

47F

From: 47F on behalf of LLOYD, John
Sent: Friday, 22 May 2015 11:16 AM
To: 'michael.griffin@aclei.gov.au'; 'Vivienne.Thom@igis.gov.au';
'christopher.dawson@crimecommission.gov.au'; 'colin.neave@ombudsman.gov.au';
'Ian.McPhee@anao.gov.au'; 'john.McMillan@oaic.gov.au'; 'timothy.pilgrim@oaic.gov.au';
'Elizabeth.Kelly@pmc.gov.au'; GODWIN, Annwyn; 'Chris.Moraitis@ag.gov.au'
Cc: 47F FOSTER, Stephanie; FISHER, Karin; 47F
Subject: TRIM: Integrity Agencies Group [SEC=UNCLASSIFIED]
Attachments: Integrity Agencies - agenda.docx; Integrity Agencies - Terms of Reference.docx

Dear Colleagues

My predecessor Steve Sedgwick chaired the Integrity Agencies Group.

The last meeting of the Group was on 2 December 2014. I propose that the next meeting of the Group be held in June.

I suggest that with more than one new member it is opportune to consider the Group's scope, role, membership and the outcomes that should be pursued.

The Group's terms of reference are attached.

An indicative agenda for the June meeting is attached.

Proposed dates for the meeting are:

- Monday, 22 June (2:30pm – 4:00pm)
- Tuesday, 23 June (2:30pm – 4:00pm)
- Tuesday, 30 June (2:30pm – 4:00pm)

Please contact 47F / about preferred date and time, and any agenda suggestions by Friday, 29 May 2015. Her contact details are:

47F
Email:
Phone:

John Lloyd PSM | Commissioner

Australian Public Service Commission

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AGENDA

Integrity Agencies Meeting

APSC Executive Board Room

Aviation House, 16 Furzer St, Phillip

[a date in June to be confirmed]

- 1. The role of the Group and terms of reference**
- 2. The Commonwealth anti-corruption agenda—integrity agencies' roles**
Paper to be circulated (APSC)
- 3. Managing the Insider Threat**
- 4. Integrity risks and gaps**
- 5. Evaluation of integrity systems within agencies**
Paper to be circulated (APSC)
- 6. Red tape reduction—risks and getting the balance right**
- 7. Emerging trends and risks**
- 8. Upcoming events**
- 9. Other business and future meetings**



Terms of Reference: Integrity Agencies Group

Focus and scope of reference

The Integrity Agencies Group (IAG) is a network of senior Australian Public Service (APS) thought leaders in the fields of integrity and ethical decision making. The focus of the Group is twofold, to:

- Enhance information sharing, understanding and collaboration across the continuum framework to reinforce an integrated and tailored whole of APS approach; and
- Recognise and value the experience and specialist knowledge of all Members and their contribution to a robust, integrity based APS.

Secretariat

The Australian Public Service Commission (APSC) will provide a secretariat Service.

The IAG will meet at least twice yearly (or as required) and have the standing agenda items of information sharing on key:-

- legislative or policy initiatives from member and;
- initiatives and concerns discussed at the complementary Anti-corruption Intelligence and Security Group (AISG).

47F

From: 47F
Sent: Tuesday, 27 June 2017 3:25 PM
To: Timothy Pilgrim
Cc: Corporate; BULL,Helen
Subject: HPRM: RE: Invitation to attend the Data + Privacy Asia Pacific conference [SEC=UNCLASSIFIED]

Dear Mr Pilgrim

Thank you for your email inviting John Lloyd to attend the Data + Privacy Asia Pacific conference as your guest.

Unfortunately, the Commissioner is unable to attend the conference. Ms Helen Bull (Group Manager, Workforce Information) will be attending on behalf of the Australian Public Service Commission.

With regards

47F

Executive Officer to the Commissioner

Australian Public Service Commission

Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606

P: 47F | **F:** +612 6204 2932 | **W:** www.apsc.gov.au

From: Timothy Pilgrim [<mailto:timothy.pilgrim@oaic.gov.au>]
Sent: Thursday, 22 June 2017 6:35 PM
To: LLOYD,John
Cc: Corporate
Subject: Invitation to attend the Data + Privacy Asia Pacific conference [SEC=UNCLASSIFIED]

Dear John

Next month the Office of the Australian Information Commissioner (OAIC) will host a major public conference, Data + Privacy Asia Pacific, and I am writing to invite you to attend as my guest.

The conference is expected to attract more than 300 delegates; bringing regulators and businesses together for a day of strategic engagement on key privacy and data topics.

The OAIC recently announced the official program line-up, which includes over 28 speakers (including three international speakers) and three breakout streams. In our main plenary session, renowned ethicist, Dr Simon Longstaff, will join data strategist, Peter Cullen from the Information Accountability Foundation, to explore pioneering approaches ethics and privacy in the data driven age.

I am also delighted to advise that the conference will host an international panel discussion, featuring privacy and information regulators from the Federal Trade Commission, Office of the Privacy Commissioner New Zealand, Office of the Privacy Commissioner of Canada, Personal Data of Hong Kong and the Data Protection Advisory Committee Singapore.

Data + Privacy Asia Pacific will be held on Wednesday 12 July at the International Convention Centre Sydney. Full details are available on the conference website. If you are able to attend, please confirm by emailing corporate@oaic.com.au by 30 June 2017.

I look forward to welcoming you at the Data + Privacy Asia Pacific conference in July.

Regards

Timothy

Timothy Pilgrim

Australian Information Commissioner

Australian Privacy Commissioner

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47F

From: 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

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From: 47F on behalf of LLOYD, John
Sent: Friday, 9 June 2017 3:33 PM
To: Timothy.Pilgrim@oaic.gov.au
Subject: APS Remuneration Report 2016 and Individual Agency Report - Office of the Australian Information Commissioner [DLM=For-Official-Use-Only]
Attachments: APS Remuneration Report 2016.docx; OAIC 2016 Individual Agency Report.docx

For Official Use Only

Dear Timothy

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

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

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

If your staff have any enquires they can email remuneration@apsc.gov.au.

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

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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 2013.¹

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.

¹ <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.

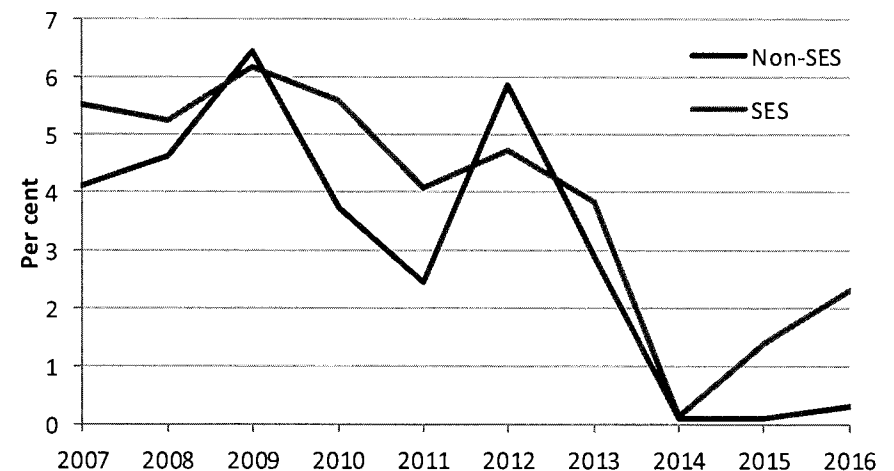
Ongoing engagements increased from 5,836 in 2015, to 11,192 in 2016. Ongoing promotions also increased from 6,988 in 2015 to 12,786 in 2016. These increases can affect median values as newly engaged or promoted employees tend to commence salaries at the bottom of their salary scale.

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



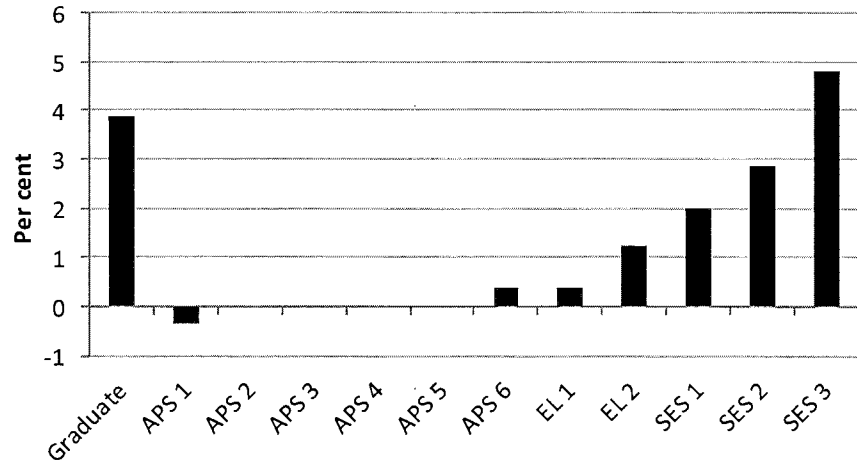
Source: Table 6.2

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 |

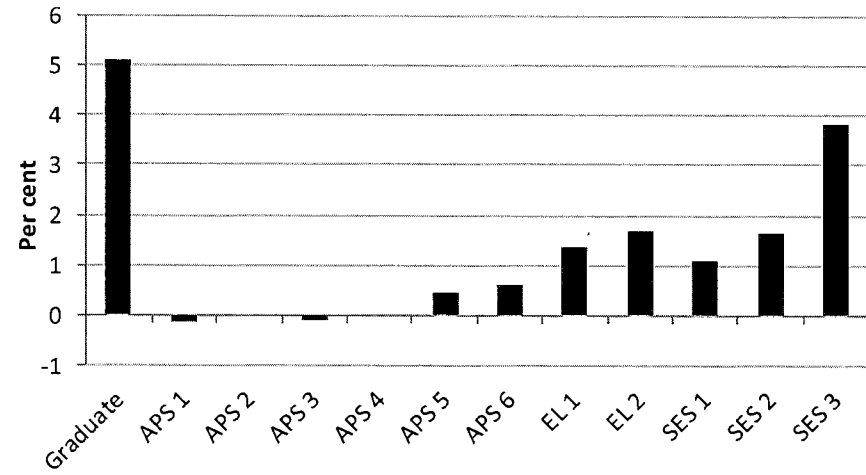
Note: Base Salary is the full time annualised salary, Total Remuneration Package (TRP) is Base Salary plus benefits, and Total Reward (TR) is TRP plus bonuses.

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



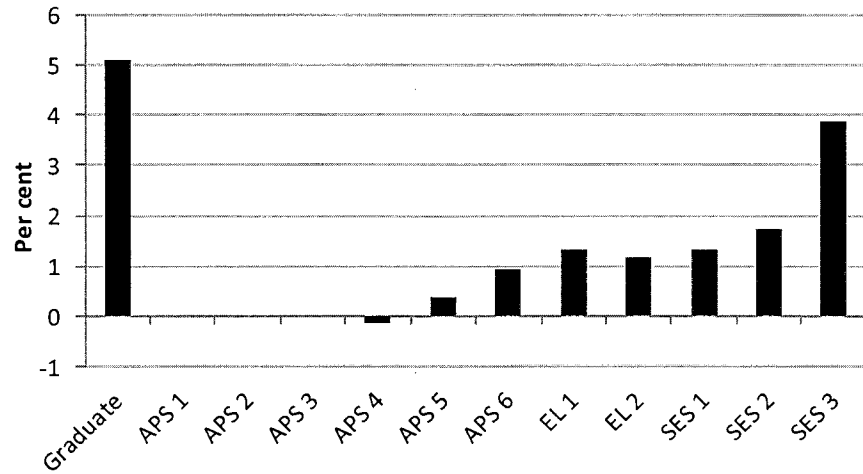
Source: Table 2.1

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%.

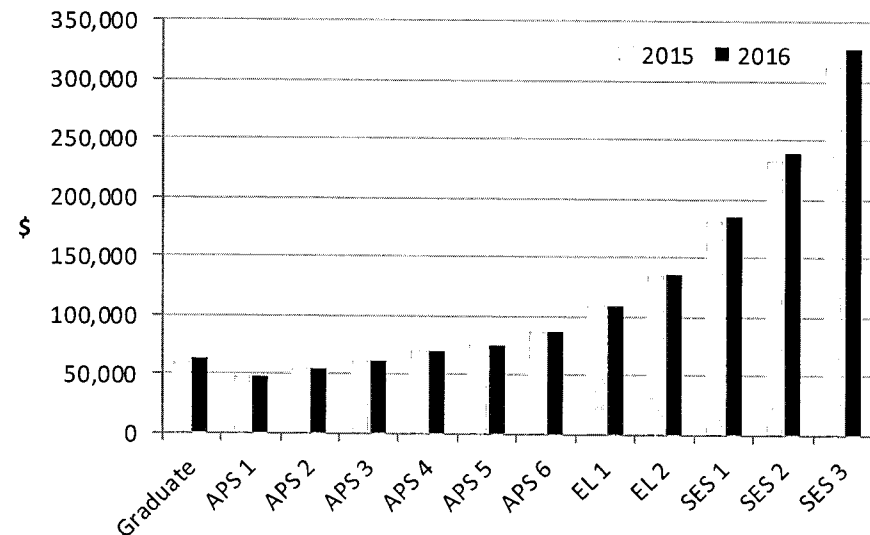
Table 2.1 provides the 2015 and 2016 median Base Salaries. The greatest increase in median Base Salary was at the SES 3 classification with a 4.8% increase. The lowest median movement from 2015 to 2016 was a decrease of 0.4% at the APS 1 classification.

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.

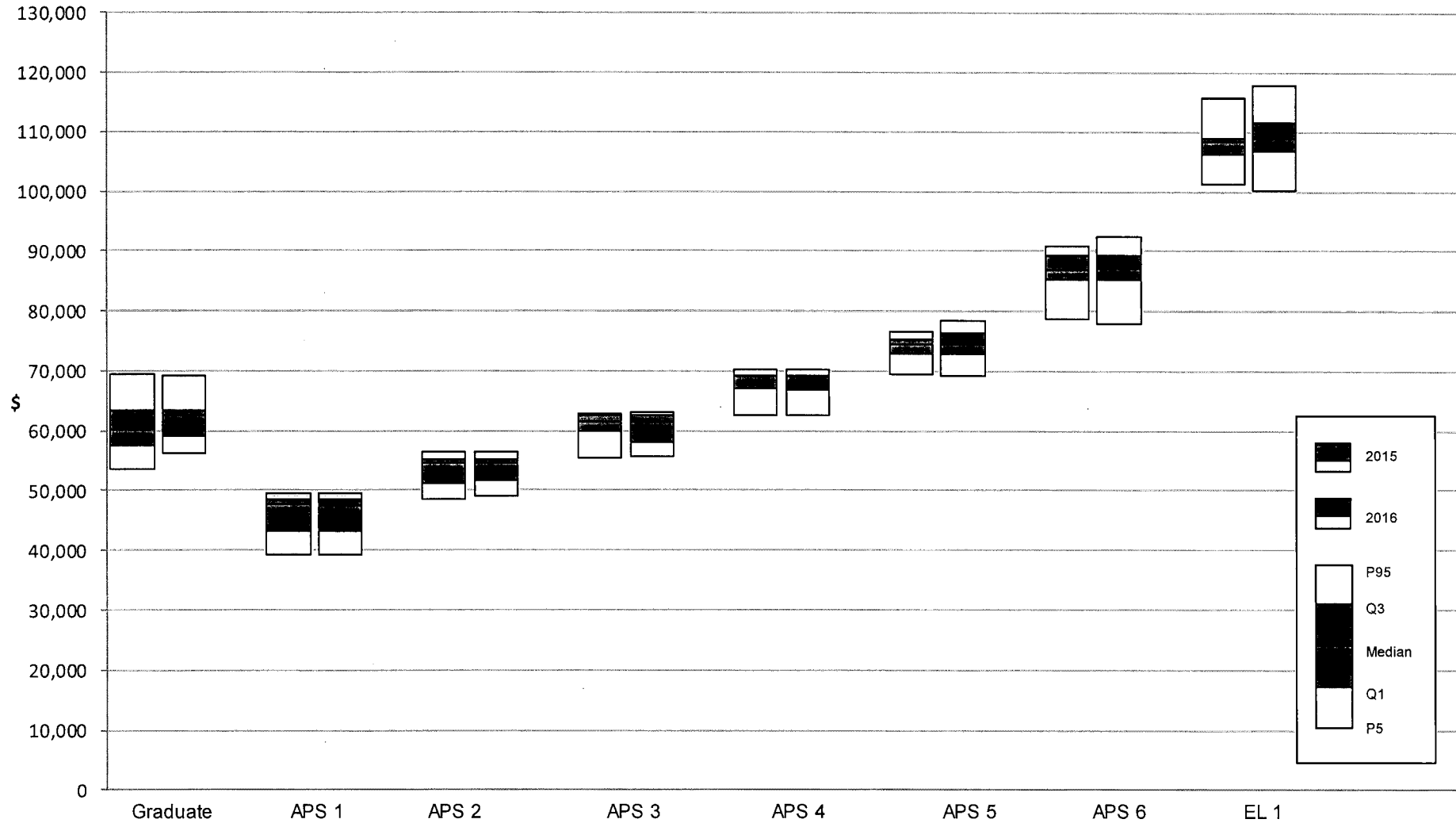
At the SES classifications, mobility is likely to have influenced the median movement. This includes both new engagements and movements to a new agency.

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

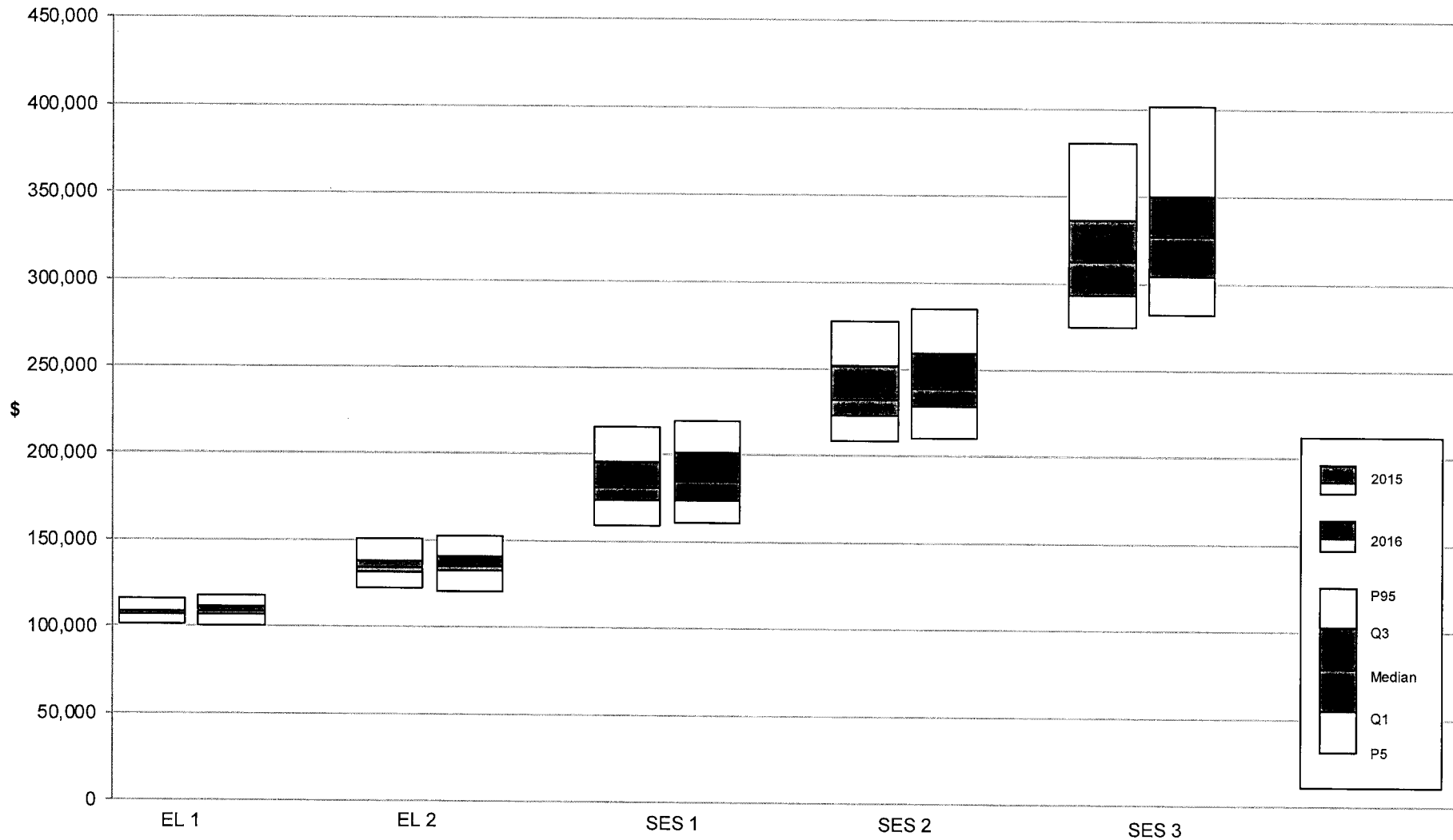


Source: Table 2.1

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).

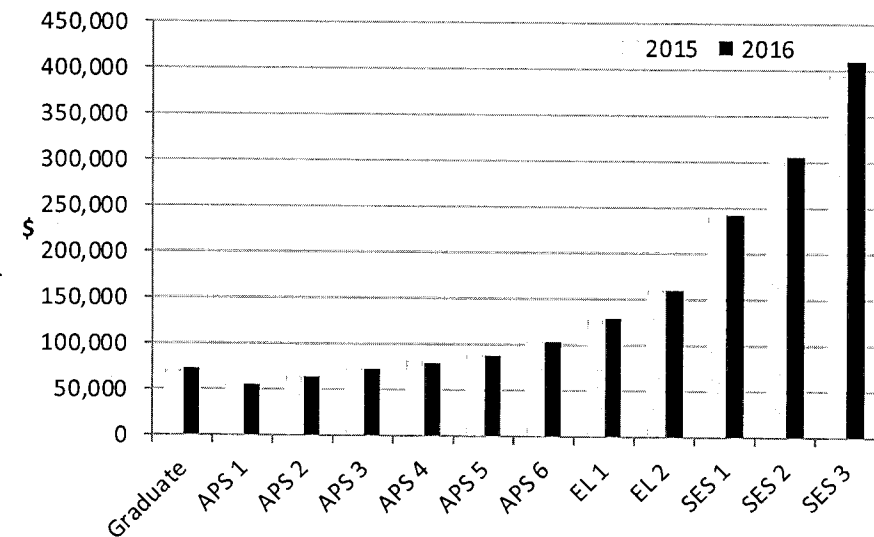
The overall movement in median TRP across all classifications from 2015 to 2016 was an increase of 0.6%. The non-SES classifications median TRP increased by 0.6%, and the SES classifications median TRP increased by 1.5%.

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.

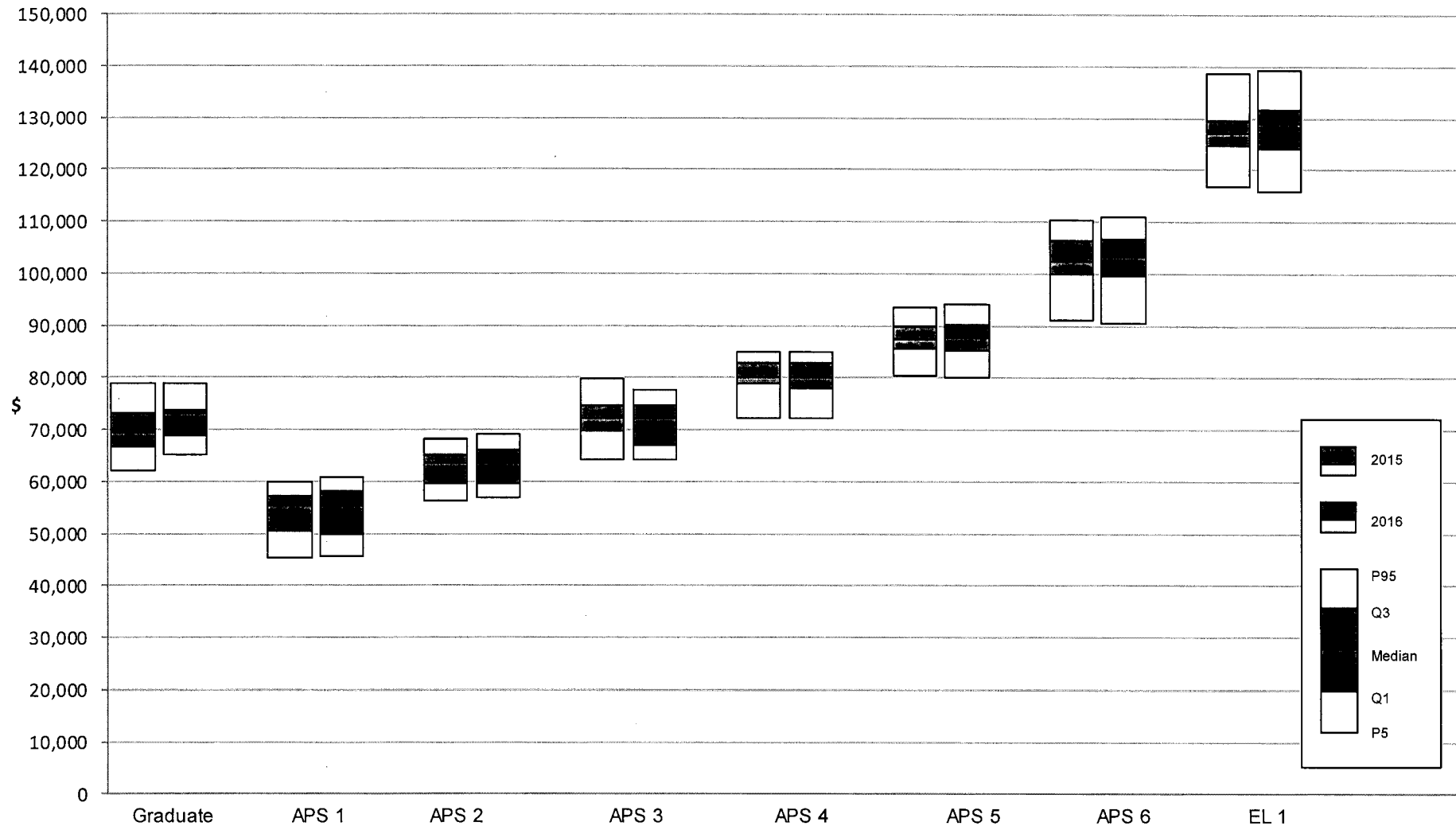
As demonstrated in Table 3.1, Base Salary makes up around 85% of the TR received by employees at the non-SES classifications. The key benefit received by non-SES employees in these classifications is the employer superannuation contribution which is primarily calculated on Base Salary. Normally the main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

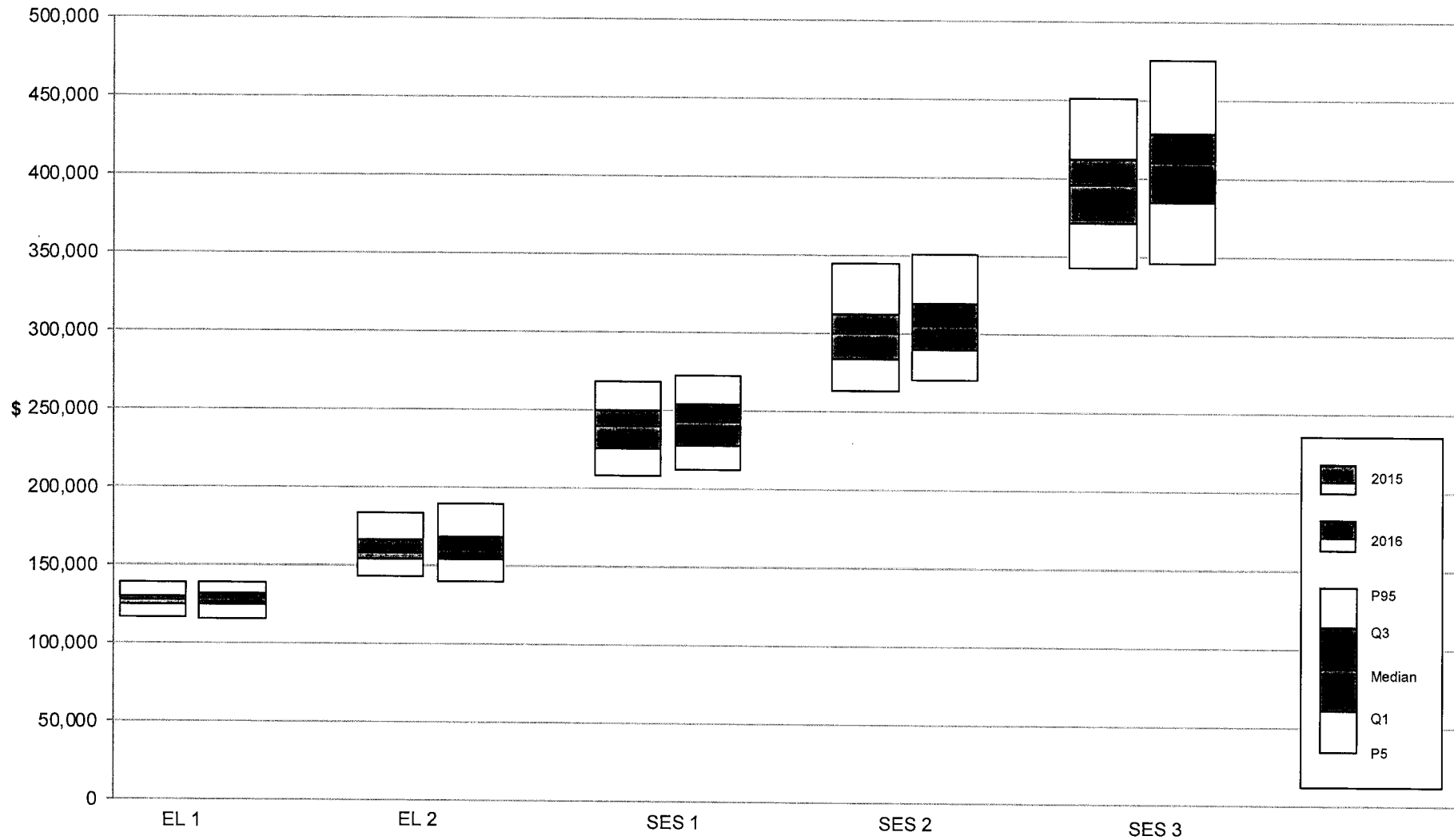


Source: Table 2.2

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

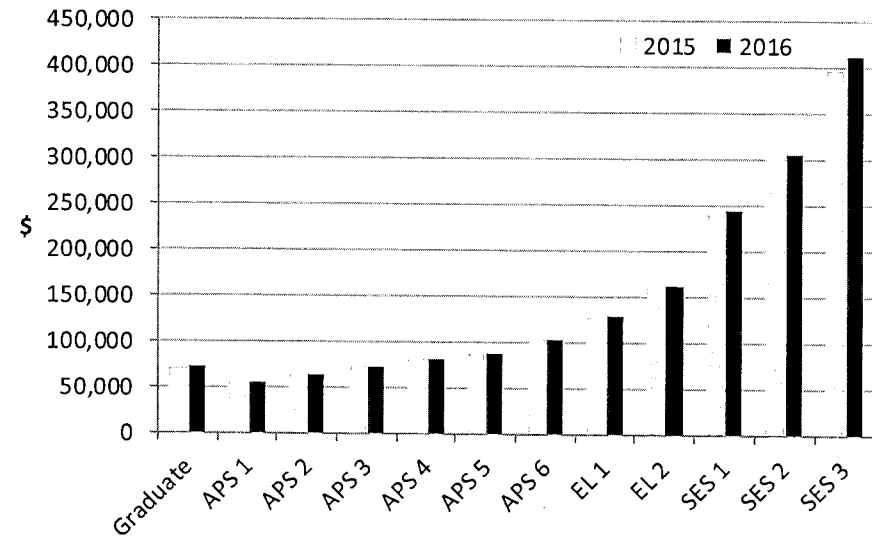
Median performance bonuses in 2016 ranged from \$725 at the APS 1-4 classifications to \$30,518 at the SES 3 classification.

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%.

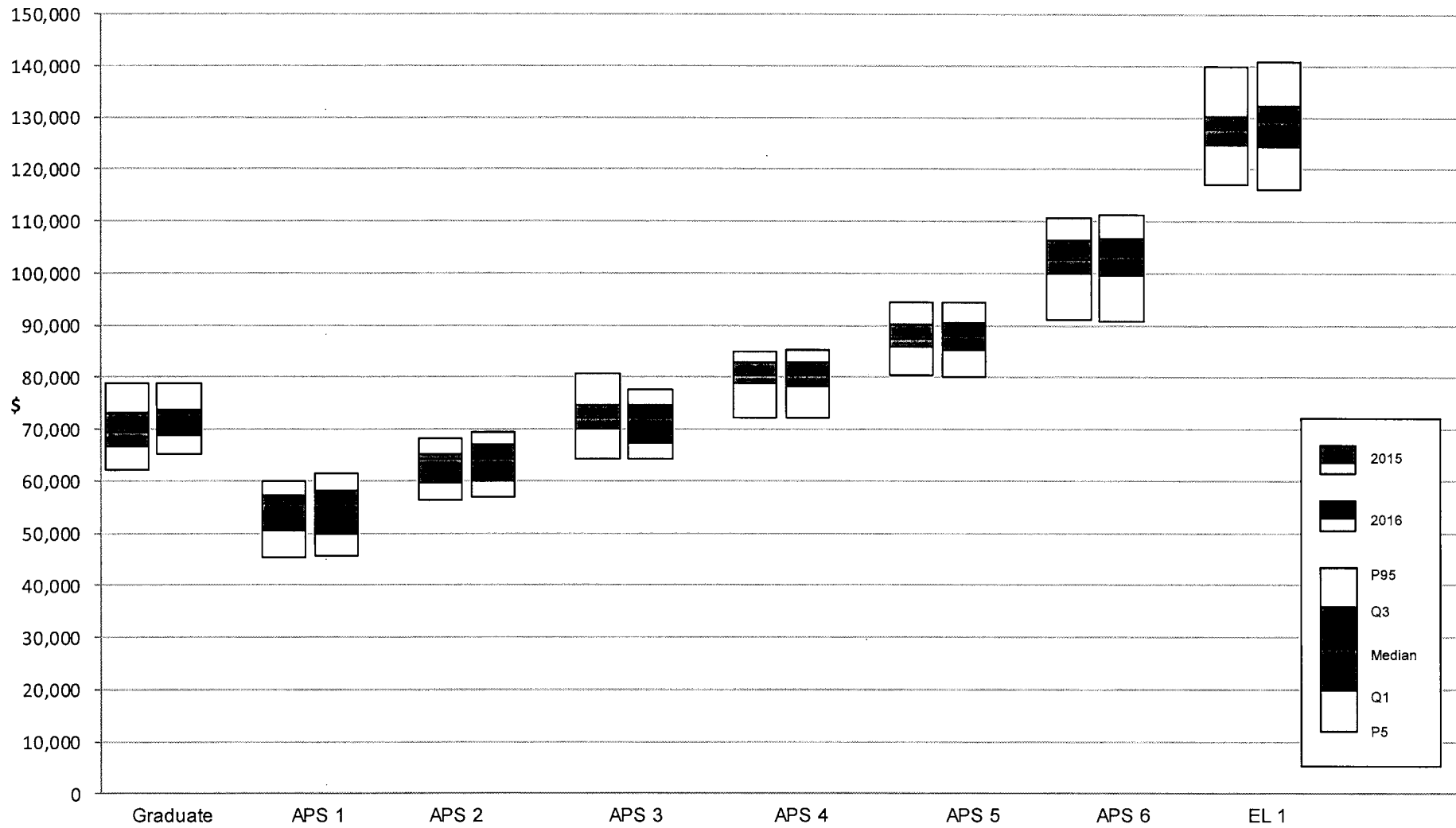
The APS 1 and APS 3 classifications showed the greatest decrease of median TR, with a decrease of 0.1%.

