

From: Woolcott, Peter
To: [LLOYD, John](#)
Subject: Re: Future of Work [SEC=UNCLASSIFIED]
Date: Thursday, 2 August 2018 9:02:41

Thanks John and much appreciated the chat the other day. I look forward to staying in touch.

Best wishes

Peter

Sent from my iPhone

On 2 Aug 2018, at 9:00 am, LLOYD, John <John.Lloyd@apsc.gov.au> wrote:

UNCLASSIFIED
Peter

My paper on the future of work is attached.

Regards

John Lloyd PSM 1 Commissioner
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<work future 517.docx>

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Work in the Future

Background

1. The nature of work and the way it is undertaken is dynamic. Both change regularly.
2. Much attention is given to changes currently underway. Some of this is evolutionary and essentially adds momentum to changes already occurring. Flexible modes of work such as teleworking, job sharing and labour hire are examples.
3. Other changes are unprecedented. Much of this relates to digital and other technological innovation.
4. The social dynamic is trending towards a desire for smart technology, greater flexibility, convenience and freedom of choice.
5. A billion new online workers will join global labour markets over the next 20 years and will increasingly deploy their skills without the geographical limitations of the past.
6. The challenge for the Government and the APS is to adapt to this change.
7. The effects of the changes are likely to be extensive and powerful. A measured approach is required. We should not rush in and peremptorily disturb current work practices so that uncertainty and confusion prevail in government workplaces. At the same time, we cannot be complacent because that invites the risk of being disadvantaged in attracting and retaining the talent we need. It will be important that affected employees are assisted through the new work journey.
8. The whole employment equation will be impacted. Appointment, engagement, performance, remuneration, incentives, demographics, integrity, termination, retirement, leave, learning, development, talent, structure, job design, layout, location, relationships will all be affected.
9. The capacity of our employment institutions will be tested. Tribunals, unions, employer associations, universities, legal and training providers will have to adapt. Since the 1970s big firms employing thousands of workers and big trade unions have withered.
10. In the Australian context the changes will challenge the political parties and their constituents. True to form the Coalition and employers are likely to be more accommodative of the changes and associated flexibilities. The unions and perhaps the ALP will be disposed to see threats and move to regulate new ways of working.
11. Work is likely to be more attuned to international advantage. Countries that adapt and encourage change will be attractive. Employment growth and opportunities will migrate to countries that are successful in integrating the changes.
12. The CSIRO has observed that Australia, as a relatively high skill and high wage country, is particularly vulnerable to losing jobs offshore as skill levels rise in lower wage economies.

13. No government can protect any segment of the economy from disruption. What is needed is the right policy and regulations to support business and government navigate an uncertain disrupted world.

Issue – What does it mean?

14. Much is written about the future of work. Some of the commentary is insightful, some is alarmist. It is important to distil the key facts and predictions from the commentary.
15. The main facts and predictions are:
- a. Jobs will be impacted. Some will go, others will be modified and new jobs will emerge;
 - b. The contingent or on-demand modes of work will continue to grow;
 - c. More people will determine when and where they work;
 - d. Management hierarchies will be modified;
 - e. A linear career will become the exception. Retraining and upskilling will be common;
 - f. Demographic change, especially more older workers, will amplify some impacts;
 - g. Strategies to engender an engaged and flexible workforce will be critical to business success;
 - h. Artificial intelligence will displace some jobs. It will enhance the efficiency of others;
 - i. Entrepreneurship will be more important.

The APS in 2018

16. The APS has embraced change in the nature of work and the way work is undertaken. The effort has been uneven and in some cases effected with minimal planning.
17. Many APS workplaces display flexibility. The employment profile embraces ongoing employment, non-ongoing employment, part time, casual, working from home, job sharing, contract employment, independent contracting and labour hire modes of work. More older employees feature in the workforce structure. Incremental change is being made in how employees are recruited and how separation is managed.
18. Excessive and prescriptive employment regulation is a blunt and ineffective tool for driving positive employment outcomes. The employment relationship has changed and contemporary human resources practices now call for a more flexible, individual package of work and reward.

Issue – How to upgrade workforce planning

19. Workforce planning that is well connected to business projections will assume increasing importance.
20. The APS has access to large amounts of workforce data. It can be used to better inform business planning decisions. Human resource professionals have to upgrade their skills to mine the data with good effect. Executive leaders will have to become more attuned to examining workforce performance and profiles. Digital capacity offers the enticing prospect of more immediate data that will speed responses to business changes.

21. The construct of workforce planning will change. Plans based on modernising to achieve a discrete goal will no longer suffice. Instead workforce plans will have to set down a path to best accommodate a range of possibilities. The plans will adapt as implementation and experience influence the preferred approach.
22. The Australian Workplace Relations Study indicates that the capacity to balance work and non-work commitments was overwhelming the most important aspect of employment when influencing satisfaction with the job. This factor was cited by 32% of respondents. Job security was cited as the most important aspect by 16% of respondents.
23. It will be important to recognise that the approach to reward for effort has changed. We need to appreciate both extrinsic and intrinsic type rewards. Recent studies have identified four categories of rewards:
 - a. financial rewards or remuneration including fixed or base pay, direct benefits and performance related pay;
 - b. developmental rewards including learning, training and development, succession planning, carer progression;
 - c. social rewards like organisational climate or management culture, performance support, work group affinity, work-life balance; and
 - d. intrinsic rewards such as job challenge, responsibility, autonomy and task variety.

Issue – Hierarchies and Teams

24. It is accepted that dynamic empowered teams will be the route to introduce workforce agility. Also, traditional layered hierarchies will be substantially modified.
25. The team approach has far reaching impacts. It changes the way work is assigned, how work is funded, what is measured, the kind of capabilities required and how performance is rewarded. An important skill will be to display innovative thinking while having the ability to collaborate.
26. In a well-managed environment, a team will lift employee engagement and productivity. Self-directed teams will take ownership and pride in what they do. The team membership is often a mix of some with specialist skills combined with the majority in the generalist category. The membership will often change as the project develops. All this means team based work is attended by a compelling need to manage risk in a sophisticated way and keep the team focussed on tangible outcomes.
27. Managers will exercise influence not through structured authority, but instead through subject knowledge and coalescing the team's energy to good outcomes. They will be more coach than manager.
28. The profiles of leaders will be different. In some innovative workplaces it has been found that about 33% of leaders are those that would not previously be considered for such roles. Leadership is much less about technical skill. It is being transformed into displaying attitude and capability. Attributes to be valued are a growth mindset, adaptability, agility, collaboration, good at leading change and testing those you lead.
29. This requires a reconsideration of our approach to recruitment, leadership learning and talent management.

30. Organisational hierarchies are being reformed. In commercial businesses work is structured more around customer outcomes than specialised functions. Layers of middle management are being removed. Similar impacts will be evident in government entities.
31. Such changes demand a rethink of how we pay and reward staff and classify jobs.

Issue – