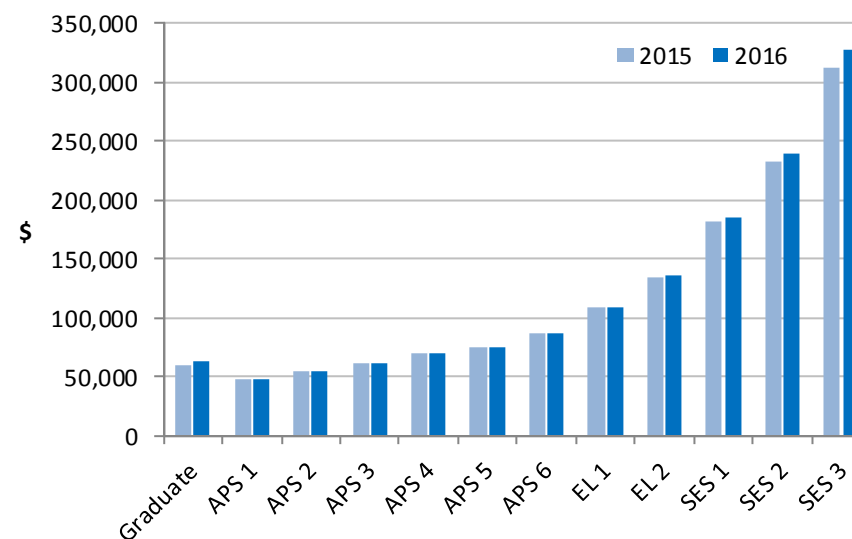
Table 2.1 provides the 2015 and 2016 median Base Salaries. The greatest increase in median Base Salary was at the SES 3 classification with a 4.8% increase. The lowest median movement from 2015 to 2016 was a decrease of 0.4% at the APS 1 classification.

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 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.

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.

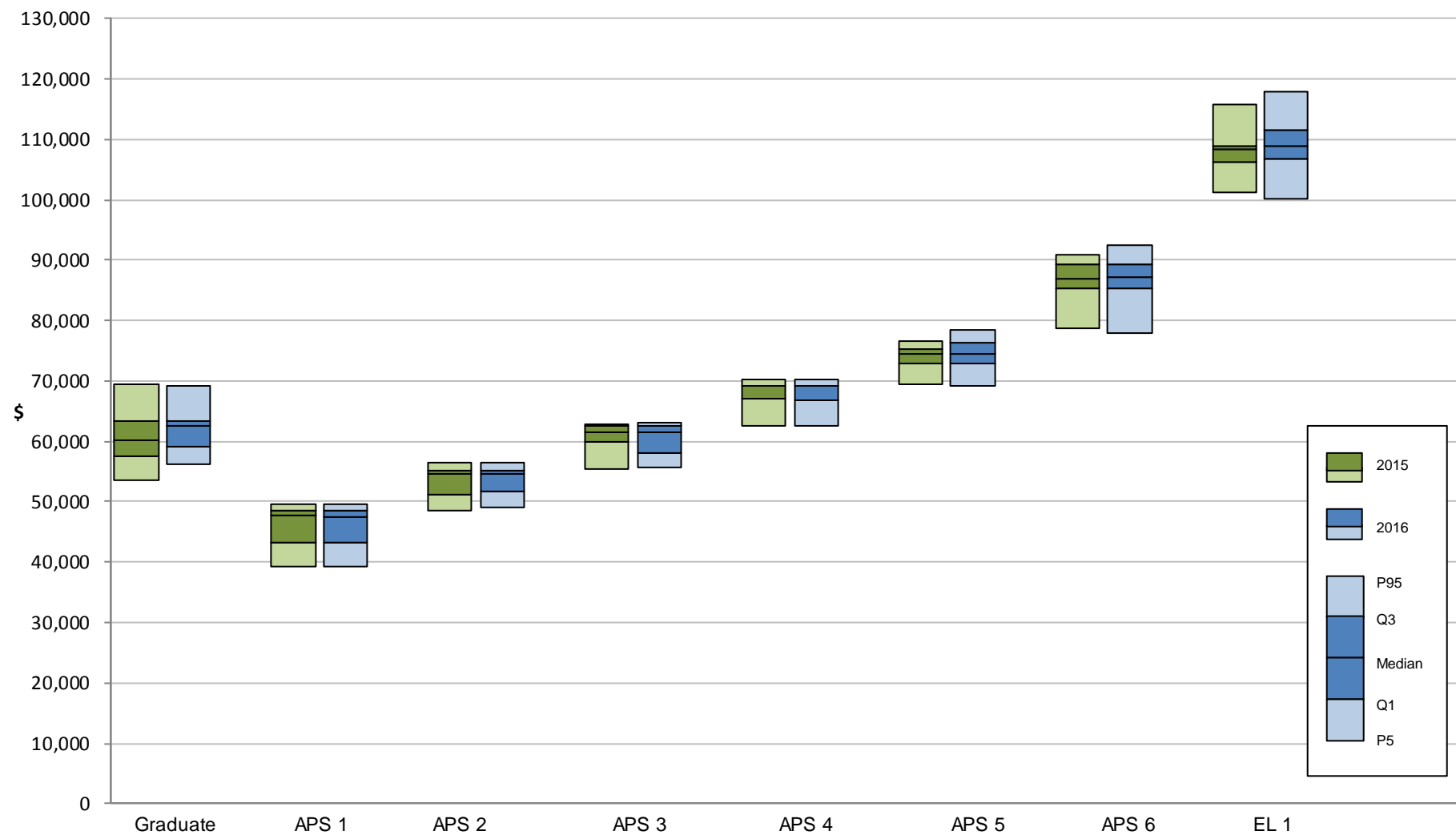
At the SES classifications, mobility is likely to have influenced the median movement. This includes both new engagements and movements to a new agency.

**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**

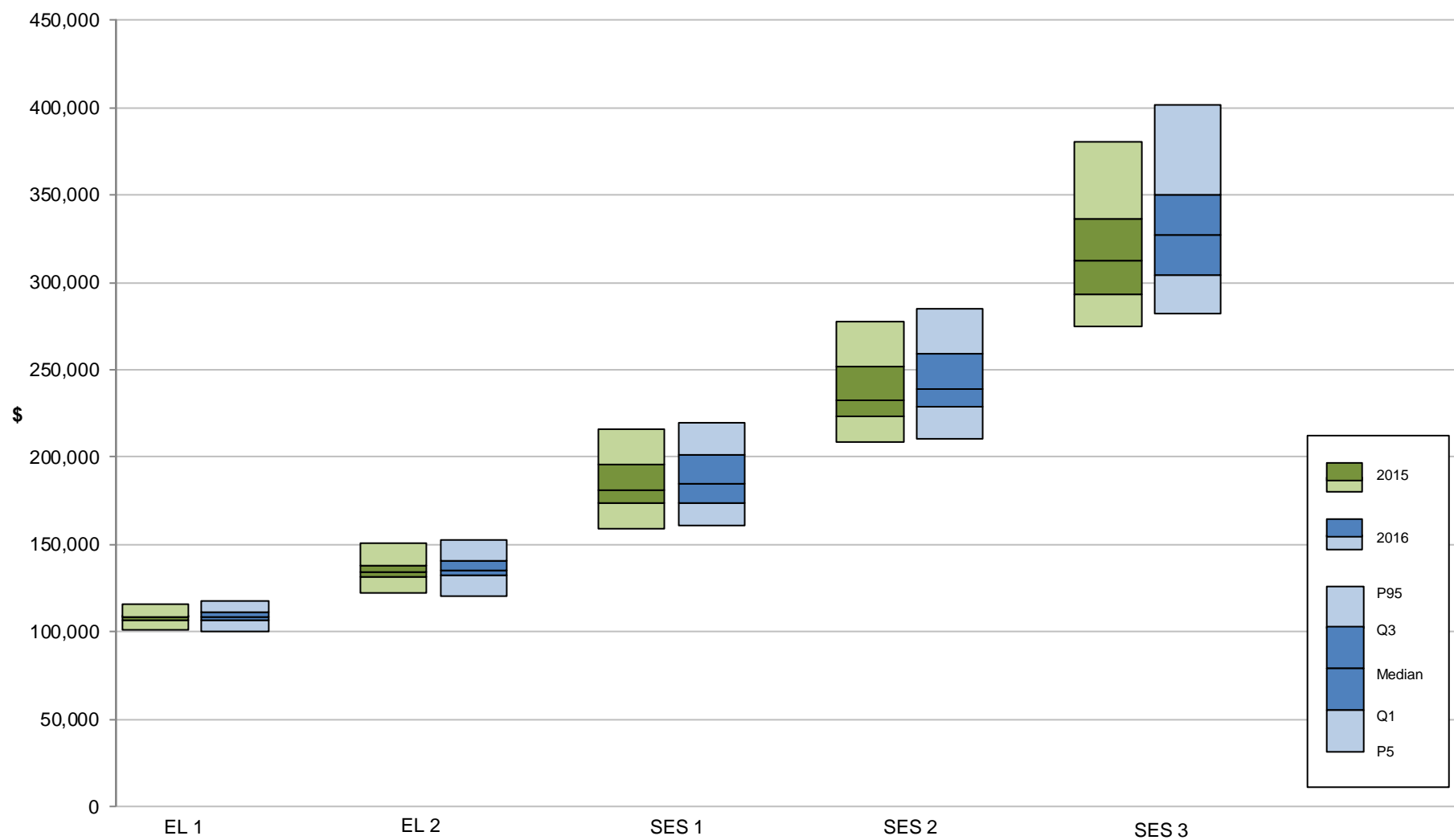


Source: Table 2.1

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	2016	2015	2016	2015	2016	2015	2016	change	2015	2016	2015	2016	2015	2016	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
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).

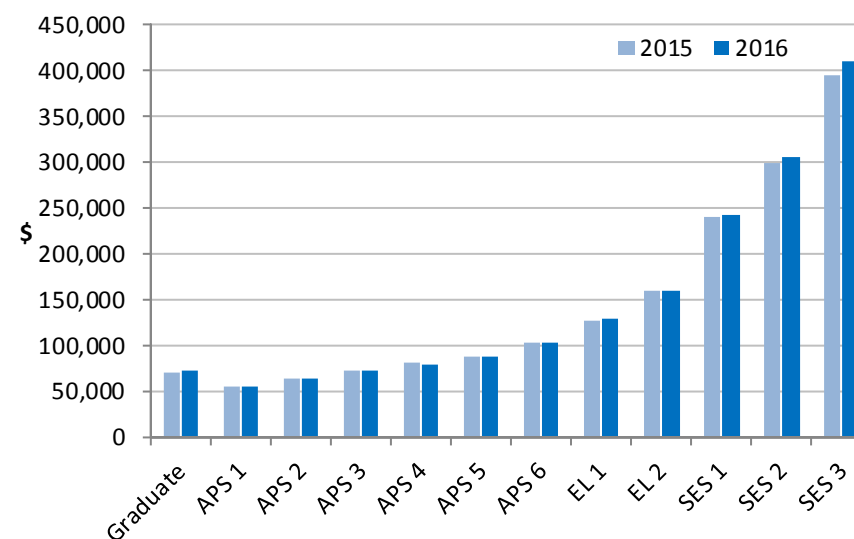
The overall movement in median TRP across all classifications from 2015 to 2016 was an increase of 0.6%. The non-SES classifications median TRP increased by 0.6%, and the SES classifications median TRP increased by 1.5%.

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.

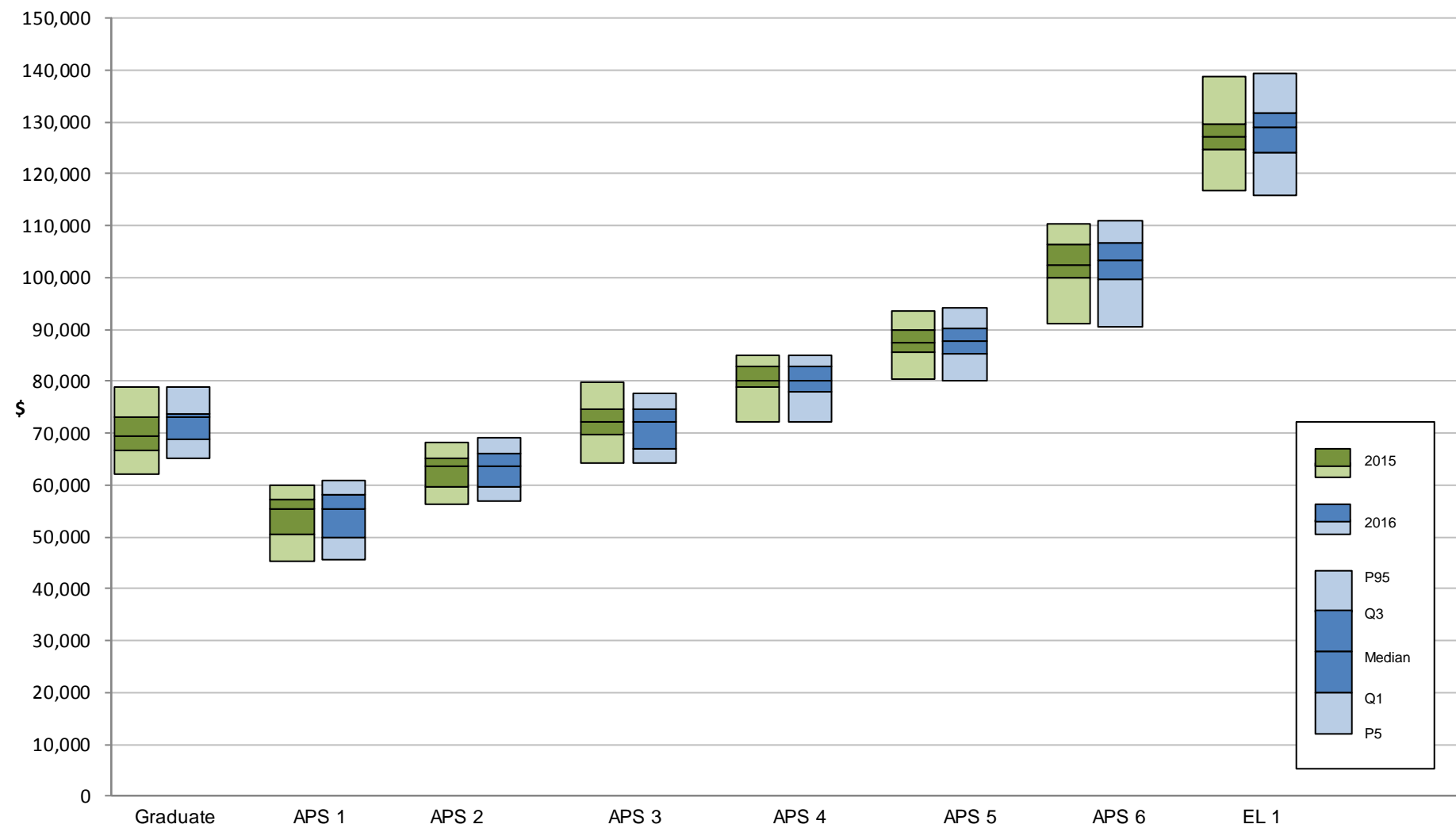
As demonstrated in Table 3.1, Base Salary makes up around 85% of the TR received by employees at the non-SES classifications. The key benefit received by non-SES employees in these classifications is the employer superannuation contribution which is primarily calculated on Base Salary. Normally the main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

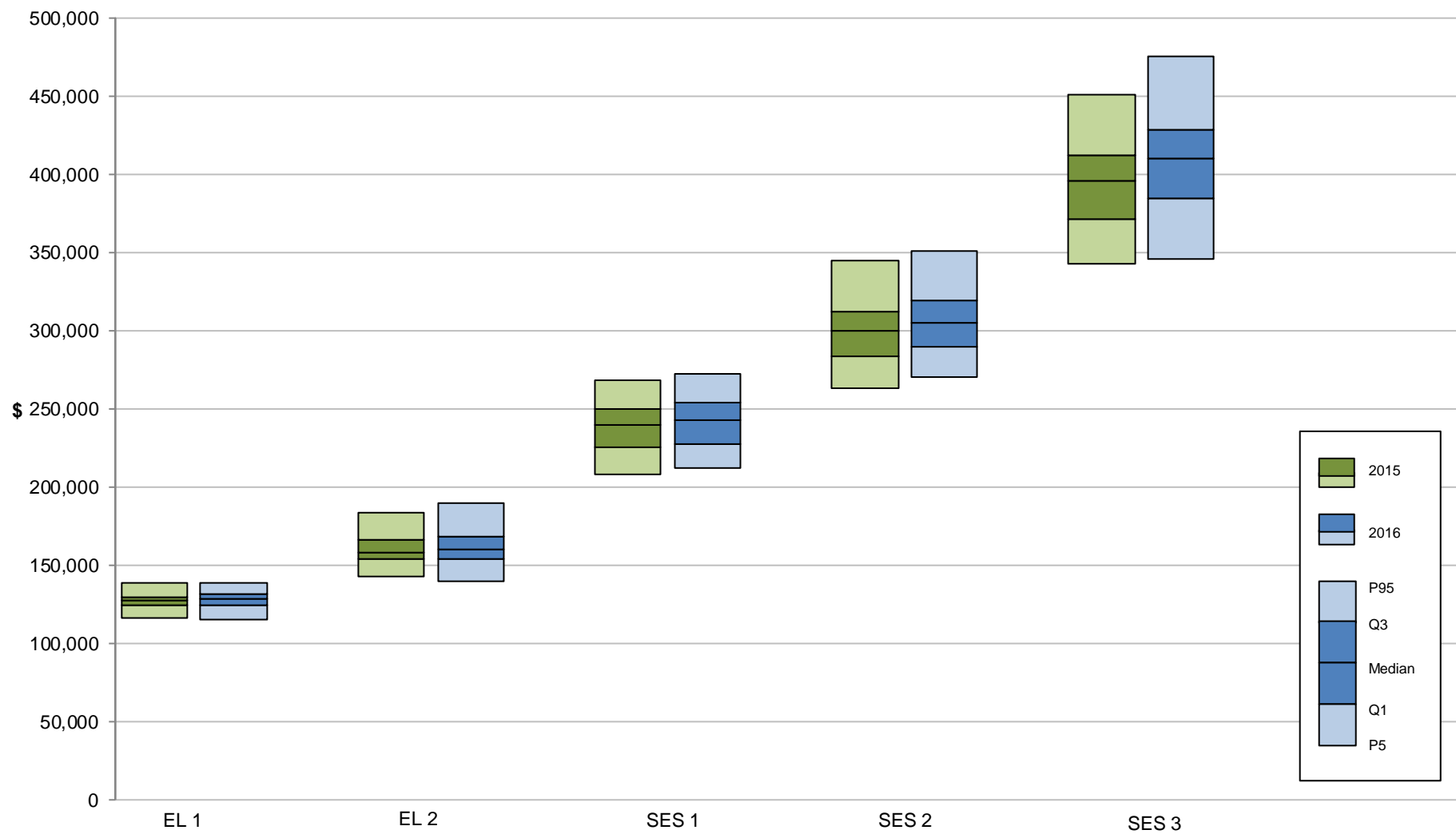


Source: Table 2.2

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			Q3		P95		Average		
	2015	2016	2015	2016	2015	2016	2015	2016	change	2015	2016	2015	2016	2015	2016	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
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.

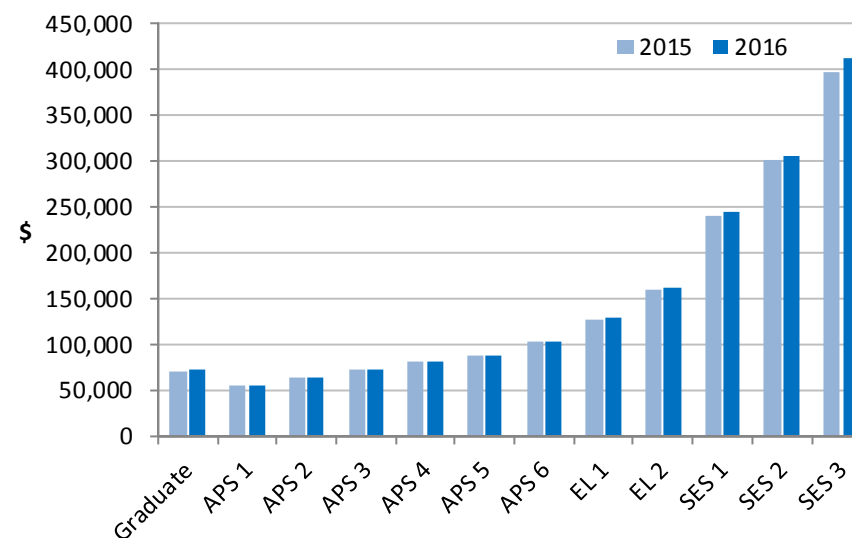
Median performance bonuses in 2016 ranged from \$725 at the APS 1-4 classifications to \$30,518 at the SES 3 classification.

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%.

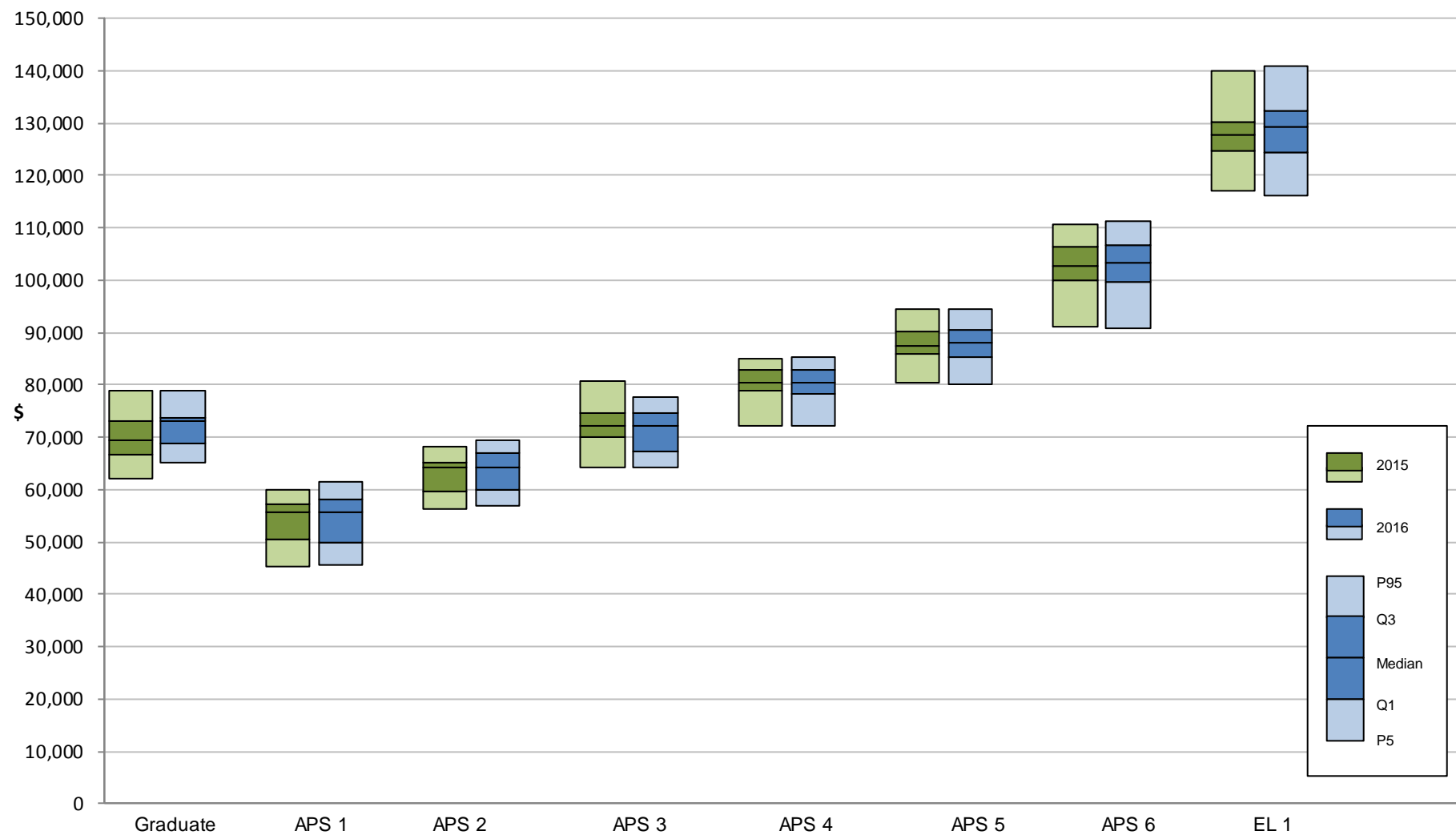
The APS 1 and APS 3 classifications showed the greatest decrease of median TR, with a decrease of 0.1%.

**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**

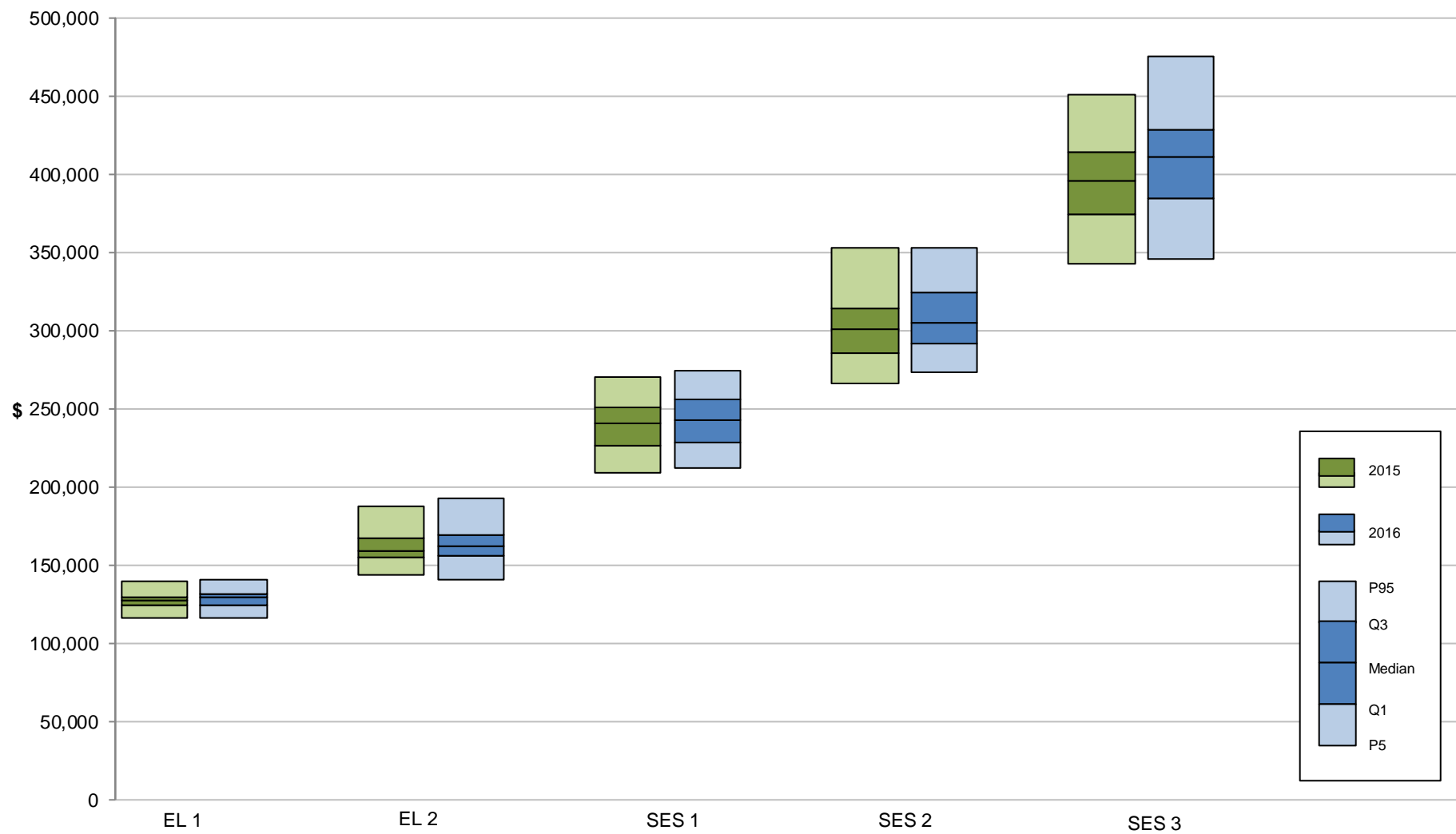


Source: Table 2.3

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.

**Table 2.3: Total Reward by classification**

Classification	Employees		P5		Q1		Median			Q3		P95		Average		
	2015	2016	2015	2016	2015	2016	2015	2016	change	2015	2016	2015	2016	2015	2016	change
	n	n	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	\$	\$	%
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	78,847	69,917	71,752	2.6
APS 1	804	649	45,172	45,554	50,428	49,919	55,633	55,550	-0.1	57,341	57,997	60,011	61,488	54,088	54,085	0.0
APS 2	3,265	2,854	56,196	57,032	59,725	60,007	64,306	64,306	0.0	65,233	66,868	68,299	69,567	62,895	63,642	1.2
APS 3	15,493	15,669	64,117	64,108	69,907	67,235	72,199	72,116	-0.1	74,678	74,678	80,839	77,722	72,133	71,331	-1.1
APS 4	29,181	28,458	72,117	72,117	78,804	78,187	80,395	80,395	0.0	82,741	82,741	85,039	85,273	80,265	80,156	-0.1
APS 5	19,835	20,254	80,433	80,082	85,916	85,351	87,547	87,952	0.5	90,191	90,627	94,480	94,403	87,839	87,964	0.1
APS 6	30,673	32,176	91,149	90,714	100,047	99,777	102,654	103,305	0.6	106,285	106,656	110,643	111,344	102,576	102,923	0.3
EL 1	24,782	24,626	116,963	116,129	124,647	124,403	127,701	129,433	1.4	130,237	132,223	139,906	140,953	128,049	128,988	0.7
EL 2	11,335	11,297	143,678	140,757	155,266	155,865	159,399	162,103	1.7	167,400	169,609	187,881	192,831	163,486	165,077	1.0
SES 1	1,897	1,941	209,568	212,898	226,442	228,556	240,811	243,467	1.1	251,198	256,123	270,580	275,113	239,909	243,395	1.5
SES 2	528	515	266,150	274,072	285,602	291,682	300,713	305,616	1.6	314,389	325,041	353,669	353,399	305,771	311,807	2.0
SES 3	113	109	343,294	346,003	375,104	384,948	396,453	411,667	3.8	414,942	428,422	450,739	475,575	403,544	419,229	3.9
Total	139,065	139,885														



### 3. Features of Key Remuneration Components

#### 3.1 Comparison of Key Remuneration Components by Classification

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The comparison of the different components of the Total Reward (TR) provides an understanding of the proportion that each component contributes to the whole TR.

Table 3.1 provides data on the components of TR across all classifications. It shows the proportion that Base Salary, benefits and bonuses contribute to the TR.

For all classifications, the largest component of TR, apart from Base Salary, is generally the employer superannuation contribution.

Across the non-SES classifications, Base Salary makes up between 83.6% and 86.1% of the TR received by employees. The benefits component makes up between 13.4% and 15.6%, most of which is the employer superannuation contribution.

At the SES levels, the benefits component provides a greater contribution to the TR than it does for the non-SES classifications. This varies from 20.4% at the SES 3 classification to 24.0% at the SES 1 classification. The benefits component is primarily composed of the employer superannuation contribution and motor vehicle arrangements.

Bonus payments continue to make up only a minor part of the TR. The use of performance bonus arrangements across all classifications has decreased from 17.6% of employees receiving a performance bonus in 2015 to 13.8% in 2016. At the SES classifications the use of performance bonuses has decreased from 7.0% in 2015 to 5.3% in 2016. Bonuses contribute 0.2% of the TR received in the SES classifications and up to 1.1% for the non-SES classifications.

Further information on the breakdown of Base Salary, TRP, and TR can be found in *Section 7: Remuneration Findings by Classification*.

**Table 3.1: Composition of median Total Reward by classification**

Classification	Employees	Median TR	Base salary component of TR		Benefit component of TR		Bonus component of TR	
	n	\$	\$	%	\$	%	\$	%
Graduate	1337	72,974	62,493	85.6	10,481	14.4	0	0.0
APS 1	649	55,550	47,567	85.6	7,804	14.0	179	0.3
APS 2	2854	64,306	54,588	84.9	8,993	14.0	725	1.1
APS 3	15669	72,116	61,512	85.3	10,604	14.7	0	0.0
APS 4	28458	80,395	69,239	86.1	10,792	13.4	364	0.5
APS 5	20254	87,952	74,451	84.6	13,311	15.1	190	0.2
APS 6	32176	103,305	87,263	84.5	16,042	15.5	0	0.0
EL 1	24626	129,433	108,796	84.1	20,191	15.6	446	0.3
EL 2	11297	162,103	135,583	83.6	24,995	15.4	1,526	0.9
SES 1	1941	243,467	184,626	75.8	58,457	24.0	384	0.2
SES 2	515	305,616	239,272	78.3	65,794	21.5	550	0.2
SES 3	109	411,667	327,000	79.4	83,874	20.4	793	0.2



## 3.2 Motor Vehicle Allowances

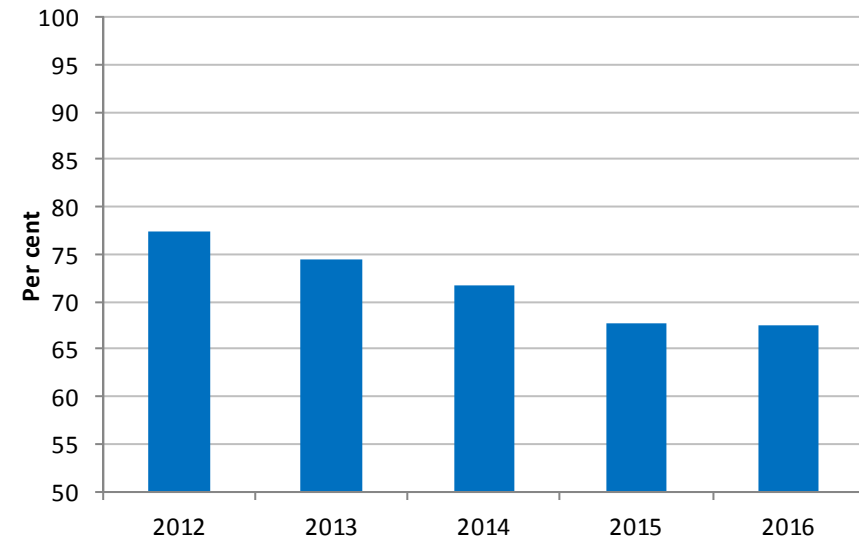
Motor vehicle cost is the annualised cost of a motor vehicle that an employee is able to use for private use. This includes the provision of a motor vehicle, running costs, insurance, repairs, maintenance and any fringe benefits tax payable. Cash-in-lieu of a vehicle is the total paid to an employee where they opt for cash instead of a motor vehicle. Table 3.2 combines these allowances by classification.

Consistent with previous years, the use of motor vehicle allowances was low in the non-SES classifications. The highest use of motor vehicle allowances at these classifications was at the EL 2 classification with 4.1% of employees receiving a benefit.

There was a reduction in the proportion of SES employees who received a motor vehicle related allowance from 67.8% in 2015 to 67.5% in 2016.

There was no change in the median amounts paid for motor vehicle benefits for SES employees.

**Figure 3.1: Proportion of SES employees who received a motor vehicle allowance, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 3.2: Motor vehicle allowance by classification**

Classification	Total employees	Employees with allowance	Proportion with allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	0	0.0	.	.	.	.	.	.
APS 1	649	0	0.0	.	.	.	.	.	.
APS 2	2,854	0	0.0	.	.	.	.	.	.
APS 3	15,669	0	0.0	.	.	.	.	.	.
APS 4	28,458	0	0.0	.	.	.	.	.	.
APS 5	20,254	0	0.0	.	.	.	.	.	.
APS 6	32,176	0	0.0	.	.	.	.	.	.
EL 1	24,626	4	0.0	25,208	25,229	25,250	25,250	25,250	25,240
EL 2	11,297	460	4.1	21,265	25,208	25,250	25,250	28,348	25,122
SES 1	1,941	1,323	68.2	21,623	25,000	26,000	27,880	28,348	25,695
SES 2	515	338	65.6	20,550	26,465	27,000	28,000	30,000	26,577
SES 3	109	70	64.2	24,195	27,725	30,000	30,000	31,000	28,693
Total	139,885	2,195	1.6						

### 3.3 Performance Bonus

Performance bonuses may be available to APS employees through an enterprise agreement or other employment instrument. The availability, eligibility and amounts vary across agencies. While performance is also recognised through other mechanisms such as salary or incremental advancement (which is reflected in Base Salary movement) this section reports only on performance bonus payments.

There were 19,147 employees, or 13.9% of the non-SES workforce, and 135 employees, or 5.3% of the SES workforce who received a performance bonus in 2016.

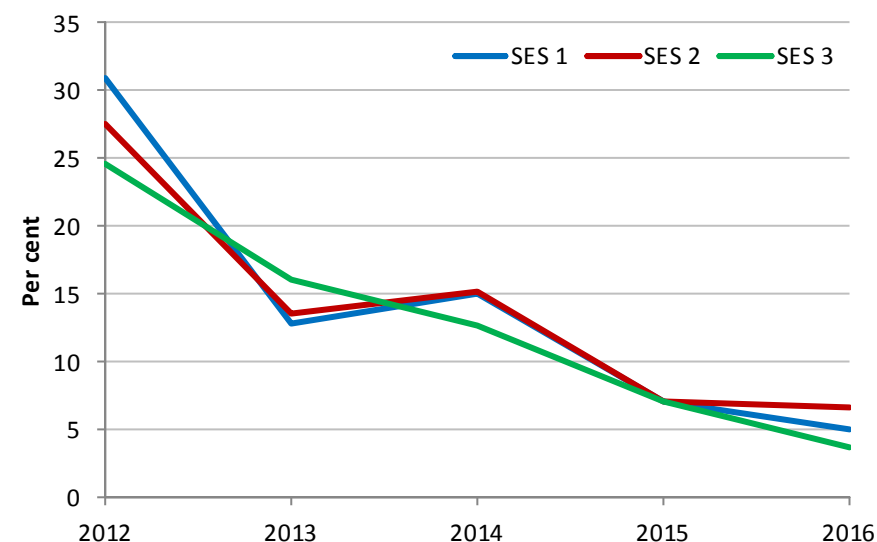
The proportion of employees who received performance bonuses varied across the non-SES classification levels from 0.1% at the Graduate level to 25.9% at the APS 2 classification.

As few enterprise agreements contain provisions for performance bonuses, the figures and the non-SES classifications have been dominated by an agency which has a high proportion of their workforce at the top of their classification salary ranges. The enterprise agreement covering this agency provide for a bonus payment, in lieu of salary advancement, linked to satisfactory performance.

Figure 3.2 shows that the proportion of SES employees that received a performance bonus in the past five years. The proportion of SES employees that received a bonus in 2016 is significantly lower than in 2012.

The median performance bonus values increased at the SES 1 and SES 3 classifications, by 14.4% and 11.0% respectively. The median performance bonus decreased at the SES 2 classification by 0.6%.

**Figure 3.2: Proportion of SES employees who received a performance bonus, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 3.3: Performance bonus by classification**

Classification	Total employees	Employees with bonus	Proportion with bonus	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	2	0.1	6,859	6,859	8,076	9,292	9,292	8,076
APS 1	649	69	10.6	471	725	725	725	725	705
APS 2	2,854	739	25.9	725	725	725	725	725	720
APS 3	15,669	1,604	10.2	580	725	725	725	1,265	828
APS 4	28,458	1,754	6.2	435	725	725	725	4,027	1,058
APS 5	20,254	3,147	15.5	725	743	743	743	1,532	1,108
APS 6	32,176	5,003	15.5	674	868	868	868	4,174	1,449
EL 1	24,626	4,393	17.8	1,084	1,084	1,084	2,203	6,083	2,010
EL 2	11,297	2,436	21.6	1,339	1,339	1,473	5,713	15,679	6,382
SES 1	1,941	97	5.0	1,339	7,594	12,114	14,444	25,067	11,366
SES 2	515	34	6.6	10,000	18,000	21,825	30,000	217,660	48,240
SES 3	109	4	3.7	17,120	22,302	30,518	331,354	629,155	176,828
Total	139,885	19,282	13.8						

### 3.4 Superannuation

The median employer superannuation contribution for the non-SES classifications in 2016 was between 15.4% and 18.8% of the employee's super salary, dependent on the superannuation scheme that individual employees participated in.

APS employee superannuation fund membership has been reported by four categories:

- The Commonwealth Superannuation Scheme (CSS);
- The Public Sector Superannuation Scheme (PSS);
- The Public Sector Superannuation Accumulation Plan (PSSap); and
- Other.

As the CSS and PSS closed to new members in 1990 and 2005 respectively, there were no APS employees in the CSS under 40 years of age, and no employees under 25 years of age in the PSS.

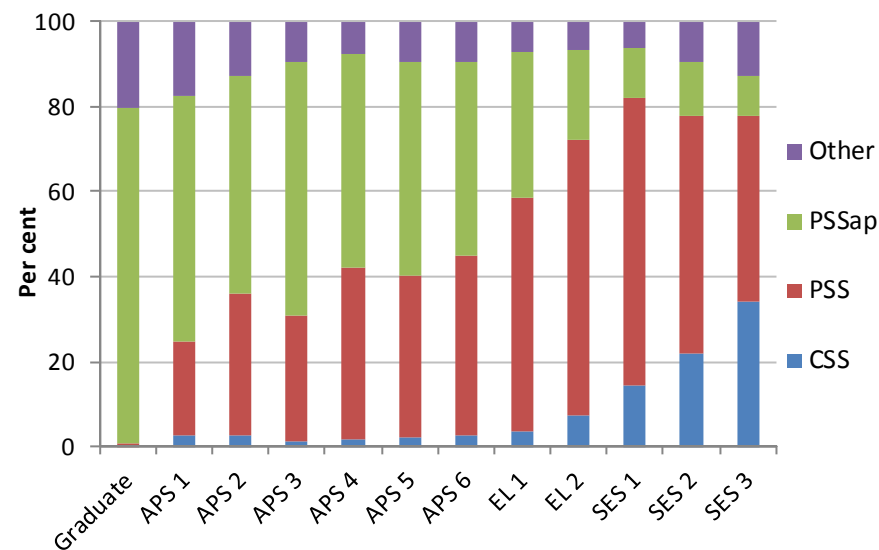
There were 61,018 APS employees, or 43.6% of the APS workforce, in the PSS and 62,826 employees, or 44.9% of the workforce, in the PSSap. There has been a slight reduction since last year in the proportion of employees in the CSS and PSS with a corresponding increase in proportion of employees in the PSSap.

Figure 3.3 provides information on the proportional distribution of superannuation scheme membership by classification. As a general trend, the PSSap membership decreases as the classification increases, reflecting this as the default fund in the APS since 2005. Conversely, the proportion of employees in the CSS are higher at higher classifications, reflecting employees who have been in the service for longer.

Only 3.0% of employees were members of the CSS, down from 3.6% in 2015 with approximately 38.2% of them aged 55 years or over. These members represent a notable proportion of the SES workforce: 14.4% at the SES 1 level, 22.1% at the SES 2 level and 33.9% of the SES 3 level.

A high employer superannuation contribution (compared to super salary) can be the result of several things: an employee performing an eligible period of higher duties when their superannuation was calculated; and annualising superannuation paid fortnightly, based on ordinary time earnings for a fortnight with a large amount of shift work or overtime. Employer superannuation contributions are shown in Tables 3.6 and 3.7.

**Figure 3.3: Employee superannuation fund by classification**



Source: Table 3.4

**Table 3.4: Employees by classification and superannuation fund**

Classification	CSS		PSS		PSSap		Other	
	n	%	n	%	n	%	n	%
Graduate	.	.	11	0.8	1,055	78.9	271	20.3
APS 1	18	2.8	142	21.9	375	57.8	114	17.6
APS 2	68	2.4	958	33.6	1,463	51.3	365	12.8
APS 3	215	1.4	4,613	29.4	9,344	59.6	1,497	9.6
APS 4	417	1.5	11,492	40.4	14,417	50.7	2,132	7.5
APS 5	411	2.0	7,695	38.0	10,257	50.6	1,891	9.3
APS 6	844	2.6	13,597	42.3	14,758	45.9	2,977	9.3
EL 1	915	3.7	13,531	54.9	8,474	34.4	1,706	6.9
EL 2	834	7.4	7,326	64.8	2,387	21.1	750	6.6
SES 1	279	14.4	1,317	67.9	221	11.4	124	6.4
SES 2	114	22.1	288	55.9	65	12.6	48	9.3
SES 3	37	33.9	48	44.0	10	9.2	14	12.8
Total	4,152	3.0	61,018	43.6	62,826	44.9	11,889	8.5

**Table 3.5: Employees by superannuation fund and age group**

Age Group	CSS		PSS		PSSap		Other	
	n	%	n	%	n	%	n	%
Under 20	.	.	.	.	133	91.1	13	8.9
20-24	.	.	.	.	2,907	83.8	561	16.2
25-29	.	.	22	0.2	10,228	84.6	1,833	15.2
30-34	.	.	1,467	8.2	14,302	80.3	2,042	11.5
35-39	.	.	7,602	38.6	10,385	52.8	1,686	8.6
40-44	11	0.1	11,482	56.4	7,540	37.0	1,338	6.6
45-49	597	2.9	12,646	61.3	6,188	30.0	1,204	5.8
50-54	1,960	9.4	12,816	61.6	4,849	23.3	1,193	5.7
55-59	893	5.8	9,724	63.6	3,589	23.5	1,087	7.1
60 and over	691	7.2	5,259	54.9	2,705	28.2	932	9.7
Total	4,152	3.0	61,018	43.6	62,826	44.9	11,889	8.5

**Table 3.6: Employer superannuation contribution as a proportion of Base Salary by classification**

Classification	Employees		P5		Q1		Median		Q3		P95		Average	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
	n	n	%	%	%	%	%	%	%	%	%	%	%	%
Graduate	1,159	1,337	13.5	15.4	15.4	15.4	15.4	15.4	15.6	15.4	19.2	18.4	15.6	15.6
APS 1	804	649	15.4	15.4	15.4	15.4	15.6	15.4	19.5	17.1	23.5	20.5	17.4	16.5
APS 2	3,264	2,854	15.4	15.4	15.4	15.4	15.6	15.4	18.9	19.8	22.2	20.1	17.1	17.0
APS 3	15,492	15,665	15.4	15.4	15.4	15.4	16.1	15.4	19.9	17.2	28.7	19.8	18.4	16.6
APS 4	29,181	28,454	15.4	15.4	15.4	15.4	16.3	15.4	19.5	19.5	22.3	19.8	17.6	17.0
APS 5	19,835	20,251	15.0	15.4	15.4	15.4	15.8	15.4	19.5	19.5	24.5	19.9	17.8	16.9
APS 6	30,670	32,172	14.9	15.4	15.4	15.4	15.7	15.4	19.5	19.5	23.3	19.9	17.6	17.2
EL 1	24,778	24,624	15.0	15.4	15.4	15.4	18.0	18.7	19.6	19.4	22.5	19.8	17.8	17.5
EL 2	11,328	11,292	15.1	15.4	15.4	15.4	17.9	18.8	19.5	19.0	22.3	19.8	18.0	17.8
SES 1	1,896	1,941	15.0	15.4	16.2	17.2	18.3	18.8	19.9	18.9	23.6	20.3	18.5	18.2
SES 2	528	514	14.7	15.4	15.6	16.6	17.9	18.8	20.1	18.9	23.8	20.3	18.4	17.9
SES 3	113	108	12.3	15.4	15.4	17.1	17.8	18.3	19.5	19.2	23.3	20.3	17.6	18.0



**Table 3.7: Employer superannuation contribution by classification**

Classification	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Average \$
Graduate	1,337	8,620	9,264	9,738	10,199	11,423	9,763
APS 1	649	6,108	6,817	7,474	9,278	11,965	8,109
APS 2	2,854	7,547	7,950	8,720	11,047	13,309	9,574
APS 3	15,669	8,503	9,016	9,731	12,511	15,398	10,874
APS 4	28,458	9,624	10,516	11,056	13,502	15,419	11,992
APS 5	20,254	10,638	11,447	12,039	14,765	17,495	13,150
APS 6	32,176	11,951	13,374	14,629	17,397	20,528	15,404
EL 1	24,626	15,099	16,719	20,298	21,297	24,216	19,429
EL 2	11,297	18,849	21,749	25,371	26,474	30,478	24,722
SES 1	1,941	25,494	31,065	34,223	37,398	41,372	34,159
SES 2	515	33,615	39,669	43,246	47,629	54,842	43,562
SES 3	109	44,556	52,397	57,084	63,544	69,590	57,555



## 4. Payments in Addition to Key Remuneration Components

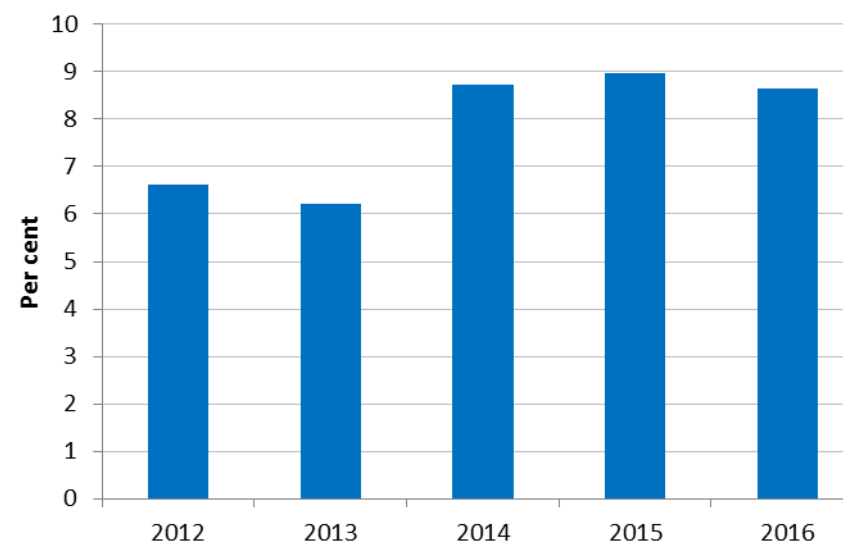
The following section provides information on payments that are not discussed in the preceding sections on Base Salary, Total Remuneration Package or Total Reward. They are reflective of situations outside the standard parameters and include remuneration for taking on higher or additional duties and payments specific to geographical locations and particular hardship.

### 4.1 Acting Classification

Acting classification salary has not been included in any of the key remuneration component reporting. There were 12,108 employees, or 8.7% of the workforce, on temporary assignment to a different classification level and had been performing the acting duties for at least 90 days. This has decreased from 2015 when 12,487 employees, or 9.0% of the workforce, were on temporary assignment to a different classification level.

The values shown in Table 4.1 are the salaries paid to employees undertaking acting duties. The median values, when compared with the Base Salary (see Table 2.1) shows that the acting salaries tend to be between the 5<sup>th</sup> percentile and Q1 values. It demonstrates that employees acting at a different classification tend to receive salaries at or near the bottom of the temporary classification salary range, as would generally be expected.

**Figure 4.1: Proportion of employees who were on temporary assignment to a different classification, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 4.1: Acting classification salary by acting classification**

Acting classification	Total employees	Acting employees	Acting employees	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	0	0.0	.	.	.	.	.	.
APS 1	649	2	0.3	48,533	48,533	48,533	48,533	48,533	48,533
APS 2	2,854	32	1.1	47,097	49,459	50,892	52,234	54,604	50,951
APS 3	15,669	286	1.8	55,216	56,825	57,965	58,897	62,492	58,173
APS 4	28,458	1,098	3.9	60,452	63,492	64,605	66,657	70,144	65,229
APS 5	20,254	2,683	13.2	67,638	69,756	72,056	74,156	76,362	72,060
APS 6	32,176	3,437	10.7	74,321	77,154	79,276	82,209	89,217	80,321
EL 1	24,626	2,965	12.0	94,113	96,255	100,119	103,518	108,796	100,567
EL 2	11,297	1,317	11.7	111,559	114,070	120,128	124,995	134,357	120,555
SES 1	1,941	240	12.4	153,597	161,159	167,604	188,546	210,368	175,640
SES 2	515	43	8.3	189,558	208,711	214,459	227,347	261,757	217,212
SES 3	109	5	4.6	278,122	291,000	297,000	312,971	319,230	299,665
Total	139,885	12,108	8.7						

## 4.2 Geographic/Locality Allowance

Table 4.2 provides data for a cluster of allowances which relate to a particular locality or geographical region. These are variously described across agency enterprise agreements. Examples of such allowances include: disturbance allowance, district allowance, remote localities assistance, leave fare and overseas allowance. It excludes disability related allowances such as location-specific hardship allowances.

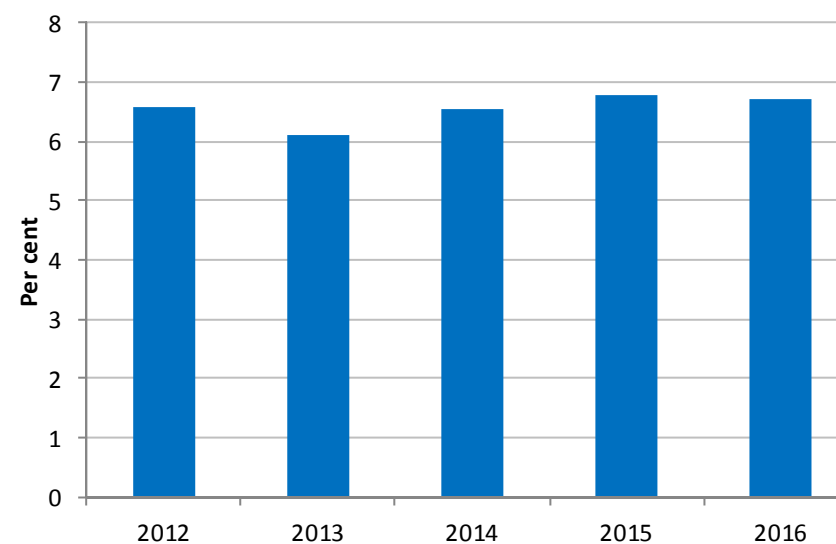
In 2016, 6.7% of APS employees received a geographic or locality allowance; 9.8% of the SES workforce and 6.6% of the non-SES workforce.

Table 4.2 shows the classifications with the highest proportion of employees receiving a geographic/locality allowance in 2016 were the Graduate and APS 3 classifications. This is consistent with 2014 and 2015 findings. The APS 4 and APS 6 classifications had the lowest proportion of employees in receipt of geographic/locality allowances.

The Graduate and APS 3 classifications had the lowest median of allowances received. The SES 3 classification had the highest median. This is consistent with the 2015 findings.

In the last 5 years, the proportion of the APS workforce in receipt of a geographic/locality allowance has ranged between 6.1% and 6.8%.

**Figure 4.2: Proportion of employees who received a geographic/locality allowance, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 4.2: Geographic/locality allowance by classification**

Classification	Total employees	Employees with allowance	Proportion with allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	299	22.4	223	500	801	1,201	3,250	1,117
APS 1	649	59	9.1	933	3,064	7,667	12,360	30,090	9,750
APS 2	2,854	185	6.5	658	2,069	5,054	11,577	26,229	7,715
APS 3	15,669	2,160	13.8	231	1,037	1,341	2,224	14,321	3,448
APS 4	28,458	1,161	4.1	170	979	2,138	6,795	16,772	4,903
APS 5	20,254	1,821	9.0	375	1,164	1,678	6,665	24,567	5,933
APS 6	32,176	1,552	4.8	352	1,205	2,834	10,850	42,898	10,637
EL 1	24,626	1,239	5.0	576	2,163	10,707	34,980	116,676	28,205
EL 2	11,297	651	5.8	801	4,984	24,200	59,461	175,744	44,762
SES 1	1,941	194	10.0	1,748	9,546	36,879	63,690	168,839	49,968
SES 2	515	47	9.1	3,637	10,688	47,654	64,812	102,151	44,781
SES 3	109	10	9.2	15,849	63,804	81,571	100,465	187,010	82,405
Total	139,885	9,378	6.7						

## 4.3 Disability Allowance

Disability-related allowances are intended to address specific instances where an employee may need to work in circumstances where they are subject to specific discomforts and/or difficulties. These allowances may be applied for situations both within Australia and overseas and may be location and/or duty specific. Examples of disability allowances include, but are not limited to: duty at sea, hardship, inspection and certification of dangerous goods, marine crew accommodation, self-contained breathing apparatus, Southern Ocean operations training and working conditions allowances.

In 2016, 3.7% of APS employees received a disability allowance; 6.1% of the SES workforce, and 3.7% of the non-SES workforce.

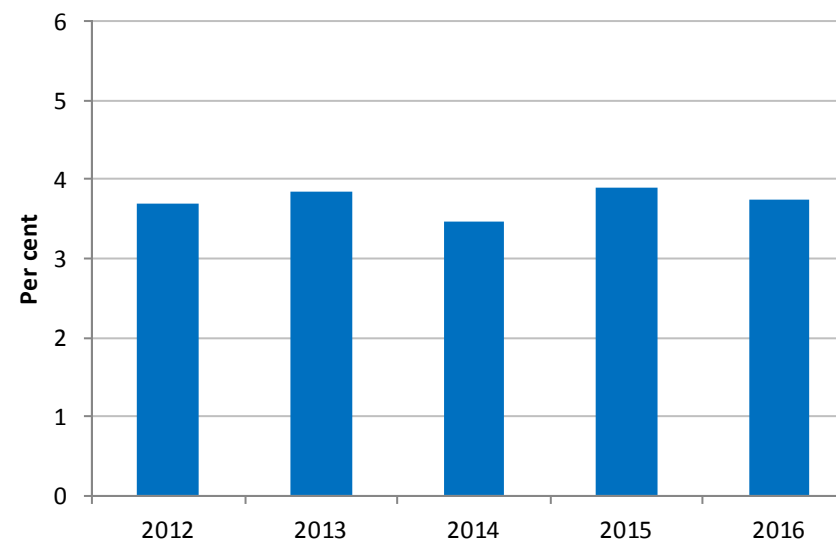
Table 4.3 shows that non-SES classifications generally have lower proportions of employees in receipt of disability allowances compared to SES. Of the non-SES classifications, APS 1 employees had the highest proportion of 6.8% receiving a disability allowance. The rest of the non-SES classifications had 2.2% to 5.7% of employees receive a disability allowance. In contrast, the SES levels ranged from 6.0% of SES 1 employees to 6.4% of the SES 3 workforce.

The lowest median disability allowance was \$235 at the Graduate classification. The highest median disability allowance of \$53,348 was at the SES 3 classification.

Particular hardship locations, including overseas, have contributed significantly to the amounts paid.

Figure 4.3 shows that the 3.7% of employees received a disability allowance in 2016, down from 3.9% in 2015.

**Figure 4.3: Proportion of employees who received a disability allowance, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 4.3: Disability allowance by classification**

Classification	Total employees	Employees with allowance	Proportion with allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	36	2.7	64	120	235	2,325	11,006	4,479
APS 1	649	44	6.8	6	142	841	1,938	2,719	1,087
APS 2	2,854	68	2.4	49	967	2,497	5,581	21,245	4,452
APS 3	15,669	889	5.7	45	768	3,778	30,672	45,474	14,567
APS 4	28,458	628	2.2	13	62	843	2,941	12,857	3,208
APS 5	20,254	989	4.9	16	448	5,052	21,579	55,657	15,893
APS 6	32,176	1,084	3.4	18	141	4,479	18,208	68,521	15,592
EL 1	24,626	929	3.8	36	2,421	13,416	44,655	87,475	26,177
EL 2	11,297	422	3.7	285	6,836	23,488	52,500	100,039	34,677
SES 1	1,941	117	6.0	4,446	22,754	49,820	80,610	114,031	53,575
SES 2	515	32	6.2	1,903	22,620	40,946	53,383	118,247	49,517
SES 3	109	7	6.4	33,491	48,384	53,348	95,680	126,923	71,121
Total	139,885	5,245	3.7						



## 4.4 Additional Duties/Responsibilities Allowance

The additional duties/responsibility allowances include, but are not limited to: First Aid Officer, Fire Warden and Workplace Health & Safety Officer allowances. Additional duties data does not include higher duties. For information on higher duties, see *Section 4.1: Acting Classification*.

The classifications with the highest proportions of employees who received an additional duties allowance are the APS 5, APS 3 and APS 6 levels. The non-SES classifications with the lowest proportion of employees who received additional duties allowance in 2016 were the Graduate and EL 2 classifications.

The proportion of the whole workforce that received an additional duties allowance has increased from 9.2% in 2015 to 9.3% in 2016.

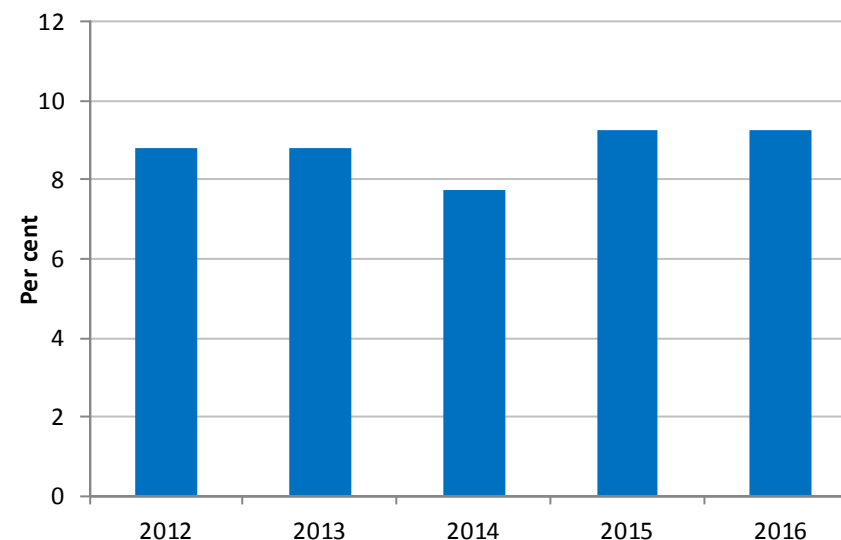
The additional duties at the SES classifications are a reflection of the need in some agencies for SES level employees to be available at all times to take on additional duties at times of crisis. This is more likely to occur in agencies with a presence overseas.

The median amounts paid were generally consistent across all non-SES classifications. This may be a reflection of enterprise agreement provisions providing allowances of similar value for the additional duties, based on the duty not the classifications.

The range of amounts paid for an additional duty varies depending on the nature of the additional duty. For example, First Aid Officer and Fire Warden duties attract a lesser amount compared to a Use of Force allowance.

Figure 4.4 shows the proportion of employees receiving an additional duties/responsibilities allowance in the past 5 years has generally been around 8.8% to 9.3%, with the exception of 2014 where 7.7% of employees received this allowance.

**Figure 4.4: Proportion of employees who received an additional duties/responsibilities allowance, 2012 to 2016**



Source: Remuneration Survey data, 2012 to 2016

**Table 4.4: Additional duties/responsibilities allowance by classification**

Classification	Total employees	Employees with allowance	Proportion with allowance	P5	Q1	Median	Q3	P95	Average
	n	n	%	\$	\$	\$	\$	\$	\$
Graduate	1,337	19	1.4	88	548	606	676	676	576
APS 1	649	62	9.6	351	520	520	627	1,040	597
APS 2	2,854	198	6.9	351	520	596	717	1,845	746
APS 3	15,669	1,673	10.7	333	364	627	1,268	2,950	1,146
APS 4	28,458	2,499	8.8	314	537	627	652	941	640
APS 5	20,254	2,527	12.5	333	364	613	702	2,950	832
APS 6	32,176	3,261	10.1	333	457	613	692	1,612	747
EL 1	24,626	2,005	8.1	333	522	613	702	1,561	838
EL 2	11,297	662	5.9	364	548	652	1,561	13,983	2,252
SES 1	1,941	35	1.8	417	606	5,000	14,481	30,000	9,079
SES 2	515	11	2.1	24	522	13,238	25,000	45,000	15,139
SES 3	109	2	1.8	3,346	3,346	15,454	27,561	27,561	15,454
Total	139,885	12,954	9.3						

## 5. Additional Information

The following section provides information on remuneration outcomes by employment instrument, by sex and by employment category.

### 5.1 Employment Instrument

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An APS employee may have their employment terms and conditions set by one of the following primary employment instruments:

- Enterprise Agreements (EA);
- Public Service Act Determinations (s24(1) and (3)) (PSAD);
- Common Law Agreements (CLA); or
- Australian Workplace Agreements (AWA).

An Individual Flexibility Arrangement (IFA) may be used to vary the terms and conditions of an EA. This is subject to the employee being better off overall than they would be if they remained on the terms provided by the EA.

Most employees in the non-SES classifications are employed under an EA. Very small numbers of employees at these levels are covered by PSADs, CLAs or AWAs. There are 52 AWAs remaining in the APS, down from 100 in 2015.

As at 31 December 2016, IFAs were in place for 3,477 APS employees representing 2.5% of the workforce. This is up from 3,167 employees, or 2.3% of the workforce in 2015. At the non-SES classifications, IFAs were used most commonly at the EL 2 level with 1,406 in place, representing 12.4% of the total number of EL 2s. This was down from 1,424, or 12.6% in 2015.

Table 5.1 demonstrates that the most commonly used primary employment instrument at the SES levels was a PSAD.

Table 5.2 shows for the non-SES classifications CLAs provided the highest median Base Salary. However, CLAs are rarely used at the non-SES classification levels. The EL 2 classification has the highest use of CLAs out of the non-SES classifications, with 0.6% of EL 2 employees covered by a CLA.

At the SES classifications, Table 5.2 shows that the employment instrument that provided the highest median value was AWAs.

**Table 5.1: Employees by employment instrument and classification**

Classification	Primary								Secondary	
	EA		AWA		PSAD		CLA		IFA	
	n	%	n	%	n	%	n	%	n	%
Graduate	1,337	100.0	.	.	.	.	.	.	.	.
APS 1	649	100.0	.	.	.	.	.	.	.	.
APS 2	2,850	99.9	.	.	1	0.0	3	0.1	4	0.1
APS 3	15,605	99.6	.	.	57	0.4	7	0.0	26	0.2
APS 4	28,388	99.8	.	.	27	0.1	43	0.2	102	0.4
APS 5	20,171	99.6	1	0.0	47	0.2	35	0.2	237	1.2
APS 6	31,992	99.4	1	0.0	148	0.5	35	0.1	658	2.0
EL 1	24,484	99.4	5	0.0	79	0.3	58	0.2	1,037	4.2
EL 2	11,120	98.4	13	0.1	96	0.8	68	0.6	1,406	12.4
SES 1	116	6.0	18	0.9	1,572	81.0	235	12.1	7	0.4
SES 2	19	3.7	12	2.3	415	80.6	69	13.4	.	.
SES 3	2	1.8	2	1.8	98	89.9	7	6.4	.	.
Total	136,733	97.7	52	0.0	2,540	1.8	560	0.4	3,477	2.5

**Table 5.2: Base Salary by primary employment instrument and classification**

Classification	Employment instrument	Employees	P5	Q1	Median	Q3	P95
		n	\$	\$	\$	\$	\$
Graduate	EA	1,337	56,319	59,238	62,493	63,322	69,210
	AWA	0	.	.	.	.	.
	PSAD	0	.	.	.	.	.
	CLA	0	.	.	.	.	.
APS 1	EA	649	39,144	43,216	47,567	48,533	49,697
	AWA	0	.	.	.	.	.
	PSAD	0	.	.	.	.	.
	CLA	0	.	.	.	.	.
APS 2	EA	2,850	49,013	51,626	54,588	55,096	56,435
	AWA	0	.	.	.	.	.
	PSAD	1	48,697	48,697	48,697	48,697	48,697
	CLA	3	64,621	64,621	67,903	74,539	74,539
APS 3	EA	15,605	55,553	57,965	61,512	62,492	62,746
	AWA	0	.	.	.	.	.
	PSAD	57	51,009	51,009	53,127	53,127	64,094
	CLA	7	51,504	64,621	65,729	76,096	80,886
APS 4	EA	28,388	62,493	66,904	69,239	69,239	70,144
	AWA	0	.	.	.	.	.
	PSAD	27	56,821	56,821	65,514	69,222	79,557
	CLA	43	71,569	78,659	85,151	98,986	108,511
APS 5	EA	20,171	69,238	72,856	74,449	76,404	78,451
	AWA	1	71,386	71,386	71,386	71,386	71,386
	PSAD	47	66,652	72,856	75,419	78,773	82,768
	CLA	35	85,151	105,023	120,950	143,269	158,306

Classification	Employment instrument	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
APS 6	EA	31,992	78,054	85,418	87,263	89,217	92,542
	AWA	1	83,525	83,525	83,525	83,525	83,525
	PSAD	148	80,000	88,073	92,979	92,979	103,832
	CLA	35	104,785	107,879	167,310	181,215	216,822
EL 1	EA	24,484	100,120	106,627	108,796	111,078	117,468
	AWA	5	98,564	102,137	109,093	113,087	126,956
	PSAD	79	100,620	108,173	108,833	111,542	124,026
	CLA	58	192,945	210,765	217,063	217,063	283,388
EL 2	EA	11,120	120,128	131,932	135,205	140,445	151,400
	AWA	13	123,600	130,175	139,613	152,190	188,665
	PSAD	96	129,902	140,179	143,093	143,093	170,000
	CLA	68	147,229	217,063	265,299	329,453	451,110
SES 1	EA	116	157,141	163,103	177,307	190,952	221,512
	AWA	18	175,495	214,132	220,420	228,573	230,592
	PSAD	1,572	161,723	174,202	184,626	198,658	217,210
	CLA	235	158,911	184,370	195,840	211,383	222,500
SES 2	EA	19	198,000	203,693	238,500	261,090	284,371
	AWA	12	211,851	263,426	284,621	284,621	306,231
	PSAD	415	214,200	228,838	237,060	255,000	280,381
	CLA	69	191,336	230,816	247,964	262,504	300,964
SES 3	EA	2	272,443	272,443	275,602	278,760	278,760
	AWA	2	369,072	369,072	389,256	409,440	409,440
	PSAD	98	283,000	306,000	327,491	350,000	381,697
	CLA	7	295,455	295,455	322,000	350,000	613,195

## 5.2 Remuneration Data by Sex

This section provides information on the key remuneration components based on sex by classification level.

Table 5.3 provides data on the median Base Salary for women, as a proportion of the median Base Salary for men. In 2016, the Base Salary for women, as a proportion of the median Base Salary for men, was 100% or higher at eight classifications. The figures varied from 97.1% at the SES 3 classification to 101.6% at the APS 6 classification.

In 2016, there were no significant differences between the sexes at the median values of each classification level across the three key remuneration components: Base Salary, TRP and TR. Across the 5<sup>th</sup> to 95<sup>th</sup> percentiles, the greatest variation was at the SES 3 level, with some deviation towards women at the 5<sup>th</sup> percentile and towards men at the 95<sup>th</sup> percentile.

Across the whole population, the average Base Salary for women was \$84,104. The average Base Salary for men was \$92,036. Across the whole workforce, the average women's Base Salary was 8.6% lower than the average men's Base Salary.

**Table 5.3: Median Base Salary comparison by sex**

Classification	Median Base Salary		
	Men	Women	Women as % of Men
Graduate	63,095	62,027	98.3
APS 1	47,567	47,567	100.0
APS 2	54,588	54,787	100.4
APS 3	61,512	61,512	100.0
APS 4	69,038	69,239	100.3
APS 5	74,331	74,761	100.6
APS 6	86,844	88,194	101.6
EL 1	108,382	108,796	100.4
EL 2	135,583	135,583	100.0
SES 1	186,409	184,626	99.0
SES 2	240,545	236,878	98.5
SES 3	332,381	322,760	97.1

Source: Table 5.4

**Table 5.4: Base Salary by classification and sex**

Classification	Gender	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
Graduate	Men	623	56,319	59,238	63,095	63,322	69,210
	Women	714	56,319	59,238	62,027	63,322	69,210
APS1	Men	327	39,144	43,216	47,567	48,613	49,845
	Women	322	39,143	43,216	47,567	48,533	49,697
APS2	Men	1,057	49,009	51,067	54,588	55,096	57,072
	Women	1,796	49,702	51,732	54,787	55,096	56,435
APS3	Men	5,587	54,201	57,965	61,512	62,492	63,269
	Women	10,081	55,553	57,965	61,512	62,492	62,560
APS4	Men	8,764	62,493	66,904	69,038	69,239	70,831
	Women	19,693	62,493	66,904	69,239	69,239	70,144
APS5	Men	8,156	69,238	72,856	74,331	75,940	78,451
	Women	12,098	69,238	72,856	74,761	76,407	78,451
APS6	Men	14,088	78,054	85,993	86,844	89,217	92,628
	Women	18,087	78,054	85,377	88,194	89,400	92,542
EL1	Men	12,178	100,254	106,789	108,382	110,849	118,953
	Women	12,446	99,769	106,301	108,796	111,726	117,340
EL2	Men	6,319	121,030	132,476	135,583	140,882	156,172
	Women	4,978	119,595	131,289	135,583	140,445	151,097
SES 1	Men	1,072	161,405	178,000	186,409	203,546	224,043
	Women	869	161,000	172,136	184,626	198,658	217,210
SES 2	Men	325	211,851	232,529	240,545	262,499	285,233
	Women	190	210,261	225,500	236,878	255,000	274,380
SES 3	Men	65	285,271	302,940	332,381	364,191	416,789
	Women	44	282,095	306,750	322,760	336,889	364,191



**Table 5.5: Total Remuneration Package by classification and sex**

Classification	Gender	Employees n	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$
Graduate	Men	623	65,218	68,817	72,974	73,806	79,189
	Women	714	65,218	68,761	71,579	73,806	78,808
APS1	Men	327	46,074	50,299	55,488	58,209	61,571
	Women	322	45,381	49,871	55,172	57,427	59,890
APS2	Men	1,057	56,556	59,340	63,581	66,143	69,220
	Women	1,796	57,332	60,081	63,581	66,143	69,261
APS3	Men	5,587	63,661	66,981	72,244	75,071	78,249
	Women	10,081	64,250	67,500	72,116	74,678	77,256
APS4	Men	8,764	72,117	77,357	79,902	82,741	85,764
	Women	19,693	72,117	78,319	80,056	82,741	84,953
APS5	Men	8,156	80,082	85,401	87,752	90,284	94,248
	Women	12,098	80,082	85,293	87,798	90,368	94,083
APS6	Men	14,088	90,714	99,930	103,305	106,614	111,301
	Women	18,087	90,626	99,426	103,305	106,614	111,049
EL1	Men	12,178	116,115	124,903	129,300	131,518	140,106
	Women	12,446	115,538	123,703	128,841	131,835	138,674
EL2	Men	6,319	142,207	155,535	160,607	168,665	193,534
	Women	4,978	139,469	153,963	160,472	167,408	184,640
SES 1	Men	1,072	212,695	230,999	245,222	256,283	275,722
	Women	869	211,182	225,720	241,620	250,765	269,065
SES 2	Men	325	274,524	291,501	306,063	326,510	359,213
	Women	190	267,501	286,647	303,149	314,450	336,118
SES 3	Men	65	343,977	384,662	414,667	431,978	516,749
	Women	44	354,556	381,521	405,747	421,033	447,437

**Table 5.6: Total Reward by classification and sex**

Classification	Gender	Employees	P5	Q1	Median	Q3	P95
		n	\$	\$	\$	\$	\$
Graduate	Men	623	65,218	68,817	72,974	73,806	79,189
	Women	714	65,218	68,761	71,860	73,806	78,808
APS1	Men	327	46,074	50,299	55,867	58,240	61,971
	Women	322	45,381	49,871	55,288	57,427	59,890
APS2	Men	1,057	56,556	59,525	64,306	66,868	69,613
	Women	1,796	57,332	60,424	64,306	66,868	69,491
APS3	Men	5,587	63,671	66,981	72,291	75,071	78,947
	Women	10,081	64,288	67,736	72,116	74,678	77,298
APS4	Men	8,764	72,117	77,423	80,395	82,741	85,898
	Women	19,693	72,117	78,378	80,395	82,741	85,042
APS5	Men	8,156	80,082	85,422	87,893	90,539	94,709
	Women	12,098	80,088	85,351	87,963	90,657	94,248
APS6	Men	14,088	90,717	99,984	103,305	106,614	111,771
	Women	18,087	90,626	99,530	103,305	106,736	111,180
EL1	Men	12,178	116,328	124,903	129,561	132,038	141,848
	Women	12,446	115,883	123,820	129,043	132,386	139,819
EL2	Men	6,319	142,501	156,173	162,132	170,016	197,093
	Women	4,978	139,765	154,382	161,876	169,087	187,762
SES 1	Men	1,072	213,274	231,065	245,749	257,700	277,361
	Women	869	212,628	226,086	241,821	251,971	270,393
SES 2	Men	325	277,227	292,343	306,558	326,956	366,400
	Women	190	267,501	287,031	303,200	315,787	336,118
SES 3	Men	65	344,458	384,662	414,667	431,978	516,749
	Women	44	361,342	386,154	408,284	423,881	447,437

## 5.3 Employment Category

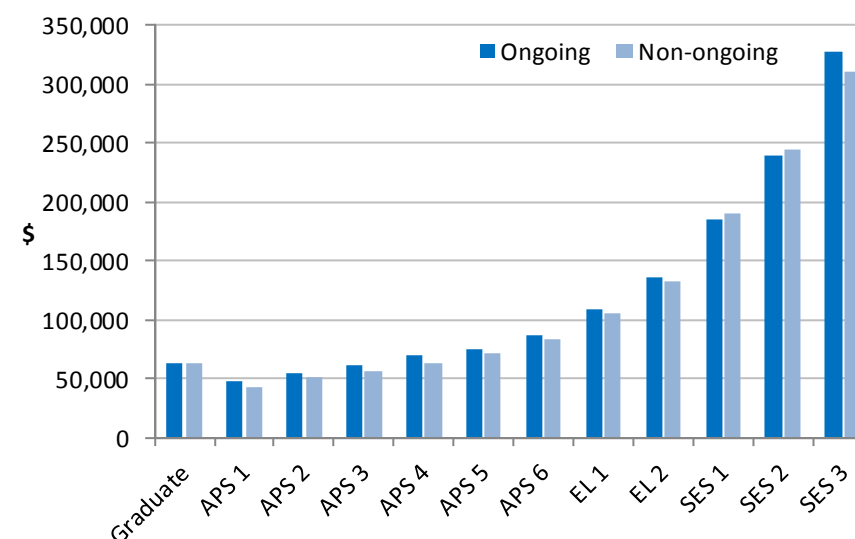
APS employees may be engaged on either an ongoing or non-ongoing basis. Casual employees (non-ongoing and employed for duties that are irregular or intermittent) have been excluded from this report. Table 5.8 provides detail on the Base Salary by employment category and classification.

The classification with the highest proportion of non-ongoing employees is the APS 1 classification, where 26.3% of employees are employed on a non-ongoing basis. The APS 2, APS 3, and SES 3 classifications have non-ongoing employee populations of between 8.3% and 18.3%. All other classifications have fewer than 6.1% of employees employed on a non-ongoing basis.

The number of non-ongoing employees reported at 31 December 2016 was higher than 31 December 2015. For official APS population data please see the December Statistical Bulletin 2016 online publication here: <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/december-2016>.

Figure 5.1 shows that, with the exception of the Graduate classification, the median Base Salary for employees engaged on an ongoing basis was consistently higher than non-ongoing employees for non-SES employees. As engagement on a non-ongoing basis is time limited, there is generally not the same time available for these employees to move through a salary scale. Hence the trend of higher median Base Salaries for non-SES employees engaged on an ongoing basis is expected.

**Figure 5.1: Median Base Salary by employment category and classification**



Source: Table 5.7

**Table 5.7: Base Salary by employment category and classification**

Classification	Employees		P5		Q1		Median		Q3		P95		Average	
	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG	OG	NOG
	n	n	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Graduate	1,333	4	56,319	59,194	59,238	61,525	62,493	63,855	63,322	63,855	69,210	63,855	61,932	62,690
APS 1	478	171	39,144	38,668	46,080	39,926	48,533	43,214	48,613	44,069	49,697	49,917	46,895	42,931
APS 2	2,333	521	50,580	47,785	53,504	49,869	55,096	50,892	55,096	51,008	56,435	54,552	54,339	50,888
APS 3	14,152	1,517	55,825	53,937	59,310	55,796	61,512	56,069	62,492	58,713	62,597	63,113	60,653	57,165
APS 4	26,729	1,729	63,236	61,149	67,481	62,493	69,239	62,595	69,239	65,508	70,144	69,612	68,332	63,943
APS 5	19,370	884	69,395	67,836	72,856	69,185	74,494	71,386	76,407	73,992	78,451	78,132	74,657	71,925
APS 6	31,238	938	78,532	75,090	85,824	78,532	87,313	83,807	89,400	87,601	92,542	90,736	87,286	83,429
EL 1	23,908	718	100,424	93,976	106,789	100,555	108,796	104,936	111,568	110,478	117,669	121,690	109,118	106,537
EL 2	10,954	343	120,128	113,464	132,053	127,601	135,816	132,053	140,445	142,814	152,523	183,000	137,349	138,191
SES 1	1,893	48	161,000	161,723	174,202	174,836	184,626	190,297	201,049	209,584	219,743	243,173	188,797	195,948
SES 2	495	20	211,851	198,233	228,838	232,564	239,272	243,667	259,114	277,633	284,371	352,775	244,824	258,106
SES 3	100	9	281,467	298,959	306,750	298,959	327,491	310,639	349,420	381,697	373,177	561,000	332,578	360,594
Total	132,983	6,902												

Note: OG = Ongoing employees  
 NOG = Non-ongoing employees (excludes casuals)



## 6. Historical Data

The following section provides historical data on the:

- median Base Salary for all classifications since 2007;
- percentage change in median Base Salary for all classifications since 2007; and
- percentage change in median Total Reward by classification since 2007.

When considering the historical data, change in methodology over the reported period need to be taken into account. Prior to 2010 participation in the APS Remuneration Surveys was voluntary. In 2011, the data collection changed from being managed by a private contractor to being the responsibility of the Australian Public Service Commission. Changes in the collection and treatment of data have occurred across the entire period in which the APS remuneration data has been reported on.

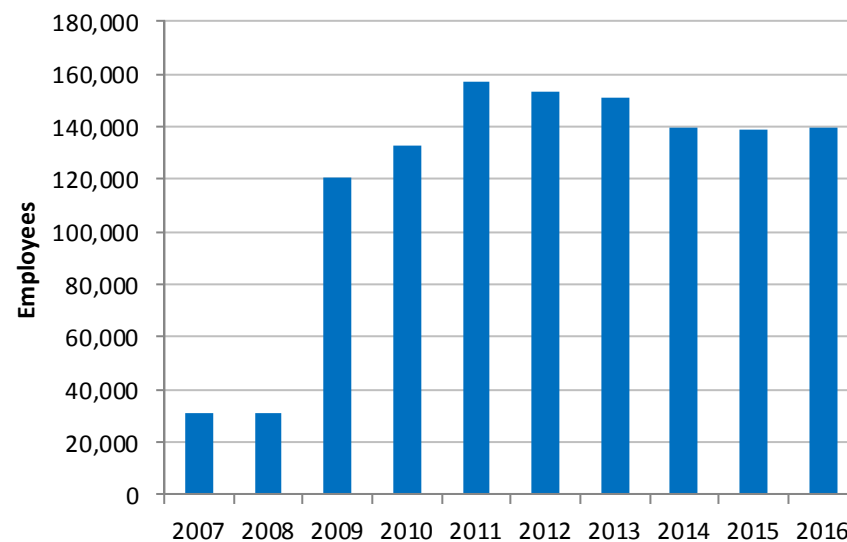
Figure 6.1 shows the number of employees included in the APS Remuneration Report for the past 10 years. There has been a significant increase in the number of employees from when participation was voluntary to when it became compulsory for all agencies.

Over the last decade, median Base Salaries have consistently increased, though the increases in 2014 and 2015 have been smaller than previous years. The greatest increase in median Base Salary was reported in 2009, with increases of 6.4% at the non-SES classifications, 6.2% at the SES classifications and an overall increase of 6.4%.

The smallest increase in median Base Salaries were in 2014 and 2015, with increases of 0.1% each year at the non-SES classifications, 0.2% and 1.4% at the SES classifications respectively, and a 0.1% overall increase in both years.

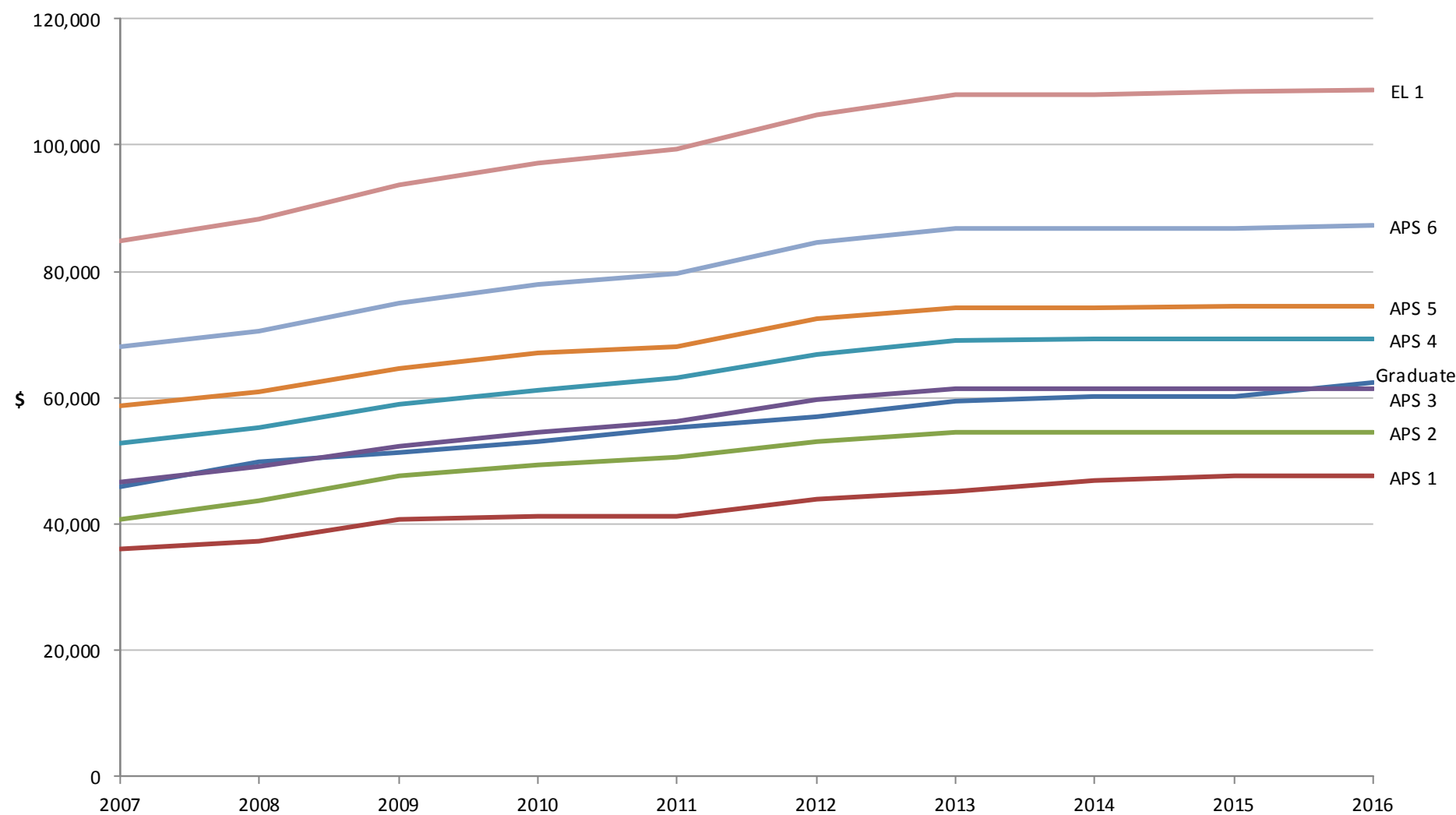
The greatest increase in median Total Reward was recorded in 2012, with increases of 6.5% at the non-SES classifications, 4.9% at the SES classifications and an overall increase of 6.5%. Consistent with median Base Salaries, the smallest year-to-year change in median Total Reward was in 2015, with an increase of 0.7% at the SES classifications, a decrease of 0.2% at the non-SES classifications and an overall decrease of 0.1%.

**Figure 6.1: Number of employees included in the APS Remuneration Report by year, 2007 to 2016**



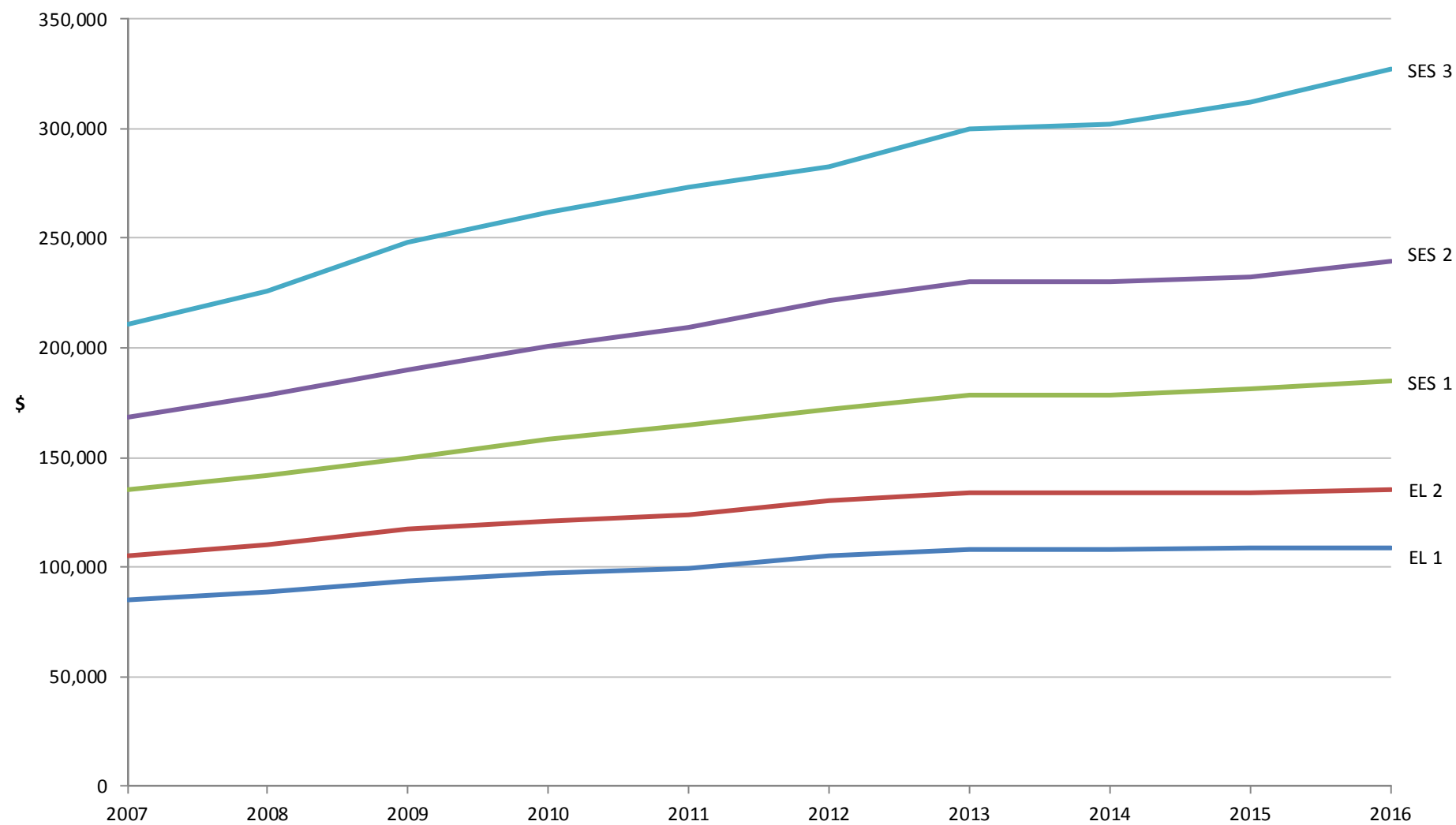
Source: Remuneration Survey data, 2007 to 2016

Figure 6.2: Median Base Salary by classification: Graduate to EL 1, 2007 to 2016



Source: Table 6.1

Figure 6.3: Median Base Salary by classification: EL and SES, 2007 to 2016



Source: Table 6.1



**Table 6.1: Median Base Salary by classification, 2007 to 2016**

Classification	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$
Graduate	43,412	45,902	49,753	51,370	53,040	55,162	56,944	59,407	60,158	60,158	62,493
APS 1	35,371	36,040	37,371	40,659	41,148	41,151	43,944	45,263	47,004	47,736	47,567
APS 2	40,300	40,786	43,682	47,680	49,233	50,471	52,998	54,588	54,588	54,588	54,588
APS 3	45,345	46,542	49,000	52,327	54,577	56,215	59,677	61,512	61,512	61,512	61,512
APS 4	50,833	52,812	55,343	58,949	61,299	63,243	66,923	69,038	69,239	69,239	69,239
APS 5	56,400	58,825	61,000	64,728	67,017	68,092	72,487	74,331	74,331	74,451	74,451
APS 6	65,519	68,000	70,580	74,969	77,824	79,555	84,478	86,844	86,844	86,923	87,263
EL 1	80,921	84,875	88,270	93,826	97,275	99,378	104,825	108,013	108,013	108,382	108,796
EL 2	100,000	105,299	110,400	117,127	120,840	124,140	130,460	133,777	133,905	133,905	135,583
SES 1	127,945	135,000	141,651	149,987	158,277	164,586	172,000	178,330	178,617	181,006	184,626
SES 2	159,856	168,422	178,276	189,633	200,726	209,318	221,266	229,949	230,000	232,644	239,272
SES 3	198,994	211,000	226,000	248,000	261,910	273,383	282,931	300,000	302,000	312,000	327,000

**Table 6.2: Percentage change in median Base Salary by classification group, 2007 to 2016**

Classification	2007 %	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %	2016 %
Grad, APS 1 - APS 3	2.6	6.0	7.1	3.9	2.8	5.8	3.1	0.2	0.1	0.2
APS 4 - APS 6	4.0	4.1	6.3	3.8	2.4	6.1	2.9	0.1	0.1	0.2
EL	5.1	4.4	6.2	3.5	2.3	5.4	2.9	0.0	0.2	0.7
Non-SES	4.1	4.6	6.4	3.7	2.4	5.9	2.9	0.1	0.1	0.3
SES	5.5	5.2	6.2	5.6	4.1	4.7	3.8	0.2	1.4	2.3
All	4.2	4.6	6.4	3.8	2.5	5.8	2.9	0.1	0.1	0.3

**Table 6.3: Percentage change in median TR by classification group, 2007 to 2016**

Classification	2007 %	2008 %	2009 %	2010 %	2011 %	2012 %	2013 %	2014 %	2015 %	2016 %
Grad, APS 1 - APS 3	2.6	6.8	6.2	4.6	3.2	6.4	3.8	0.1	-0.2	0.2
APS 4 - APS 6	4.7	4.3	5.3	3.6	3.1	6.7	3.3	0.3	-0.2	0.4
EL	5.4	4.7	3.6	3.0	2.5	6.2	3.0	0.4	0.1	1.5
Non-SES	4.5	5.0	5.0	3.7	3.0	6.5	3.3	0.3	-0.2	0.6
SES	5.5	4.2	2.6	2.2	3.1	4.9	2.8	1.0	0.7	1.3
All	4.6	4.9	4.9	3.6	3.0	6.5	3.3	0.3	-0.1	0.6

## 7. Remuneration Findings by Classification

**Table 7.1: Remuneration findings for Graduate**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	1,337	53,372	56,319	59,238	62,493	63,322	69,210	74,321	61,934
Agency superannuation contribution	1,337	6,169	8,620	9,264	9,738	10,199	11,423	20,780	9,763
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	78	249	249	249	249	249	249	249	249
Personal benefits	30	100	100	144	262	288	485	2,000	297
Other supplementary payments	15	57	57	172	578	848	1,079	1,079	594
<b>Total Remuneration Package</b>	1,337	62,084	65,218	68,817	72,974	73,806	78,808	84,474	71,725
Performance bonus paid	2	6,859	6,859	6,859	8,076	9,292	9,292	9,292	8,076
Retention bonus paid	5	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Productivity bonus	0	.	.	.	.	.	.	.	.
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	14	382	382	382	382	452	1,005	1,005	451
<b>Total Reward (TR)</b>	1,337	62,084	65,218	68,817	72,974	73,806	78,847	89,524	71,752
Additional duties/responsibilities allowances	19	88	88	548	606	676	676	676	576
Qualifications and/or skills based allowances	11	83	83	704	1,727	4,712	7,634	7,634	2,609
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	127	17	26	29	58	311	4,278	10,423	714
Expense allowances	73	13	125	171	259	433	1,406	2,211	393
Geographic/locality allowances	299	57	223	500	801	1,201	3,250	12,950	1,117
Disability allowances	36	40	64	120	235	2,325	11,006	113,788	4,479
Health and lifestyle allowances	305	35	187	297	500	500	600	600	408
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	1,337	62,084	65,668	68,817	72,974	74,745	80,311	203,627	72,334

**Table 7.2: Remuneration findings for APS 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	649	34,970	39,144	43,216	47,567	48,533	49,697	54,809	45,850
Agency superannuation contribution	649	2,760	6,108	6,817	7,474	9,278	11,965	16,297	8,109
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	0	.	.	.	.	.	.	.	.
Personal benefits	10	80	80	138	271	288	2,152	2,152	453
Other supplementary payments	9	594	594	861	965	1,939	3,304	3,304	1,408
<b>Total Remuneration Package</b>	649	40,355	45,554	49,919	55,371	57,997	60,939	64,279	53,986
Performance bonus paid	69	425	471	725	725	725	725	725	705
Retention bonus paid	9	1,563	1,563	1,638	1,638	1,872	2,233	2,233	1,773
Productivity bonus	0	.	.	.	.	.	.	.	.
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	0	.	.	.	.	.	.	.	.
<b>Total Reward (TR)</b>	649	40,355	45,554	49,919	55,550	57,997	61,488	64,279	54,085
Additional duties/responsibilities allowances	62	314	351	520	520	627	1,040	1,040	597
Qualifications and/or skills based allowances	0	.	.	.	.	.	.	.	.
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	90	21	28	64	260	662	7,890	8,712	933
Expense allowances	1	184	184	184	184	184	184	184	184
Geographic/locality allowances	59	300	933	3,064	7,667	12,360	30,090	31,385	9,750
Disability allowances	44	3	6	142	841	1,938	2,719	2,719	1,087
Health and lifestyle allowances	55	78	297	300	300	300	600	600	328
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	649	40,355	45,814	50,299	56,007	58,678	64,768	88,197	55,260

**Table 7.3: Remuneration findings for APS 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	2,854	40,718	49,013	51,626	54,588	55,096	56,435	74,539	53,709
Agency superannuation contribution	2,854	3,757	7,547	7,950	8,720	11,047	13,309	22,029	9,574
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	8	249	249	249	249	1,576	1,800	1,800	775
Personal benefits	133	41	80	153	275	327	5,582	7,200	1,037
Other supplementary payments	5	64	64	434	579	869	4,066	4,066	1,202
<b>Total Remuneration Package</b>	2,854	49,078	57,032	59,699	63,581	66,143	69,220	81,620	63,336
Performance bonus paid	739	290	725	725	725	725	725	5,191	720
Retention bonus paid	137	1,277	1,677	2,557	2,600	2,600	2,600	2,600	2,456
Productivity bonus	1	631	631	631	631	631	631	631	631
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	9	300	300	300	300	412	1,005	1,005	469
<b>Total Reward (TR)</b>	2,854	49,078	57,032	60,007	64,306	66,868	69,567	83,551	63,642
Additional duties/responsibilities allowances	198	314	351	520	596	717	1,845	3,633	746
Qualifications and/or skills based allowances	6	678	678	1,489	1,809	2,365	2,714	2,714	1,811
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	1	42,274	42,274	42,274	42,274	42,274	42,274	42,274	42,274
Hours of duty allowances	814	21	29	58	207	497	1,939	23,593	655
Expense allowances	20	126	131	177	290	335	995	1,091	332
Geographic/locality allowances	185	73	658	2,069	5,054	11,577	26,229	37,180	7,715
Disability allowances	68	9	49	967	2,497	5,581	21,245	29,165	4,452
Health and lifestyle allowances	570	150	250	300	300	500	600	613	368
Individual performance related allowances	1	2,628	2,628	2,628	2,628	2,628	2,628	2,628	2,628
Annual leave loading	1	76	76	76	76	76	76	76	76
<b>TR + Allowances</b>	2,854	49,078	57,408	60,486	64,306	67,329	71,556	136,931	64,582

**Table 7.4: Remuneration findings for APS 3**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	15,669	49,000	55,553	57,965	61,512	62,492	63,095	80,886	60,316
Agency superannuation contribution	15,669	0	8,503	9,016	9,731	12,511	15,398	25,257	10,874
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	63	249	249	249	249	1,800	4,018	5,677	963
Personal benefits	385	27	98	153	280	299	755	4,982	320
Other supplementary payments	668	0	1	63	215	510	1,493	10,331	442
<b>Total Remuneration Package</b>	15,669	56,546	64,108	67,128	72,116	74,678	77,646	92,137	71,220
Performance bonus paid	1,604	179	580	725	725	725	1,265	6,784	828
Retention bonus paid	147	1,000	1,833	2,600	2,600	2,600	3,500	3,500	2,560
Productivity bonus	25	236	272	604	673	724	796	809	634
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	29	300	300	300	482	1,005	1,005	1,005	606
<b>Total Reward (TR)</b>	15,669	57,287	64,108	67,235	72,116	74,678	77,722	95,354	71,331
Additional duties/responsibilities allowances	1,673	18	333	364	627	1,268	2,950	7,737	1,146
Qualifications and/or skills based allowances	304	266	875	950	1,061	2,547	3,246	18,512	1,769
Market related allowances – specific job	1	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Market related allowances – specific individual	2	4,997	4,997	4,997	6,055	7,112	7,112	7,112	6,055
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	3	1,391	1,391	1,391	3,982	14,413	14,413	14,413	6,595
Hours of duty allowances	6,498	20	29	59	223	636	3,790	30,445	950
Expense allowances	436	4	54	184	206	358	502	7,484	336
Geographic/locality allowances	2,160	7	231	1,037	1,341	2,224	14,321	54,449	3,448
Disability allowances	889	4	45	768	3,778	30,672	45,474	63,784	14,567
Health and lifestyle allowances	3,350	24	275	300	300	300	600	2,905	338
Individual performance related allowances	3	690	690	690	1,199	1,199	1,199	1,199	1,030
Annual leave loading	7	54	54	74	84	84	84	84	77
<b>TR + Allowances</b>	15,669	57,288	64,422	67,967	72,591	75,568	84,666	151,261	73,268

**Table 7.5: Remuneration findings for APS 4**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	28,458	50,000	62,493	66,904	69,239	69,239	70,144	116,521	68,065
Agency superannuation contribution	28,458	0	9,624	10,516	11,056	13,502	15,419	27,879	11,992
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	208	249	249	249	249	249	2,632	12,394	673
Personal benefits	550	28	86	153	262	291	1,359	7,473	380
Other supplementary payments	282	3	57	259	684	1,470	3,092	9,112	1,065
<b>Total Remuneration Package</b>	28,458	54,750	72,117	78,097	80,031	82,741	85,127	127,590	80,080
Performance bonus paid	1,754	115	435	725	725	725	4,027	15,410	1,058
Retention bonus paid	86	676	1,000	2,364	2,600	2,972	3,500	6,900	2,614
Productivity bonus	56	198	232	546	682	737	780	797	635
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	83	30	100	402	844	1,005	1,005	1,005	711
<b>Total Reward (TR)</b>	28,458	54,750	72,117	78,187	80,395	82,741	85,273	134,216	80,156
Additional duties/responsibilities allowances	2,499	82	314	537	627	652	941	36,933	640
Qualifications and/or skills based allowances	510	65	980	2,547	2,547	2,547	2,547	25,000	2,406
Market related allowances – specific job	5	4,000	4,000	4,000	6,000	6,000	6,000	6,000	5,200
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	20	572	679	1,183	4,171	6,000	26,913	33,675	5,939
Hours of duty allowances	10,100	1	29	59	230	695	2,956	25,384	870
Expense allowances	1,294	4	19	184	184	358	1,674	23,681	529
Geographic/locality allowances	1,161	7	170	979	2,138	6,795	16,772	45,793	4,903
Disability allowances	628	4	13	62	843	2,941	12,857	58,787	3,208
Health and lifestyle allowances	4,928	2	175	299	300	300	600	4,309	325
Individual performance related allowances	6	755	755	1,345	2,565	3,452	4,372	4,372	2,509
Annual leave loading	15	51	51	94	94	94	97	97	87
<b>TR + Allowances</b>	28,458	54,750	72,117	78,482	81,109	83,351	87,209	167,379	80,921

**Table 7.6: Remuneration findings for APS 5**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	20,254	59,080	69,238	72,856	74,451	76,404	78,451	158,306	74,538
Agency superannuation contribution	20,254	0	10,638	11,447	12,039	14,765	17,495	27,038	13,150
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	835	249	249	249	249	249	670	5,677	334
Personal benefits	723	10	80	190	288	305	2,049	7,473	464
Other supplementary payments	626	0	24	212	564	1,470	3,411	12,847	1,059
<b>Total Remuneration Package</b>	20,254	68,985	80,082	85,351	87,762	90,330	94,114	173,345	87,751
Performance bonus paid	3,147	179	725	743	743	743	1,532	21,964	1,108
Retention bonus paid	182	600	1,019	2,799	3,500	3,500	4,088	7,433	3,136
Productivity bonus	225	85	283	618	713	761	813	6,689	687
Sign on bonus	1	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Group or whole of agency performance bonuses	113	30	171	382	1,005	1,005	1,005	1,005	774
<b>Total Reward (TR)</b>	20,254	69,015	80,082	85,351	87,952	90,627	94,403	188,502	87,964
Additional duties/responsibilities allowances	2,527	18	333	364	613	702	2,950	36,600	832
Qualifications and/or skills based allowances	415	37	649	1,049	2,547	3,933	9,717	39,943	3,350
Market related allowances – specific job	18	2,011	2,011	4,000	4,000	4,000	9,900	9,900	4,848
Market related allowances – specific individual	2	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	9	451	451	1,698	7,000	7,000	34,051	34,051	8,082
Hours of duty allowances	4,364	10	27	58	202	769	5,568	29,868	1,157
Expense allowances	533	1	19	184	189	358	916	2,790	323
Geographic/locality allowances	1,821	7	375	1,164	1,678	6,665	24,567	184,510	5,933
Disability allowances	989	5	16	448	5,052	21,579	55,657	207,271	15,893
Health and lifestyle allowances	3,664	15	200	252	300	300	600	2,264	297
Individual performance related allowances	32	304	625	2,195	4,033	5,904	8,176	8,176	4,276
Annual leave loading	13	43	43	103	103	103	103	103	96
<b>TR + Allowances</b>	20,254	69,015	80,433	85,832	88,755	91,870	98,356	321,678	89,772



**Table 7.7: Remuneration findings for APS 6**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	32,176	67,271	78,054	85,418	87,263	89,217	92,542	228,475	87,173
Agency superannuation contribution	32,176	0	11,951	13,374	14,629	17,397	20,528	33,205	15,404
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	0	.	.	.	.	.	.	.	.
Motor vehicle parking	688	249	249	249	249	249	2,359	11,640	507
Personal benefits	1,546	5	100	239	305	595	2,333	14,634	632
Other supplementary payments	768	0	57	288	645	1,814	6,007	29,409	1,597
<b>Total Remuneration Package</b>	32,176	76,510	90,626	99,749	103,305	106,614	111,134	250,180	102,657
Performance bonus paid	5,003	14	674	868	868	868	4,174	107,865	1,449
Retention bonus paid	315	670	1,936	3,500	3,500	4,088	4,776	10,965	3,690
Productivity bonus	44	195	250	463	704	782	4,088	11,254	1,143
Sign on bonus	3	4,776	4,776	4,776	4,776	9,553	9,553	9,553	6,368
Group or whole of agency performance bonuses	88	80	211	300	819	1,005	1,005	2,000	698
<b>Total Reward (TR)</b>	32,176	76,510	90,714	99,777	103,305	106,656	111,344	345,285	102,923
Additional duties/responsibilities allowances	3,261	18	333	457	613	692	1,612	26,951	747
Qualifications and/or skills based allowances	478	26	875	1,789	2,685	4,487	12,246	51,987	4,217
Market related allowances – specific job	9	4,000	4,000	5,000	7,000	8,609	10,000	10,000	6,848
Market related allowances – specific individual	5	29	29	3,335	7,187	8,600	12,616	12,616	6,353
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	20	29	40	1,128	2,199	7,472	15,044	20,000	4,396
Hours of duty allowances	5,627	1	27	58	234	1,059	6,984	49,981	1,421
Expense allowances	759	6	19	123	225	452	1,926	17,744	633
Geographic/locality allowances	1,552	7	352	1,205	2,834	10,850	42,898	211,225	10,637
Disability allowances	1,084	5	18	141	4,479	18,208	68,521	208,781	15,592
Health and lifestyle allowances	7,614	5	171	250	300	300	808	2,176	326
Individual performance related allowances	41	380	1,000	2,000	4,342	9,125	13,379	18,786	5,566
Annual leave loading	19	103	103	120	120	134	2,604	2,604	309
<b>TR + Allowances</b>	32,176	76,510	90,921	100,144	104,059	107,578	114,416	364,928	104,453

**Table 7.8: Remuneration findings for EL 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	24,626	86,500	100,120	106,719	108,796	111,427	117,885	283,388	109,043
Agency superannuation contribution	24,626	0	15,099	16,719	20,298	21,297	24,216	47,015	19,429
Cost of motor vehicle	0	.	.	.	.	.	.	.	.
Cash in lieu of motor vehicle	4	25,208	25,208	25,229	25,250	25,250	25,250	25,250	25,240
Motor vehicle parking	1,228	249	249	249	249	249	1,351	11,318	412
Personal benefits	1,042	5	100	262	307	595	3,738	23,615	870
Other supplementary payments	542	15	57	327	720	1,886	4,318	29,790	1,538
<b>Total Remuneration Package</b>	24,626	97,962	115,770	124,246	128,987	131,645	139,349	326,989	128,567
Performance bonus paid	4,393	34	1,084	1,084	1,084	2,203	6,083	116,370	2,010
Retention bonus paid	277	591	1,000	3,500	3,500	5,961	10,196	40,810	4,773
Productivity bonus	57	182	374	670	755	794	3,602	7,037	1,011
Sign on bonus	8	4,776	4,776	4,776	8,942	11,922	11,922	11,922	8,497
Group or whole of agency performance bonuses	122	30	300	300	950	1,005	1,005	3,000	742
<b>Total Reward (TR)</b>	24,626	97,962	116,129	124,403	129,433	132,223	140,953	377,455	128,988
Additional duties/responsibilities allowances	2,005	14	333	522	613	702	1,561	25,000	838
Qualifications and/or skills based allowances	379	73	655	1,789	3,442	6,126	13,783	40,192	4,939
Market related allowances – specific job	35	769	769	8,416	15,000	25,000	94,817	94,817	24,004
Market related allowances – specific individual	32	2,301	3,247	5,134	10,602	21,347	37,315	40,810	13,203
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	54	64	425	4,122	5,367	11,332	21,051	39,638	8,489
Hours of duty allowances	2,294	1	29	233	846	3,172	12,317	33,245	2,736
Expense allowances	629	3	19	120	290	444	1,876	11,935	517
Geographic/locality allowances	1,239	1	576	2,163	10,707	34,980	116,676	305,031	28,205
Disability allowances	929	4	36	2,421	13,416	44,655	87,475	216,964	26,177
Health and lifestyle allowances	6,031	10	200	200	300	300	799	4,437	320
Individual performance related allowances	93	183	1,000	2,434	5,419	9,278	21,862	40,000	7,136
Annual leave loading	4	146	146	146	146	146	146	146	146
<b>TR + Allowances</b>	24,626	97,962	116,627	125,275	130,093	133,566	147,887	486,697	131,982

**Table 7.9: Remuneration findings for EL 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	11,297	99,357	120,128	132,053	135,583	140,471	152,523	518,935	137,375
Agency superannuation contribution	11,297	0	18,849	21,749	25,371	26,474	30,478	58,006	24,722
Cost of motor vehicle	13	16,006	16,006	18,593	22,000	26,000	26,013	26,013	21,973
Cash in lieu of motor vehicle	447	18,976	21,980	25,208	25,250	25,250	28,348	30,000	25,213
Motor vehicle parking	914	46	249	249	249	2,575	9,283	14,966	1,869
Personal benefits	779	30	140	288	399	788	4,243	57,815	1,225
Other supplementary payments	1,522	14	200	1,640	1,640	1,640	2,090	17,223	1,583
<b>Total Remuneration Package</b>	11,297	122,726	140,453	154,635	160,578	168,072	189,603	553,935	163,568
Performance bonus paid	2,436	45	1,339	1,339	1,473	5,713	15,679	513,907	6,382
Retention bonus paid	135	357	1,000	3,500	6,282	7,974	30,801	84,441	8,945
Productivity bonus	35	273	442	703	802	4,444	13,977	30,436	3,620
Sign on bonus	3	7,364	7,364	7,364	14,730	14,730	14,730	14,730	12,275
Group or whole of agency performance bonuses	107	141	300	623	1,005	1,005	2,000	30,000	1,136
<b>Total Reward (TR)</b>	11,297	123,810	140,757	155,865	162,103	169,609	192,831	1,067,842	165,077
Additional duties/responsibilities allowances	662	18	364	548	652	1,561	13,983	87,289	2,252
Qualifications and/or skills based allowances	240	52	1,093	2,723	6,126	12,861	33,163	58,467	9,703
Market related allowances – specific job	38	1,000	2,268	8,682	13,832	50,000	137,295	142,785	36,100
Market related allowances – specific individual	28	6,228	6,448	6,953	10,766	21,657	59,671	80,089	18,949
Superannuation allowances	1	7,893	7,893	7,893	7,893	7,893	7,893	7,893	7,893
Income maintenance allowance	29	958	1,632	7,000	11,656	16,285	36,181	59,881	14,796
Hours of duty allowances	630	1	48	491	1,522	4,402	11,085	33,714	3,362
Expense allowances	498	10	19	123	353	718	2,515	18,512	974
Geographic/locality allowances	651	19	801	4,984	24,200	59,461	175,744	350,544	44,762
Disability allowances	422	9	285	6,836	23,488	52,500	100,039	229,397	34,677
Health and lifestyle allowances	2,539	21	200	250	300	300	600	9,968	323
Individual performance related allowances	158	54	924	2,500	5,246	11,002	26,808	49,293	8,436
Annual leave loading	3	177	177	177	183	183	183	183	181
<b>TR + Allowances</b>	11,297	123,810	141,725	156,381	163,167	171,883	214,157	1,067,842	169,918

**Table 7.10: Remuneration findings for SES 1**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	1,941	140,867	161,000	174,202	184,626	201,447	219,975	366,667	188,974
Agency superannuation contribution	1,941	11,468	25,494	31,065	34,223	37,398	41,372	64,576	34,159
Cost of motor vehicle	131	15,032	17,333	22,268	26,000	26,000	28,348	30,699	24,613
Cash in lieu of motor vehicle	1,192	16,978	21,623	25,000	26,000	27,880	28,348	31,000	25,814
Motor vehicle parking	908	25	249	1,751	2,619	3,193	8,132	18,551	2,877
Personal benefits	264	10	167	307	576	1,994	26,102	115,437	4,590
Other supplementary payments	74	64	70	370	556	804	2,550	17,237	1,078
<b>Total Remuneration Package</b>	1,941	177,716	212,628	228,132	243,083	254,348	272,895	414,664	242,658
Performance bonus paid	97	948	1,339	7,594	12,114	14,444	25,067	31,255	11,366
Retention bonus paid	9	2,697	2,697	3,500	3,500	3,500	49,372	49,372	9,203
Productivity bonus	12	780	780	4,232	9,839	19,602	34,533	34,533	12,677
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	100	191	618	884	1,005	1,005	1,005	1,005	923
<b>Total Reward (TR)</b>	1,941	182,716	212,898	228,556	243,467	256,123	275,113	414,664	243,395
Additional duties/responsibilities allowances	35	205	417	606	5,000	14,481	30,000	48,226	9,079
Qualifications and/or skills based allowances	77	189	530	3,823	6,126	11,995	51,322	54,448	11,282
Market related allowances – specific job	4	8,500	8,500	9,261	12,487	15,760	16,567	16,567	12,510
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	1	1,365	1,365	1,365	1,365	1,365	1,365	1,365	1,365
Hours of duty allowances	41	53	106	946	1,493	3,452	4,556	5,049	2,106
Expense allowances	130	52	123	299	870	2,231	13,074	24,920	3,366
Geographic/locality allowances	194	207	1,748	9,546	36,879	63,690	168,839	376,996	49,968
Disability allowances	117	551	4,446	22,754	49,820	80,610	114,031	199,789	53,575
Health and lifestyle allowances	51	30	100	150	299	300	364	808	256
Individual performance related allowances	47	504	1,960	2,802	6,250	12,500	26,692	28,118	9,025
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	1,941	182,716	214,262	230,521	246,130	262,304	327,398	618,283	252,751

**Table 7.11: Remuneration findings for SES 2**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	515	191,336	210,334	228,838	239,272	259,114	284,621	568,049	245,340
Agency superannuation contribution	515	19,616	33,615	39,669	43,246	47,629	54,842	95,341	43,562
Cost of motor vehicle	50	16,082	17,203	20,550	27,000	29,606	29,880	29,880	25,001
Cash in lieu of motor vehicle	288	17,558	21,623	26,500	27,000	28,000	30,000	30,650	26,851
Motor vehicle parking	242	249	249	741	2,619	3,193	8,132	18,290	2,864
Personal benefits	46	167	212	498	730	1,994	26,102	43,305	5,712
Other supplementary payments	21	70	182	489	564	777	4,996	12,500	1,372
<b>Total Remuneration Package</b>	515	224,192	270,789	290,186	305,066	320,031	351,493	587,665	308,256
Performance bonus paid	34	7,572	10,000	18,000	21,825	30,000	217,660	539,924	48,240
Retention bonus paid	2	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Productivity bonus	5	4,915	4,915	7,300	28,392	62,489	63,621	63,621	33,343
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	15	904	904	1,005	1,005	1,005	1,005	1,005	992
<b>Total Reward (TR)</b>	515	224,192	274,072	291,682	305,616	325,041	353,399	1,127,589	311,807
Additional duties/responsibilities allowances	11	24	24	522	13,238	25,000	45,000	45,000	15,139
Qualifications and/or skills based allowances	12	1,673	1,673	4,084	6,467	10,398	38,604	38,604	9,475
Market related allowances – specific job	2	7,520	7,520	7,520	11,236	14,952	14,952	14,952	11,236
Market related allowances – specific individual	3	12,000	12,000	12,000	16,317	30,000	30,000	30,000	19,439
Superannuation allowances	1	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944
Income maintenance allowance	1	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Hours of duty allowances	3	106	106	106	416	900	900	900	474
Expense allowances	51	21	125	259	446	2,121	13,457	13,582	3,306
Geographic/locality allowances	47	1,092	3,637	10,688	47,654	64,812	102,151	167,419	44,781
Disability allowances	32	1,052	1,903	22,620	40,946	53,383	118,247	268,632	49,517
Health and lifestyle allowances	7	150	150	150	300	300	500	500	264
Individual performance related allowances	12	5,000	5,000	15,000	15,000	22,060	57,667	57,667	21,140
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	515	224,361	277,227	295,217	307,772	329,139	419,211	1,127,589	320,585

**Table 7.12: Remuneration findings for SES 3**

	Employees n	Min \$	P5 \$	Q1 \$	Median \$	Q3 \$	P95 \$	Max \$	Average \$
<b>Base Salary</b>	109	252,803	282,095	304,542	327,000	350,000	401,646	613,195	334,891
Agency superannuation contribution	109	19,370	44,556	52,397	57,084	63,544	69,590	107,250	57,555
Cost of motor vehicle	11	15,833	15,833	22,439	30,000	30,000	31,880	31,880	26,514
Cash in lieu of motor vehicle	59	24,195	25,841	27,910	30,000	30,650	31,000	31,880	29,099
Motor vehicle parking	48	46	249	317	2,360	3,360	8,252	8,475	2,663
Personal benefits	7	227	227	291	750	27,894	28,192	28,192	10,250
Other supplementary payments	4	420	420	437	502	559	567	567	498
<b>Total Remuneration Package</b>	109	303,010	346,003	384,662	410,874	428,400	475,575	698,250	412,722
Performance bonus paid	4	17,120	17,120	22,302	30,518	331,354	629,155	629,155	176,828
Retention bonus paid	0	.	.	.	.	.	.	.	.
Productivity bonus	0	.	.	.	.	.	.	.	.
Sign on bonus	0	.	.	.	.	.	.	.	.
Group or whole of agency performance bonuses	2	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005
<b>Total Reward (TR)</b>	109	303,010	346,003	384,948	411,667	428,422	475,575	1,274,148	419,229
Additional duties/responsibilities allowances	2	3,346	3,346	3,346	15,454	27,561	27,561	27,561	15,454
Qualifications and/or skills based allowances	0	.	.	.	.	.	.	.	.
Market related allowances – specific job	0	.	.	.	.	.	.	.	.
Market related allowances – specific individual	0	.	.	.	.	.	.	.	.
Superannuation allowances	0	.	.	.	.	.	.	.	.
Income maintenance allowance	0	.	.	.	.	.	.	.	.
Hours of duty allowances	0	.	.	.	.	.	.	.	.
Expense allowances	11	125	125	125	220	400	14,952	14,952	1,600
Geographic/locality allowances	10	15,849	15,849	63,804	81,571	100,465	187,010	187,010	82,405
Disability allowances	7	33,491	33,491	48,384	53,348	95,680	126,923	126,923	71,121
Health and lifestyle allowances	0	.	.	.	.	.	.	.	.
Individual performance related allowances	0	.	.	.	.	.	.	.	.
Annual leave loading	0	.	.	.	.	.	.	.	.
<b>TR + Allowances</b>	109	303,010	354,706	394,836	417,226	432,198	557,487	1,274,148	431,802

## Appendixes

### A.1 Methodology

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All APS agencies were required to report data for all employees that were employed under s22(a), s22(b) and s72 of the *Public Service Act 1999 (PS Act)* as at 31 December 2016. This report excludes: casual employees under s22(2)(c) and Locally Engaged Employees under s74 of the PS Act, employees on leave without pay and employees at the Trainee/Cadet classification. Agency Heads, and public office holders are also excluded as their remuneration is set by the Remuneration Tribunal.

The data received from agencies was checked by the APSC to ensure accuracy. Any discrepancies identified were returned to agencies for correction and resubmission. At the conclusion of the data cleaning process, the agency's data was sent back to the agency for sign off.

The data for part-time employees has been changed to full-time equivalent (FTE) and, for many variables, employees who have worked only part of the year (though active as at 31 December), have had their data annualised. This ensures that each employee's data has equal weighting.

Employees who were in a graduate program in 2016 are shown as a 'Graduate', even if they had advanced to an operational classification by 31 December. For the latter employees, remuneration is at their last day as a Graduate.

Some columns in the tables may not add up because Total Remuneration Package (TRP) and Total Reward (TR) are calculated separately for each individual employee and it is these values that determine the median. Therefore, the median TR figure will not necessarily be the sum of all median values of the components which make up TR. It will be the median value of TR for all employees.

Figures have been rounded to the nearest dollar. As a result, there may be some min values of 0 in *Section 7: Remuneration Findings by Classification*. A period represents no data for that particular field.

Data values published in the 2015 APS Remuneration Report have had a small revision and the revised values have been incorporated into this Report. As a result, a very small number of values as at December 2015 will not match across the published 2015 and the 2016 Reports.

Data in this report should not be used to calculate past or present populations of the APS. For accurate population data as at December 2016, please refer to the December Statistical Bulletin 2016 available on the APSC website here: <http://www.apsc.gov.au/about-the-apsc/parliamentary/aps-statistical-bulletin/december-2016>.

## A.2 Definitions

**n**

n is the number of employees.

### Average

The average is calculated by summing all values and dividing by the total number of values. This is also known as arithmetical average and mean.

The following statistical terms are determined by ordering the data values in ascending order:

### P5

The 5th percentile (P5) is the point where 5% of the values are below and 95% of values are above.

### Q1

The first quartile (Q1) is the point for which 25% of values are below and 75% of values are above.

### Median

The median value is the midpoint of all values. It is the point for which 50% of values are below and 50% of values are above.

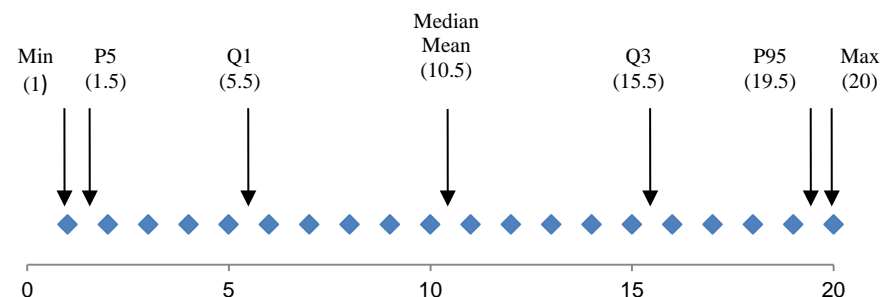
### Q3

The third quartile (Q3) is the point for which 75% of values are below and 25% of values are above.

### P95

The 95th percentile (P95) is the point where 95% of the values are below and 5% of values are above.

Example: values ranging from 1 to 20 inclusive



The tables in this report were prepared using SAS. There are many methods used to determine the median, quartiles and percentiles. Where a data point falls between two values, the method used in this report takes the mean of those two values.



## Base Salary

Base Salary describes the full-time equivalent annualised salary paid to an employee. It includes salary sacrifice amounts (including pre-tax employee superannuation contributions made by salary sacrifice) and excludes bonuses and other benefits.

## Total Remuneration Package (TRP)

TRP is defined as being Base Salary plus the value of any benefits including superannuation and motor vehicles.

- TRP = Base Salary
- + Agency superannuation contribution
  - + Motor vehicle cost/EVS
  - + Cash in lieu of motor vehicle
  - + Motor vehicle parking
  - + Other benefits
  - + Other supplementary payments not otherwise described

## Total Reward (TR)

TR is defined as being TRP plus bonuses.

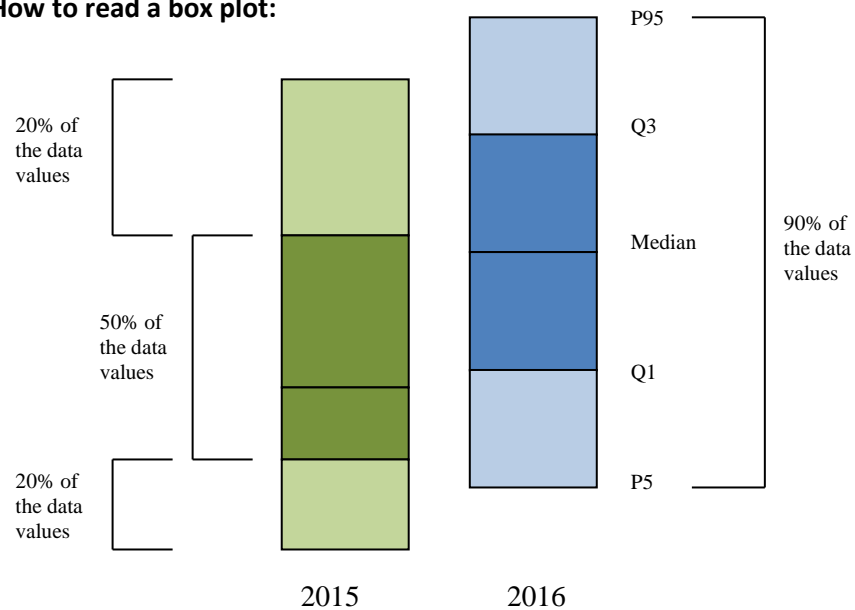
- TR = TRP
- + Actual performance bonus paid in previous 12 months
  - + Actual retention bonus payments paid in previous 12 months
  - + Productivity bonus
  - + Sign on bonuses
  - + Group or whole of agency performance bonus and allowances

## Total Rewards plus Allowances (TR+A)

TR+A is defined as being TR plus allowances.

- TR+A = TR
- + Additional duties/responsibilities allowances
  - + Qualifications and/or skills based allowances
  - + Market related allowances, specific job
  - + Market related allowances, specific individual
  - + Superannuation allowances
  - + Income maintenance allowance
  - + Hours of duty allowances
  - + Expense allowances
  - + Geographic/locality allowances
  - + Disability allowances
  - + Health and lifestyle allowances
  - + Individual performance related allowances
  - + Annual leave loading

### How to read a box plot:



The size of the squares in relation to each other, reveals how evenly distributed the data values are. For example, looking at the 2015 box plot, the lower two squares (P5 to Median) are shorter than the two above (Median to P95). This indicates that there is a smaller range in values for the bottom 45% compared to the top 45%. The 2016 box plot illustrates that the data values appear to be more evenly distributed as all four squares appear to be of similar length.

## A.3 APS Agencies and Entities Included in this Report

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Aboriginal Hostels Limited

Administrative Appeals Tribunal

Agriculture and Water Resources

Asbestos Safety and Eradication Agency

Attorney-General's

Australian Aged Care Quality Agency

Australian Antarctic Division

Australian Building and Construction Commission

Australian Bureau of Statistics

Australian Centre for International Agricultural Research

Australian Commission for Law Enforcement Integrity

Australian Commission on Safety and Quality in Health Care

Australian Communications and Media Authority

Australian Competition Consumer Comm.

Australian Criminal Intelligence Commission

Australian Digital Health Agency

Australian Electoral Commission

Australian Financial Security Authority

Australian Fisheries Management Authority

Australian Government Solicitor

Australian Human Rights Commission

Australian Inst. of Aboriginal and Torres Strait Islanders Studies

Australian Institute of Family Studies

Australian Institute of Health and Welfare

Australian Law Reform Commission

Australian National Audit Office

Australian National Maritime Museum

Australian Office of Financial Management

Australian Pesticides and Veterinary Medicines Authority

Australian Public Service Commission

Australian Radiation Protection & Nuclear Safety Agency

Australian Research Council

Australian Securities and Investments Commission

Australian Skills Quality Authority

Australian Sports Anti-Doping Authority

Australian Taxation Office

Australian Trade Commission

Australian Transaction Reports and Analysis Centre

Australian Transport Safety Bureau

Australian War Memorial

Bureau of Meteorology

Cancer Australia

Clean Energy Regulator

Climate Change Authority

Comcare

Commonwealth Grants Commission

Commonwealth Ombudsman

Communications and the Arts

Defence

Defence Housing Australia

Digital Transformation Office

Director of Public Prosecutions

Education and Training

Employment

Environment

Fair Work Commission

Family Court and Federal Circuit Court

Federal Court Statutory Agency

Finance
Food Standards Australia New Zealand
Foreign Affairs and Trade
Future Fund Management Agency
Geoscience Australia
Great Barrier Reef Marine Park Authority
Health
Human Services
Immigration and Border Protection
Industry, Innovation and Science
Infrastructure and Regional Development
IP Australia
Murray-Darling Basin Authority
National Archives of Australia
National Blood Authority
National Capital Authority
National Disability Insurance Agency
National Film and Sound Archive
National Health and Medical Research Council
National Health Funding Body
National Library of Australia
National Mental Health Commission
National Museum of Australia
National Offshore Petroleum Safety and Environmental Management Authority

National Portrait Gallery
National Science and Technology Centre (Questacon)
Office of Gene Tech Regulator & NICNAS
Office of Inspector-General of Intelligence and Security
Office of National Assessments
Office of Parliamentary Counsel
Office of the Australian Information Commissioner
Office of the Fair Work Ombudsman
Office of the Inspector-General of Taxation
Old Parliament House
Organ and Tissue Authority
Prime Minister and Cabinet
Productivity Commission
Professional Services Review
Royal Australian Mint
Safe Work Australia
Screen Australia
Social Services
Tertiary Education Quality and Standards Agency
Therapeutic Goods Administration
Torres Strait Regional Authority
Treasury
Veterans' Affairs
Workplace Gender Equality Agency

Note: This list reflects the names of APS agencies and entities having employees under the PS Act as at 31 December 2016. Some agencies may have changed name or have been affected by Machinery of Government changes since then.

**Subject:** RE: APS Remuneration Report 2016 - publicly released

---

**From:** [redacted] [mailto:[redacted]] **On Behalf Of** LLOYD, John  
**Sent:** Tuesday, 13 June 2017 5:55 PM  
**Subject:** APS Remuneration Report 2016 - publicly released [SEC=UNCLASSIFIED]

Dear Colleague

In an email I sent you last week, I provided you with a copy of the APS Remuneration Report 2016 and advised that the Report would be publicly released in the week commencing 12 June 2017.

The Report has now been published and is available at: <http://www.apsc.gov.au/publications-and-media/current-publications/remuneration-surveys/remuneration-report-2016/>.

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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**Subject:** FW: Would like to meet with you in Canberra next week please.

---

**From:** [REDACTED]  
**Sent:** Thursday, 31 August 2017 3:24 PM  
**To:** [REDACTED]  
**Subject:** RE: Would like to meet with you in Canberra next week please.

**UNCLASSIFIED**

Noted.

Thank you  
[REDACTED]

[REDACTED] | **Executive Assistant to Chief Executive Officer/Principal Registrar**  
Principal Registry | Federal Court of Australia  
Level 16, Law Courts Building, Queens Square, NSW 2000  
p. + [REDACTED] | e. [REDACTED]  
[www.fedcourt.gov.au](http://www.fedcourt.gov.au)

---

**From:** [REDACTED]  
**Sent:** Thursday, 31 August 2017 3:07 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Would like to meet with you in Canberra next week please. [SEC=UNCLASSIFIED]

Hello [REDACTED]

I confirm Wednesday, 6 September at 2pm.

Please note, the Commission has recently moved offices. The Commission's address is:

B Block, Treasury Building  
Parkes Place West, Parkes

On arrival, Warwick and [REDACTED] will need to sign in at the security desk in reception. I will collect them from there.

[REDACTED] | **Executive Officer to the Commissioner**

**Australian Public Service Commission**  
Level 5, B Block, Treasury Building, Parkes Place West, PARKES ACT 2600  
GPO Box 3176 CANBERRA ACT 2601  
P: + [REDACTED] | F: +612 6204 2932 | W: [www.apsc.gov.au](http://www.apsc.gov.au)

**From:** [REDACTED]  
**Sent:** Thursday, 31 August 2017 2:30 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Would like to meet with you in Canberra next week please.

**UNCLASSIFIED**

Dear [REDACTED]

Wednesday 6 September at 2 pm would be great for Warwick. [REDACTED] our Director Human Resources will also be joining the meeting.

Is it possible to send a calendar invite.

Many thanks

[REDACTED]

[REDACTED] | **Executive Assistant to Chief Executive Officer/Principal Registrar**  
Principal Registry | Federal Court of Australia  
Level 16, Law Courts Building, Queens Square, NSW 2000  
p. + [REDACTED] | e. [REDACTED]  
[www.fedcourt.gov.au](http://www.fedcourt.gov.au)

---

**From:** [REDACTED] [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Thursday, 31 August 2017 12:31 PM  
**To:** Warwick Soden <[Warwick.Soden@fedcourt.gov.au](mailto:Warwick.Soden@fedcourt.gov.au)>  
**Cc:** [REDACTED]  
**Subject:** RE: Would like to meet with you in Canberra next week please. [SEC=UNCLASSIFIED]

Hello Warwick

Unfortunately, John's schedule is quite tight next week.

He has some availability on:

- Wednesday, 6 September at 2pm; or
- Thursday, 7 September at 11am.

With regards

[REDACTED]

[REDACTED] | **Executive Officer to the Commissioner**  
**Australian Public Service Commission**  
Level 5, B Block, Treasury Building, Parkes Place West, PARKES ACT 2600  
GPO Box 3176 CANBERRA ACT 2601  
P: + [REDACTED] | F: +612 6204 2932 | W: [www.apsc.gov.au](http://www.apsc.gov.au)

---

**From:** Warwick Soden [<mailto:Warwick.Soden@fedcourt.gov.au>]  
**Sent:** Thursday, 31 August 2017 10:59 AM  
**To:** LLOYD,John

**Cc:** [REDACTED]  
**Subject:** Would like to meet with you in Canberra next week please.

## UNCLASSIFIED

Dear John

There are a few issues that I would like to discuss with you concerning our proposed Enterprise Agreement. I would like to do that in person in Canberra please. Perhaps one of your people could contact me with some possible convenient times for you next week?

Look forward to talking to you.

Best Regards

Warwick

**Warwick Soden OAM** | Chief Executive Officer/Principal Registrar |  
Principal Registry  
Federal Court of Australia  
Level 16 Law Courts Building, Queens Square, NSW 2000  
p. +612 9230 8237 f. +612 9223 1906 | m. [REDACTED]  
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**Subject:** RE: Federal Court EA

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**From:** [redacted] [mailto:[redacted]] **On Behalf Of** LLOYD,John  
**Sent:** Friday, 3 November 2017 3:13 PM  
**To:** Warwick Soden <[Warwick.Soden@fedcourt.gov.au](mailto:Warwick.Soden@fedcourt.gov.au)>  
**Subject:** FW: Federal Court EA [SEC=UNCLASSIFIED]

Dear Warwick

Thank you for your email. I have been briefed on, and subsequently decided to approve, the Federal Court's remuneration proposal. An approval letter will be sent on Monday.

I understand this was conveyed to [redacted] and colleagues in the bargaining team this morning.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**  
Level 5, B Block, Treasury Building, Parkes Place West, PARKES ACT 2600  
GPO Box 3176 CANBERRA ACT 2601  
**P:** +612 6202 3501 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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**From:** Warwick Soden <[Warwick.Soden@fedcourt.gov.au](mailto:Warwick.Soden@fedcourt.gov.au)>  
**Date:** 1 November 2017 at 9:50:57 am AEDT  
**To:** LLOYD,John <[John.Llxxx@xxxx.xxx.xx](mailto:John.Llxxx@xxxx.xxx.xx)>  
**Subject:** Federal Court EA

**UNCLASSIFIED**

Dear John

My officers talked to your people yesterday about our proposed new salary offer ( after not obtaining relief from the overall equalisation issue). We wish to offer, over the three years, 3%, 1.5% and .5%. We believe this would produce a positive vote.

We are advised, however, that there is still a problem with offering 3% in the first year as that will result in a 3.57% increase for the Family Court people as a result of salary equalisation with the Federal Court salary rates. We were also advised, following our view that the overall pay increase offered would be within the 6% policy cap, that there is a policy (within your discretion to provide relief) that it is not possible to offer 3% in the first year for all staff if that produces the result that some of the staff achieve a 3.57% increase.

I understand that our request for approval to offer 3% in the first year will be submitted for your consideration by your people, possibly today.

As you would know, there is continuing protected action being taken with rolling stoppages over today and tomorrow which is receiving media coverage and I am anxious to be able to go back to the bargaining meetings quickly with the new pay offer.

I propose to call you about this issue this morning and I hope you would be available to take my phone call. Perhaps you could indicate a convenient time to talk?

Best Regards

Warwick

**Warwick Soden OAM** | Chief Executive Officer/Principal Registrar |  
Principal Registry  
Federal Court of Australia  
Level 16 Law Courts Building, Queens Square, NSW 2000  
p. +612 9230 8237 f. +612 9223 1906 | m. [REDACTED]  
[www.fedcourt.gov.au](http://www.fedcourt.gov.au)

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**Subject:** FW: Workplace Bargaining Policy 2018  
**Attachments:** Workplace Bargaining Policy 2018 - Summary.docx

**From:** [redacted] [mailto:[redacted]] **On Behalf Of** LLOYD, John  
**Sent:** Tuesday, 6 February 2018 4:30 PM  
**Subject:** Workplace Bargaining Policy 2018 [SEC=UNCLASSIFIED]

Colleagues

The Government's [Workplace Bargaining Policy 2018](#) has been released today. It replaces the *Workplace Bargaining Policy 2015*.

A summary of the new policy is attached. A copy of the policy is available on the APSC website.

The policy retains the key elements of the 2015 policy while introducing some additional flexibility to support agencies in modernising their workplace arrangements.

Your agency's nominated Head of Corporate, Chief Negotiator and HR practitioners have been provided with further information regarding the policy.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

Level 5, B Block, Treasury Building, Parkes Place West, PARKES ACT 2600  
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Australian Government  
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Commission

## WORKPLACE BARGAINING POLICY 2018

### Summary of the *Workplace Bargaining Policy 2018*

1. The *Workplace Bargaining Policy 2018* was released on 6 February 2018.
2. The *Workplace Bargaining Policy 2018* replaces the *Workplace Bargaining Policy 2015*.
3. The new policy reflects the Government's key objectives for bargaining and workplace relations in the public service. Specifically:
  - a. Enterprise agreements and other workplace arrangements are not to contain restrictive work practices, unduly limit flexibility or otherwise impede workplace reform;
  - b. Remuneration increases are to be modest and affordable;
  - c. Public sector terms and conditions are to be reasonable, reflecting community standards; and
  - d. Freedom of association is to be upheld.
4. The 2018 policy retains the same core elements of the previous policy, ensuring the gains made by agencies in the 2014 bargaining round are maintained. This includes:
  - a. **Wages:** agencies may negotiate increases of up to an average of 2 per cent per annum, paid prospectively, subject to affordability. Remuneration includes all new increases to payments made to employees. Pay structures are not to be modified to provide mechanisms that accelerate salary advancement. Sign-on bonuses are not to be negotiated;
  - b. **Content:** enterprise agreements and other workplace arrangements are not to contain restrictive work practices, unduly limit flexibility or otherwise impede workplace reform. Freedom of association must be respected;
  - c. **Coverage:** the policy applies to all Australian Public Service and non-APS Australian Government entities and Members of Parliament Staff. It does not apply to the Australian Defence Force; and
  - d. **Governance:** the APSC continues to implement and advise on the policy, and the approval of the Commissioner is required at key stages of the process. Agencies are responsible for their own compliance with the policy.

5. New principles are included in the 2018 policy to provide greater flexibility for agencies to address specific operational issues through bargaining. These include:
  - a. **Terms and conditions:** greater flexibility is available to bargain terms and conditions outside of remuneration. Within an overall policy of no enhancement, conditions of employment may be traded in exchange for gains in other areas, subject to prior approval of the APS Commissioner. Certain conditions will not be considered appropriate for trading including, but not limited to, exchange for a higher salary increase, introducing hour-for-hour toil for Executive Level employees and reducing hours of work;
  - b. **Framework:** agencies are more explicitly encouraged to consider a broader range of employment arrangements. This could include greater use of individual arrangements instead of enterprise agreements. This may particularly suit small agencies where bargaining can be resource intensive;
  - c. **Side deals:** side deals with unions, which began to emerge late in the current round, are discouraged. Where an agency considers a side deal is necessary, the APS Commissioner's approval is required before any deal can be made; and
  - d. **Policy application:** Government Business Enterprises and the Reserve Bank of Australia are only required to apply the policy to the extent practicable, and must keep their portfolio Minister and the APSC informed.
6. The policy will apply to workplace relations policies and practices in agencies. Agencies will be responsible for ensuring their policies and practices comply with the policy. Of particular importance are arrangements for right of entry, freedom of association, consultation, dispute resolution and employee representation.
7. Agencies are also responsible for ensuring workplace arrangements meet all legislative obligations.
8. Agencies that did not conclude an enterprise agreement under the 2015 policy will continue to bargain under the 2018 policy.