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

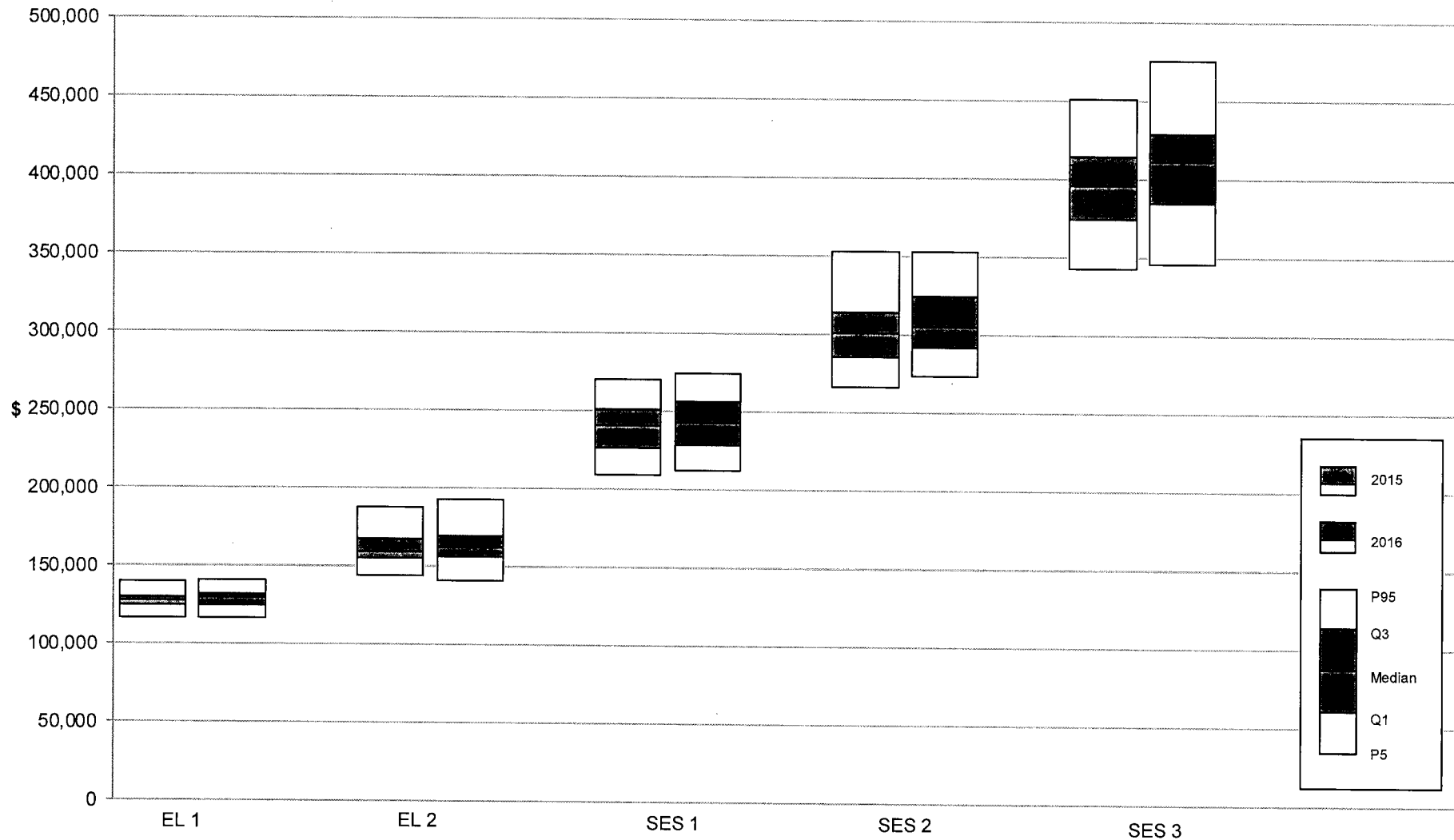


Source: Table 2.3

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 n | 2016 n | 2015 \$ | 2016 \$ | 2015 \$ | 2016 \$ | 2015 \$ | 2016 \$ | change % | 2015 \$ | 2016 \$ | 2015 \$ | 2016 \$ | 2015 \$ | 2016 \$ | change % |
| 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

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

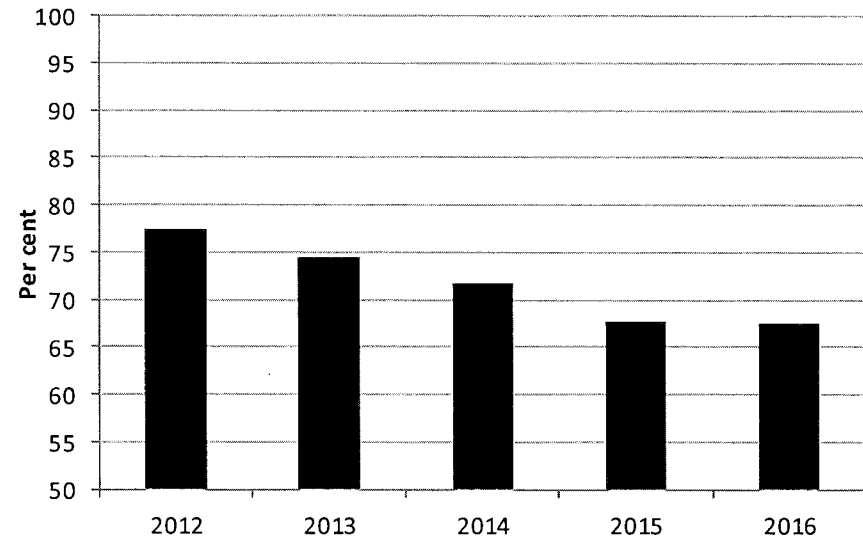
Motor vehicle cost is the annualised cost of a motor vehicle that an employee is able to use for private use. This includes the provision of a motor vehicle, running costs, insurance, repairs, maintenance and any fringe benefits tax payable. Cash-in-lieu of a vehicle is the total paid to an employee 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.

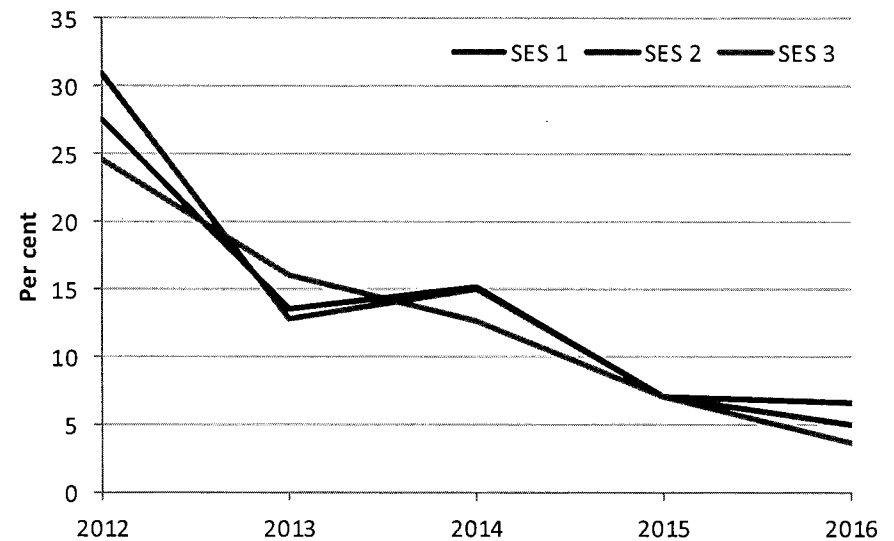
The proportion of employees who received performance bonuses varied across the non-SES classification levels from 0.1% at the Graduate level to 25.9% at the APS 2 classification.

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.

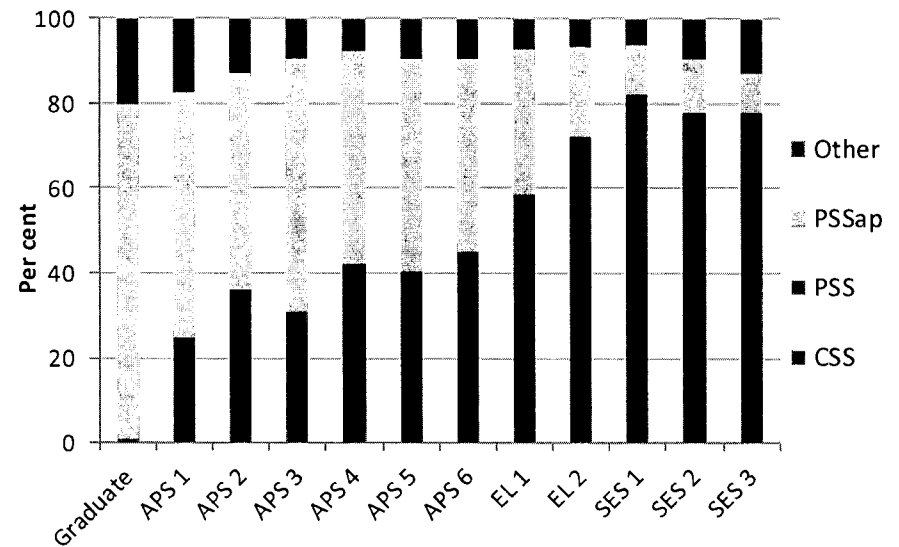
There were 61,018 APS employees, or 43.6% of the APS workforce, in the PSS and 62,826 employees, or 44.9% of the workforce, in the PSSap. There has been a slight reduction since last year in the proportion of employees in the CSS and PSS with a corresponding increase in proportion of employees in the 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 | P5 | Q1 | Median | Q3 | P95 | Average |
|----------------|-----------|--------|--------|--------|--------|--------|---------|
| | n | \$ | \$ | \$ | \$ | \$ | \$ |
| 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

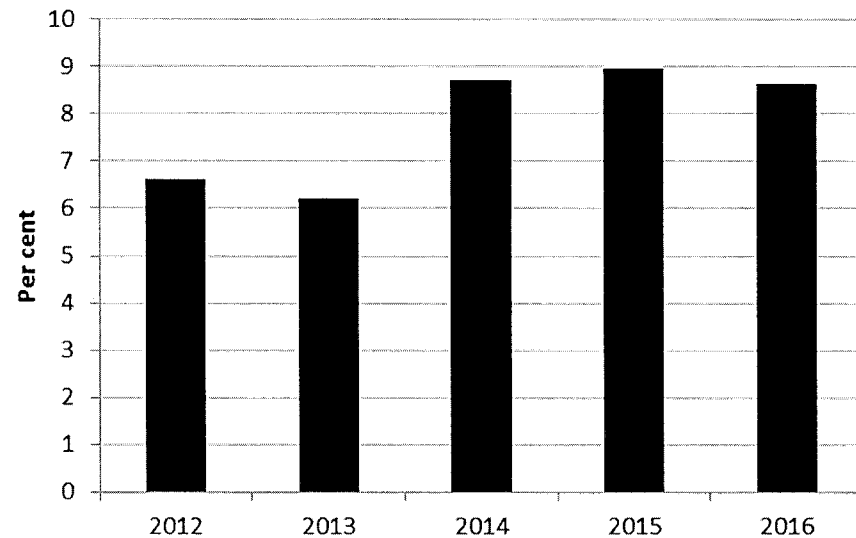
The following section provides information on payments that are not discussed in the preceding sections on Base Salary, Total Remuneration Package or Total Reward. They are reflective of situations outside the standard parameters and include remuneration for taking on higher or additional duties and 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 5th 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.

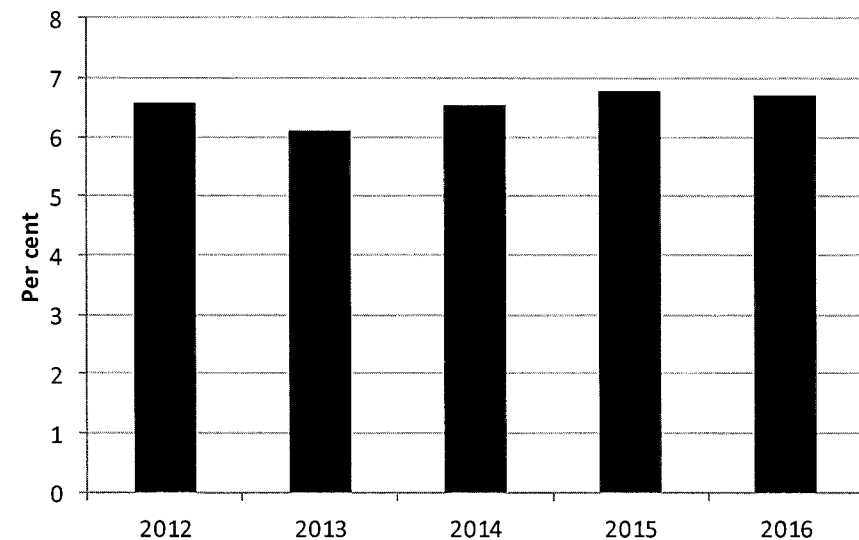
In 2016, 6.7% of APS employees received a geographic or locality allowance; 9.8% of the SES workforce and 6.6% of the non-SES workforce.

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.

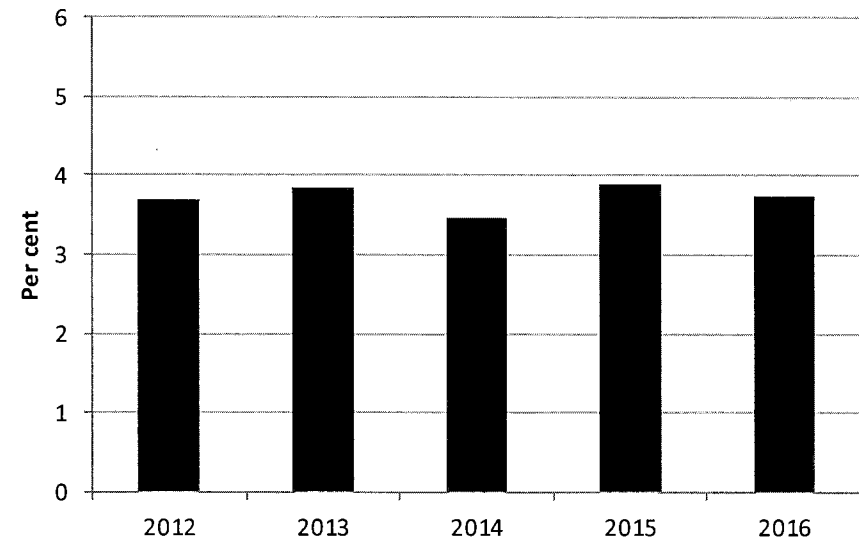
Table 4.3 shows that non-SES classifications generally have lower proportions of employees in receipt of disability allowances compared to SES. Of the non-SES classifications, APS 1 employees had the highest proportion of 6.8% receiving a disability allowance. The rest of the non-SES classifications 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.

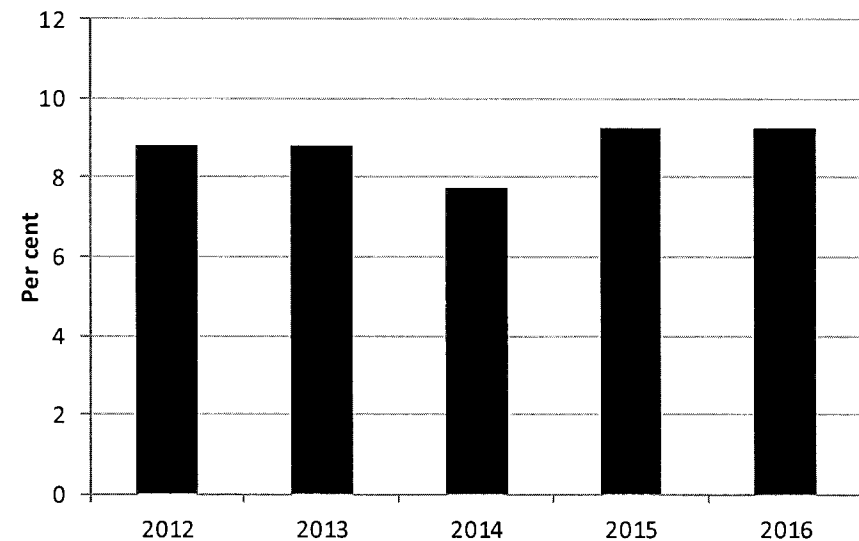
The additional duties at the SES classifications are a reflection of the need in some agencies for SES level employees to be available at all times to take on additional duties at times of crisis. This is more likely to occur in agencies with a presence overseas.

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

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 | P5 | Q1 | Median | Q3 | P95 |
|----------------|-----------------------|-----------|---------|---------|---------|---------|---------|
| | | n | \$ | \$ | \$ | \$ | \$ |
| 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 5th to 95th percentiles, the greatest variation was at the SES 3 level, with some deviation towards women at the 5th percentile and towards men at the 95th 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 | P5 | Q1 | Median | Q3 | P95 |
|----------------|--------|-----------|---------|---------|---------|---------|---------|
| | | n | \$ | \$ | \$ | \$ | \$ |
| 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 | 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 | 71,579 | 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

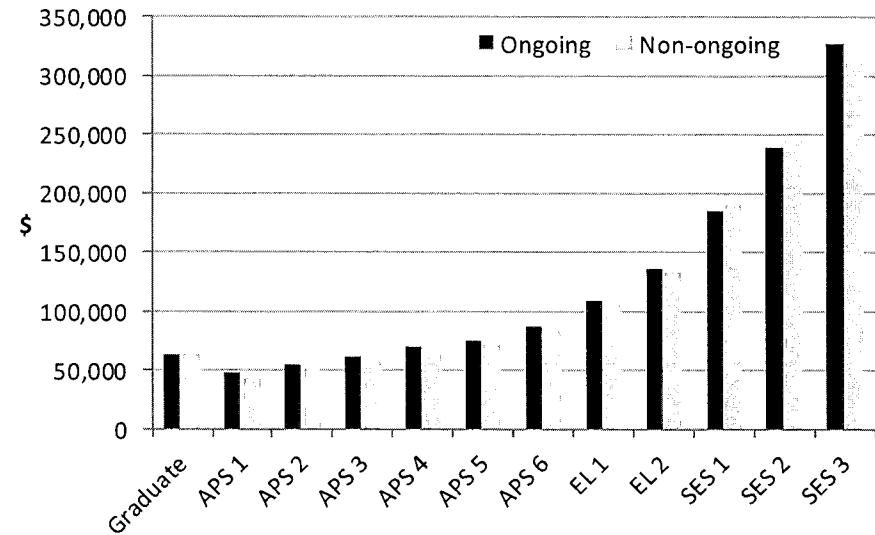
APS employees may be engaged on either an ongoing or non-ongoing basis. Casual employees (non-ongoing and employed for duties that are irregular or intermittent) have been excluded from this report. Table 5.8 provides detail on the Base Salary by employment category and classification.

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.

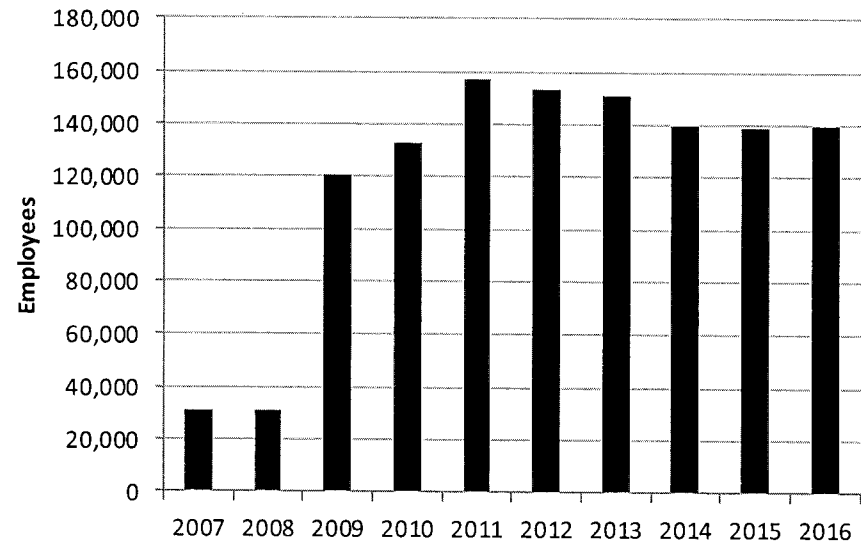
Figure 6.1 shows the number of employees included in the APS Remuneration Report for the past 10 years. There has been a significant increase in the number of employees from when participation was voluntary to when it became compulsory for all agencies.

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.

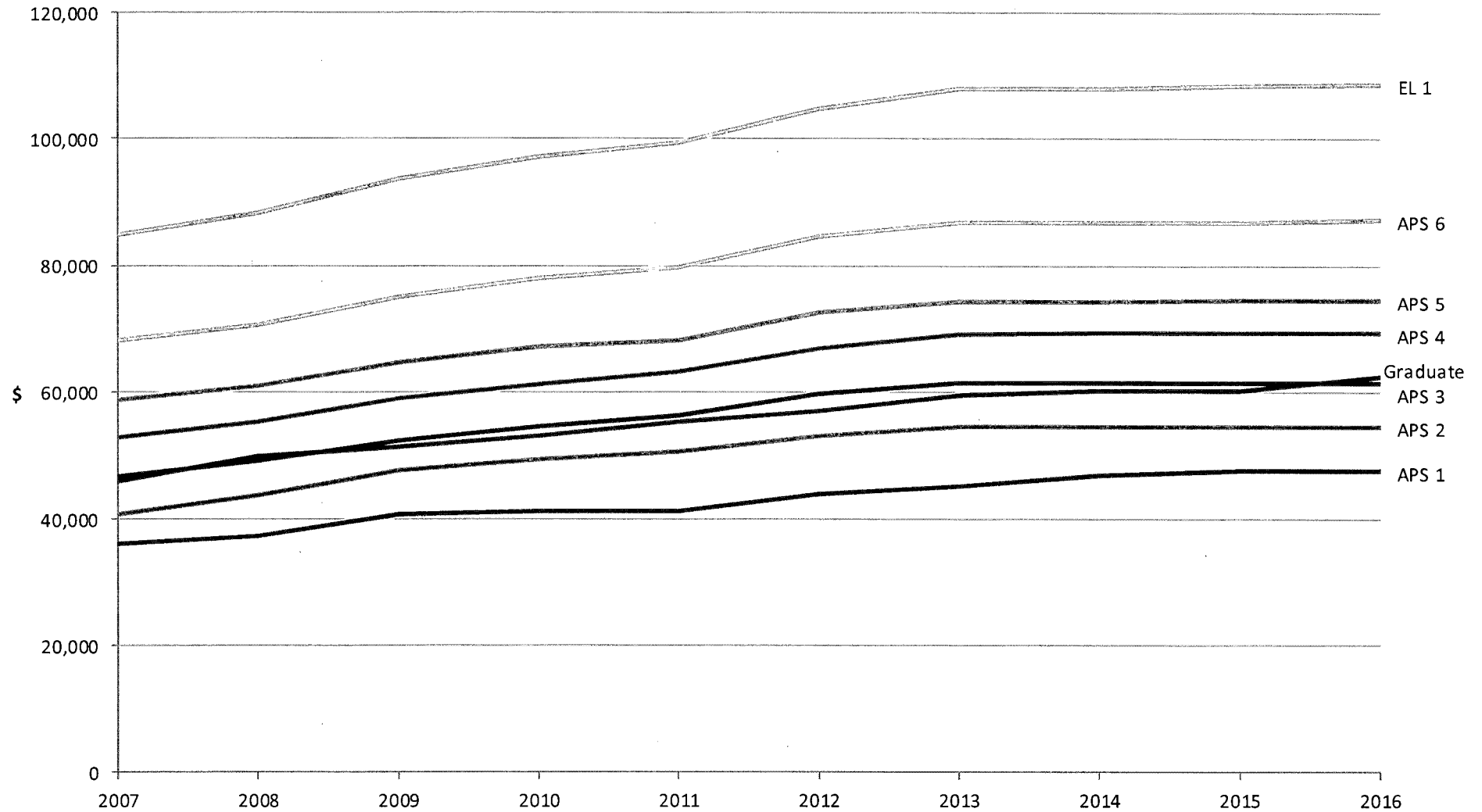
The greatest increase in median Total Reward was recorded in 2012, with increases of 6.5% at the non-SES classifications, 4.9% at the SES classifications and an overall increase of 6.5%. Consistent with median Base Salaries, the smallest year-to-year change in median Total Reward was in 2015, with an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



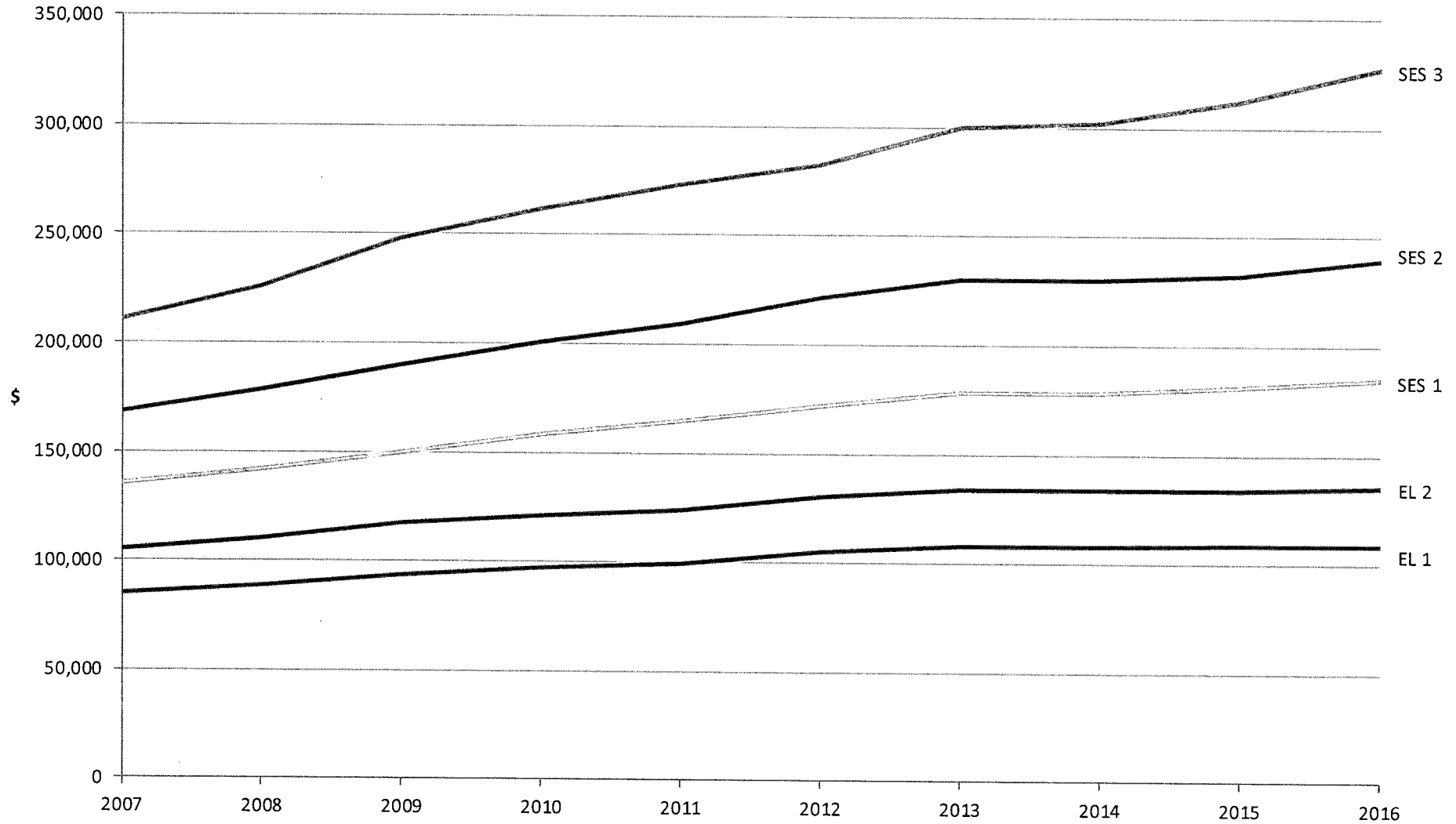
Source: Remuneration Survey data, 2007 to 2016

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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 | . | . | . | . | . | . | . | . |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 | . | . | . | . | . | . | . | . |
| Total Reward (TR) | 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 | . | . | . | . | . | . | . | . |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 | . | . | . | . | . | . | . | . |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 | . | . | . | . | . | . | . | . |
| TR + Allowances | 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 \$ |
|-------------------------------------------------|----------------|-----------|----------|----------|--------------|----------|-----------|-----------|---------------|
| Base Salary | 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 |
| Total Remuneration Package | 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 |
| Total Reward (TR) | 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 | . | . | . | . | . | . | . | . |
| TR + Allowances | 109 | 303,010 | 354,706 | 394,836 | 417,226 | 432,198 | 557,487 | 1,274,148 | 431,802 |

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 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.

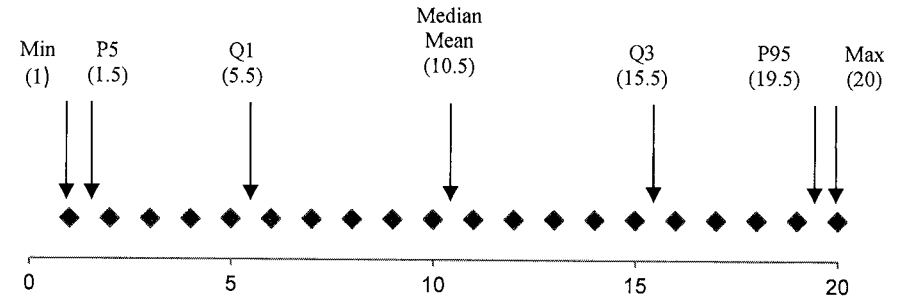
Q3

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.

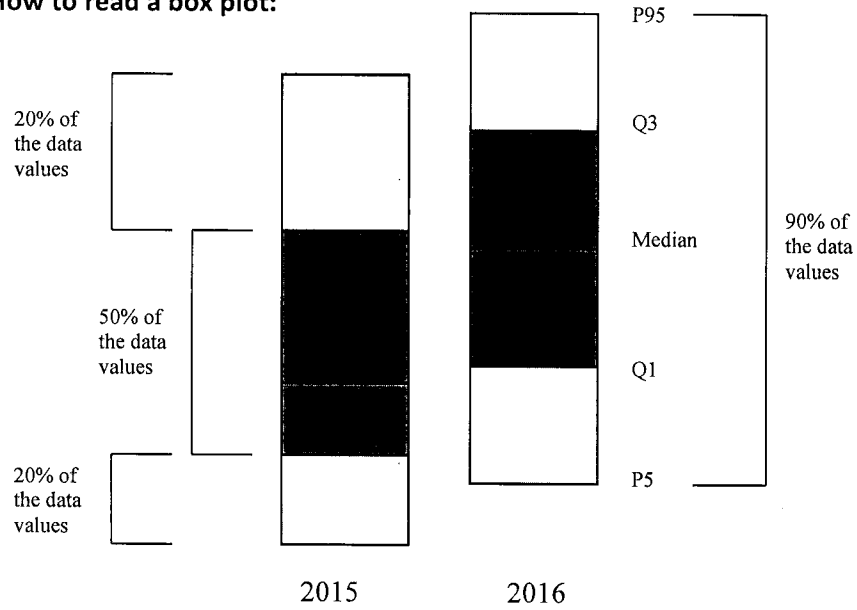
- TR = TRP
- + Actual performance bonus paid in previous 12 months
 - + Actual retention bonus payments paid in previous 12 months
 - + Productivity bonus
 - + Sign on bonuses
 - + Group or whole of agency performance bonus and allowances

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

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.

47F

From: 47F on behalf of LLOYD, John
Sent: Friday, 5 May 2017 10:40 AM
Cc: CROSTHWAITE, Kerren
Subject: HPRM: 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 kerren.crosthwaite@apsc.gov.au. 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

47F

From: 47F on behalf of LLOYD, John
Sent: Tuesday, 6 February 2018 4:30 PM
Subject: HPRM: Workplace Bargaining Policy 2018 [SEC=UNCLASSIFIED]
Attachments: Workplace Bargaining Policy 2018 - Summary.docx

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
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Australian Government
 Australian Public Service
 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.

From: Timothy Pilgrim <timothy.pilgrim@oaic.gov.au>
Sent: Tuesday, 20 February 2018 5:20 PM
Subject: Commencement of Notifiable Data Breaches scheme [SEC=UNCLASSIFIED]

Good afternoon,

The Notifiable Data Breaches (NDB) scheme comes into force on Thursday (22 February 2018), introducing data breach notification and assessment obligations to entities required to secure personal information under the *Privacy Act 1988* (Privacy Act), including Australian Government agencies.

Under the NDB scheme, agencies must promptly notify individuals affected by a data breach that is likely to result in serious harm. My Office must also be notified as soon as practicable.

The practical benefit of the scheme is that notification can reduce the chance of individuals experiencing harm by prompting them to take preventative action, such as re-securing compromised online accounts. However, by reinforcing agencies' accountability for personal information security, the NDB scheme also supports the realisation of a broader benefit: greater public trust in data management across the public sector. This trust is integral to building and maintaining public support for innovative uses of data and enhancing the digital economy.

My Office has developed extensive guidance on the requirements of the NDB scheme in consultation with representatives from across government and industry, which you can refer to on our website: www.oaic.gov.au/ndb.

I am also pleased to inform you of new guidance we have released, titled *Data breach preparation and response — A guide to managing data breaches in accordance with the Privacy Act 1988*. This guide consolidates the information we have published in recent years on best practice data breach response and developing a data breach response plan, as well as our guidance on the NDB scheme.

The guide will be valuable to staff with privacy compliance responsibilities.

You are also likely aware that there are a range of resources and contact points available to agencies that are responding to a data breach or cyber security issue.

In the event of a cyber security incident, your IT security team can contact the Australian Cyber Security Centre (ACSC) for advice, and to report the incident. These reports help build a better understanding of the threat environment, and inform the development of new defensive policies, procedures, techniques and training.

Other useful reference materials include:

- The Australian Signals Directorate (ASD) Essential Eight mitigation strategies and Top 4 can be found at: <https://asd.gov.au/infosec/mitigationstrategies.htm>.
- The Protective Security Policy Framework (PSPF) assists Australian Government entities to protect their people, information and assets, at home and overseas. For a copy go to: www.protectivesecurity.gov.au/Pages/default.aspx.
- IDCARE, Australia and New Zealand's national identity and cyber support service: www.idcare.org.

Enquiries about the NDB scheme can be directed to my Office.

Regards,

Timothy Pilgrim

Australian Information Commissioner

Australian Privacy Commissioner

Office of the Australian Information Commissioner

Level 3, 175 Pitt Street Sydney NSW 2001

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timothy.pilgrim@oaic.gov.au

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47F

From: 47F on behalf of John.Lloyd@apsc.gov.au
Sent: Wednesday, 14 September 2016 3:21 PM
To: 47F
Subject: Australian Public Service Commissioner's Directions 2016 [SEC=UNCLASSIFIED]
Attachments: Attachment A - Summary of key changes.docx

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 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



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 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
| <p>Advertising multiple agency selection processes and using other agencies' merit lists</p> <p>1. New definition of <i>similar vacancy</i> to allow agencies to use other agencies' merit lists:</p> <ul style="list-style-type: none"> 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. <p><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></p> | Clause 2.5 | Section 9 |
| <p>2. Vacancy notification obligations have also been amended to allow agencies to participate in multiple agency selection processes without advertising separately in the Gazette.</p> <p><i>In practice, agencies are no longer required to advertise vacancies separately in the Gazette, where vacancies exist in more than one agency.</i></p> | Clause 2.9(5) | Section 20(5) |
| <p>Notifying decisions in the Public Service Gazette</p> <p>1. Reduced obligation to notify employment outcomes in the Gazette.</p> <p><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></p> <p><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></p> | Clause 2.29(1) | Section 34(1) |
| <p>2. Removes the obligation to seek approval of the Australian Public Service Commissioner to withhold an employee's name from the Gazette.</p> <p><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></p> | Clause 2.29(5) | Section 34(4) |

| Provision | 2013 Directions | 2016 Directions |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------|
| <p>Modifications to the standard application of merit</p> <p>1. Engagement of an employee as non-ongoing, without conducting a competitive selection process, increased to an initial term of up to 18 months.</p> <p>2. Such non-ongoing engagements may be extended to a maximum term of three years, based on the employee's demonstrated performance.</p> <p><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></p> <p><i>Previously, engagement without a competitive selection process was limited to a total of 12 months.</i></p> | Clause 2.12(1) | Section 22 |
| <p>3. Application of Indigenous affirmative measure expanded to include selection of persons for short-term non-ongoing engagement.</p> <p><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></p> | Clause 2.15 | Section 26 |
| <p>4. Affirmative measure for disability employment expanded to apply to all persons with disability, or a particular type of disability.</p> <p><i>In practice, agencies can apply special measures for all people with disability. This previously applied only to those with intellectual disability.</i></p> <p><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></p> | Clauses 2.16 and 2.17 | Section 27 |
| <p>Performance management</p> <p>1. Simplified instructions to agencies on performance management matters, including initiating Code of Conduct proceedings in relation to performance matters.</p> <p><i>In practice, this provides agencies with improved guidance on managing performance.</i></p> | Chapter 4 | Sections 39 and 40 |
| <p>Other amendments</p> <p>1. Minor amendments to Directions on APS Values.</p> | Chapter 1 | Sections 11 to 17 |
| <p>2. Removed duplication in minimum requirements for merit-based selection.</p> | Clause 2.8 | Section 19 |
| <p>3. Removed Directions setting minimum requirements for assignment of duties.</p> | Clauses 2.24 and 2.25 | N/A |
| <p>4. Transitional provisions covering recruitment underway, notifying outcomes, sharing merit lists, non-ongoing engagements and performance management.</p> | N/A | Part 8 |

47F

From: Timothy Pilgrim <Timothy.Pilgrim@oaic.gov.au>
Sent: Friday, 22 May 2015 12:09 PM
To: LLOYD,John; michael.griffin@aclei.gov.au; Vivienne.Thom@igis.gov.au;
christopher.dawson@crimecommission.gov.au; colin.neave@ombudsman.gov.au;
lan.McPhee@anao.gov.au; John McMillan; Elizabeth.Kelly@pmc.gov.au;
GODWIN,Annwyn; Chris.Moraitis@ag.gov.au
Cc: FOSTER,Stephanie; FISHER,Karin; 47F
Subject: RE: Integrity Agencies Group [SEC=UNCLASSIFIED]

Hello John

I could make any of those days (at this stage).

Regards

Timothy

Timothy Pilgrim | Australian Privacy Commissioner
Office of the Australian Information Commissioner
Level 3, 175 Pitt Street Sydney NSW 2001
GPO Box 5218 SYDNEY NSW 2001 | www.oaic.gov.au
Phone +61 2 9284 9601 | Fax +61 2 9284 9723
timothy.pilgrim@oaic.gov.au

From: 47F] On Behalf Of LLOYD,John
Sent: Friday, 22 May 2015 11:16 AM
To: michael.griffin@aclei.gov.au; Vivienne.Thom@igis.gov.au; christopher.dawson@crimecommission.gov.au;
colin.neave@ombudsman.gov.au; Ian.McPhee@anao.gov.au; John McMillan; Timothy Pilgrim;
Elizabeth.Kelly@pmc.gov.au; GODWIN,Annwyn; Chris.Moraitis@ag.gov.au
Cc: FOSTER,Stephanie; FISHER,Karin; 47F
Subject: Integrity Agencies Group [SEC=UNCLASSIFIED]

Dear Colleagues

My predecessor Steve Sedgwick chaired the Integrity Agencies Group.

The last meeting of the Group was on 2 December 2014. I propose that the next meeting of the Group be held in June.

I suggest that with more than one new member it is opportune to consider the Group's scope, role, membership and the outcomes that should be pursued.

The Group's terms of reference are attached.

An indicative agenda for the June meeting is attached.

Proposed dates for the meeting are:

- Monday, 22 June (2:30pm – 4:00pm)
- Tuesday, 23 June (2:30pm – 4:00pm)
- Tuesday, 30 June (2:30pm – 4:00pm)

Please contact **47F** / about preferred date and time, and any agenda suggestions by Friday, 29 May 2015. Her contact details are:

Email: **47F**
 Phone

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

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47F

From: 47F on behalf of LLOYD, John
Sent: Friday, 2 December 2016 10:44 AM
Subject: HPRM: 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 or 02 6202 3857.

More information is also available on the Commission's website at www.apsc.gov.au/priorities/directions.

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

47F

From: 47F on behalf of LLOYD,John
Sent: Thursday, 10 November 2016 5:18 PM
Subject: HPRM: Review of Social Media Guidance [SEC=UNCLASSIFIED]
Attachments: letter to agency heads.PDF

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



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 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 agency¹
 - b. in a professional or expert capacity as a private citizen

¹ 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 impartially²
- 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.³

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

² 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.

³ 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.

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

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

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

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

Qantas

investigate the complaint and terminated his employment.

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.

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

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

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?

47F

From: 47F on behalf of LLOYD, John
Sent: Thursday, 6 October 2016 12:19 PM
Subject: HPRM: Workplace Bargaining Policy [SEC=UNCLASSIFIED]

Dear Colleagues

The Fair Work Commission yesterday terminated protected industrial action that had been underway in the Department of Immigration and Border Protection (DIBP).

This means that the industrial action ceases. It is possible that issues in dispute will be subject to arbitration by a Full Bench of the Fair Work Commission.

The decision does not affect bargaining in other agencies. It relates to the circumstances of bargaining in DIBP and its industrial action, particularly the potential impacts on safety and security. The DIBP bargaining is relatively complex due to the merging of the pay and conditions from two previous legacy agencies that make up the DIBP. It is anticipated that any arbitral proceedings will be lengthy and of course confined to the DIBP circumstances.

The Government's bargaining policy is unaffected by the DIBP decision and will not change. Agencies that have not settled a new agreement are obliged to continue to bargain in accordance with the policy. Employees should be urged to vote for new agreements to avoid further loss of income and associated benefits.

The scheme of the Fair Work Act 1999, as reflected in the Government's bargaining policy, is to focus on an employer and employees bargaining to achieve an enterprise agreement. The termination of industrial action followed by arbitration are very much the exception.

Regards

John Lloyd PSM | Commissioner

Australian Public Service Commission

Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606

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47F

From: 47F on behalf of LLOYD, John
Sent: Tuesday, 28 June 2016 9:49 AM
To: Chris.Moraitis@ag.gov.au; Christopher.Dawson@crimecommission.gov.au; 'timothy.pilgrim@oaic.gov.au'; 'margaret.stone@igis.gov.au'; grant.hehir@anao.gov.au; Elizabeth.Kelly@pmc.gov.au; 'michael.griffin@aclei.gov.au'; 'Richard.glenn@ombudsman.gov.au'; GODWIN, Annwyn; FOSTER, Stephanie
Cc: WALSH, Caroline
Subject: Integrity Agencies Group - Meeting Guest [SEC=UNCLASSIFIED]

Dear Members

The next meeting of the Integrity Agencies Group is on Thursday, 30 June 2016.

I have invited 47F r, a partner at 47F s in 47F , to present on the issues associated with embedding a values-based employment culture.

47F is a very experienced corporate lawyer with particular expertise in employment law and industrial relations. His work includes workplace relations advice, employment and industrial litigation before Courts and Tribunals, senior executive appointment, remuneration and contracts, corporate fraud and corporate governance. He has significant experience in the building and construction industry, acting for regulatory bodies and employers, and advising on the implementation of reforms in workplaces.

47F experience across more than 47F has given him valuable insights into the importance of building high-integrity corporate cultures.

I look forward to seeing you all Thursday.

Kind regards

John Lloyd PSM | Commissioner

Australian Public Service Commission

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47F

From: 47F on behalf of LLOYD, John
Sent: Wednesday, 23 December 2015 3:01 PM
Subject: APS Leadership Development Programs [SEC=UNCLASSIFIED]
Attachments: 2016 SES Leadership Development Program Dates.pdf; APS Leadership Programs Letter.pdf

Dear colleague

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

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



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 Nina McKeon, Director Leadership Development on 02 6202 3827 or via nina.mckeon@apsc.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Lloyd', with a long diagonal line extending upwards and to the right from the end of the signature.

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 | |

47F

From: 47F on behalf of LLOYD, John
Sent: Wednesday, 21 October 2015 4:31 PM
Subject: HPRM: Briefing - Recent changes to the Public Sector Bargaining Policy
 [SEC=UNCLASSIFIED]

Dear Colleagues

1. As foreshadowed in my recent email, I offer you or a senior representative the opportunity for a detailed briefing about the recent changes to the public sector bargaining policy.
2. The briefing will be held 26 October 2015 from 2:30 – 3:30 pm (AEDT) at the 50MC Theatre, Department of Education and Training, 50 Marcus Clarke Street, Canberra City.
3. Video link facilities will be available at the Department of Education's offices in Sydney, Melbourne, Brisbane, Adelaide, Perth, Hobart, Darwin and Townsville for people from outside of Canberra. It will also be possible to dial in via telephone from other locations.
4. The venues have some limits to the numbers that can attend. This will dictate only one representative from each agency will be able to attend. The venues also require advance notification of attendees, including photographic ID.
5. If you are not in a position to attend, you may alternatively send your chief negotiator.
6. I would appreciate you providing as soon as possible:
 - a) Name of agency representative;
 - b) Advice of attendance location or requirement for telephone dial in; and
 - c) if one is available, an electronic passport photograph for ID purposes.
7. Please confirm attendance via email to: workplacerelations@apsc.gov.au. We will provide location details or dial in instructions to relevant attendees once these are confirmed. 47F
8. If you have any questions in relation to the administration of the forum, please call 47F on 47F

John Lloyd PSM | Commissioner

Australian Public Service Commission

Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606

P: +612 6202 3501 | **M:** +61 417 130 634 | **W:** www.apsc.gov.au

47F

From: 47F on behalf of LLOYD, John
Sent: Wednesday, 21 October 2015 8:01 AM
Subject: HPRM: Enterprise Bargaining - Change [SEC=UNCLASSIFIED]
Attachments: Policy - talking points for Secretaries 20 10.docx; Policy - summary 20.10.docx

Dear Colleagues

1. The Government has decided to make some changes to the public sector bargaining policy. The Minister Assisting the Prime Minister for the Public Service announced these changes this morning. The changes are designed to facilitate bargaining.
2. In summary, the changes:
 - a. allow agencies to negotiate salary increases averaging up to 2 per cent per annum;
 - b. link offsetting productivity improvements to the removal of restrictive content from enterprise agreements;
 - c. require funding of increases to be met from existing budgets; and
 - d. streamline the associated approval processes. The APS Commissioner is to approve remuneration proposals on certification from the agency head and approve enterprise agreements that are consistent with Government policy.
3. Some agencies have already finalised enterprise agreements. Heads of these agencies will have the capacity to top up employees' salary to reflect the new average increase cap.
4. A more detailed summary of the changes is attached. A revised bargaining policy will be issued to agencies within days.
5. An invitation for you to attend an information forum on Monday 26 October 2015 will follow shortly. The forum will provide briefing on the changes and outline strategies to proceed with bargaining in a timely manner.
6. The Government's key objectives of moderating wages growth and achieving productivity improvements in exchange for wage increases remain.
7. I attach some suggested talking points to assist in conveying information about the changes to staff.
8. Please feel free to contact me with any specific issues. Alternatively, your staff may wish to discuss the matter with your agency's contact in the APSC Workplace Relations Group.

Regards

John Lloyd PSM | Commissioner

Australian Public Service Commission

Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606

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Talking points – Agency Heads

- Effective 20 October 2015, the Government has amended its bargaining policy.
- The change in policy provides us with greater flexibility to conclude enterprise bargaining as soon as possible.
- Agencies may now offer wage increases averaging up to 2 per cent per annum, e.g. 6 per cent over 3 years.
- Offers must still be met within existing budgets, and must be affordable.
- Productivity must be found from removing restrictive content from enterprise agreements.
- For this [department/agency, depending on the stage reached in bargaining], this means:

For example:

- we will consider whether a revised remuneration offer may be affordable, for discussion with bargaining representatives.
- we will use this opportunity to take account of employee feedback on our most recent offer and revise some of the productivity measures proposed.

[For agencies with new agreements made under the previous policy]

- The policy also allows agencies to provide employees in agencies who have already voted for an average increase of 1.5 per cent per year to access the additional 0.5 per cent.
- This is still be subject to affordability, and would need to be met within our existing budget.

- The approval process for both remuneration proposals and enterprise agreements has been streamlined.
- I am considering the implications for our agency of this change in Government policy, and will advise employees as soon as possible.
- We now have a real opportunity to finalise an agreement. You can obtain a pay raise and we can get on with business.

20 October 2015

Summary of changes

Overview

1. Effective 20 October 2015, the bargaining policy has been amended to:
 - a. Allow agencies to offer wage increases averaging up to 2 per cent per annum, e.g. 6 per cent over 3 years, subject to the agency head certifying that the offer can be met within existing budgets;
 - b. link productivity offsets for wage increases to the removal of restrictive content from enterprise agreements;
 - c. streamline the approval process to allow the Australian Public Service Commissioner to:
 - i. approve remuneration proposals upon agency head certification; and
 - ii. approve proposed enterprise agreements, referring to Ministers only where there is inconsistency with policy.
 - d. focus new enterprise agreements on removing those provisions that limit the employer's ability to manage;
 - e. provide employees in agencies who have already voted for an average increase of 1.5 per cent per year to access the additional 0.5 per cent.
2. All other policy settings remain unchanged.

Enterprise agreement content

3. Enterprise agreements must now remove all restrictive enterprise agreement content.
4. For example, the following agreement content is restrictive:
 - a. Requiring employees' agreement before working hours can be changed.
 - b. Being unable to move an employee to another work location within their current city without their agreement.
 - c. Having to consult with employees before any decision is made and/or exhaustive consultation provisions.
 - d. A requirement to reach agreement with employees on the content of human resources policies.
 - e. Prescriptive processes about performance management, restricting the capacity to make quick decisions.
 - f. Extensive right of entry and facilities arrangements for union officials and delegates.
 - g. Clauses that give preference to ongoing over non-ongoing employees.
 - h. Extensive additional processes for recruiting employees.
5. Agreement content that is otherwise consistent with the policy but does not have a substantive impact on productivity may be retained.

Streamlined approval process

6. The approval process allows the Australian Public Service Commissioner to:
 - a. approve remuneration offers that comply with the policy, upon a declaration by the agency head that the offer is within budget; and

- b. approve proposed enterprise agreements that are consistent with the policy.
7. Referral to the Public Service Minister and the portfolio Minister is only required for proposed enterprise agreements with unresolved policy issues.
 8. Further information on the approval process will be provided.

20 October 2015

47F

47F

From: on behalf of LLOYD, John
Sent: Tuesday, 16 June 2015 6:10 PM
To: michael.griffin@aclei.gov.au; Ian.McPhee@anao.gov.au; john.McMillan@oaic.gov.au; timothy.pilgrim@oaic.gov.au; Elizabeth.Kelly@pmc.gov.au; Chris.Moraitis@ag.gov.au; GODWIN, Annwyn; Jake.Blight@igis.gov.au; paul.williams@crimecommission.gov.au; Richard.Glenn@ombudsman.gov.au
Cc: christopher.dawson@crimecommission.gov.au; Vivienne.Thom@igis.gov.au; Colin.Neave@ombudsman.gov.au; FOSTER, Stephanie; FISHER, Karin;
Subject: Integrity Agencies Group - Tuesday, 23 June 2015 - meeting papers [DLM=For-Official-Use-Only]
Attachments: agenda.docx; 47E (d) Integrity Agencies - 47E (d)

For Official Use Only

Dear Colleagues

Meeting papers attached.

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

47F

On Behalf Of LLOYD, John

Sent: Tuesday, 2 June 2015 5:54 PM
To: michael.griffin@aclei.gov.au; Ian.McPhee@anao.gov.au; john.McMillan@oaic.gov.au; timothy.pilgrim@oaic.gov.au; Elizabeth.Kelly@pmc.gov.au; Chris.Moraitis@ag.gov.au; GODWIN, Annwyn; Jake.Blight@igis.gov.au; paul.williams@crimecommission.gov.au; Richard.Glenn@ombudsman.gov.au
Cc: christopher.dawson@crimecommission.gov.au; Vivienne.Thom@igis.gov.au; Colin.Neave@ombudsman.gov.au; FOSTER, Stephanie; FISHER, Karin;
Subject: Integrity Agencies Group - date confirmation - Tuesday, 23 June 2015 [SEC=UNCLASSIFIED]

Dear Colleagues

Thank you for advising your availability for the next meeting of the Integrity Agencies Group.

Details of the meeting are:

Date: Tuesday, 23 June 2015
Time: 2:30pm – 4:00pm
Venue: Australian Public Service Commission
 16 Furzer Street, Phillip

There are no additional agenda items.

Regards

John Lloyd PSM | Commissioner

Australian Public Service Commission
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47F

On Behalf Of LLOYD,John

Sent: Friday, 22 May 2015 11:16 AM

To: michael.griffin@aclei.gov.au; Vivienne.Thom@igis.gov.au; christopher.dawson@crimecommission.gov.au; colin.neave@ombudsman.gov.au; Ian.McPhee@anao.gov.au; john.McMillan@oaic.gov.au; timothy.pilgrim@oaic.gov.au; Elizabeth.Kelly@pmc.gov.au; GODWIN,Annwyn; Chris.Moraitis@ag.gov.au

Cc: FOSTER,Stephanie; FISHER,Karin

Subject: TRIM: Integrity Agencies Group [SEC=UNCLASSIFIED]

Dear Colleagues

My predecessor Steve Sedgwick chaired the Integrity Agencies Group.

The last meeting of the Group was on 2 December 2014. I propose that the next meeting of the Group be held in June.

I suggest that with more than one new member it is opportune to consider the Group's scope, role, membership and the outcomes that should be pursued.

The Group's terms of reference are attached.

An indicative agenda for the June meeting is attached.

Proposed dates for the meeting are:

- Monday, 22 June (2:30pm – 4:00pm)
- Tuesday, 23 June (2:30pm – 4:00pm)
- Tuesday, 30 June (2:30pm – 4:00pm)

Please contact 47F about preferred date and time, and any agenda suggestions by Friday, 29 May 2015. Her contact details are:

Email: 47F
Phone

John Lloyd PSM | Commissioner

Australian Public Service Commission
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606
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47E (d)

47E (d)



AGENDA

Integrity Agencies Meeting

APSC Executive Board Room

Aviation House, 16 Furzer St, Phillip

23 June 2015

- 1. The role of the Group and terms of reference**
- 2. The Commonwealth integrity agenda**
Paper to be circulated (APSC)
- 3. Managing the Insider Threat**
- 4. Integrity risks and gaps**
- 5. Evaluation of integrity systems within agencies**
Paper to be circulated (APSC)
- 6. Red tape reduction—risks and getting the balance right**
- 7. Emerging trends and risks**
- 8. Upcoming events**
- 9. Other business and future meetings**



47E (d)

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Cc: christopher.dawson@crimecommission.gov.au; Vivienne.Thom@igis.gov.au; Colin.Neave@ombudsman.gov.au; FOSTER,Stephanie; FISHER,Karin; 47F
Subject: Integrity Agencies Group - date confirmation - Tuesday, 23 June 2015 [SEC=UNCLASSIFIED]
Attachments: Integrity Agencies - agenda.docx; Integrity Agencies - Terms of Reference.docx

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Email: **47F**
Phone:

John Lloyd PSM | Commissioner

Australian Public Service Commission

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AGENDA

Integrity Agencies Meeting

APSC Executive Board Room

Aviation House, 16 Furzer St, Phillip

Tuesday, 23 June 2015

2:30pm – 4:00pm

1. **The role of the Group and terms of reference**
2. **The Commonwealth anti-corruption agenda—integrity agencies' roles**
Paper to be circulated (APSC)
3. **Managing the Insider Threat**
4. **Integrity risks and gaps**
5. **Evaluation of integrity systems within agencies**
Paper to be circulated (APSC)
6. **Red tape reduction—risks and getting the balance right**
7. **Emerging trends and risks**
8. **Upcoming events**
9. **Other business and future meetings**



Terms of Reference: Integrity Agencies Group

Focus and scope of reference

The Integrity Agencies Group (IAG) is a network of senior Australian Public Service (APS) thought leaders in the fields of integrity and ethical decision making. The focus of the Group is twofold, to:

- Enhance information sharing, understanding and collaboration across the continuum framework to reinforce an integrated and tailored whole of APS approach; and
- Recognise and value the experience and specialist knowledge of all Members and their contribution to a robust, integrity based APS.

Secretariat

The Australian Public Service Commission (APSC) will provide a secretariat Service.

The IAG will meet at least twice yearly (or as required) and have the standing agenda items of information sharing on key:-

- legislative or policy initiatives from member and;
- initiatives and concerns discussed at the complementary Anti-corruption Intelligence and Security Group (AISG).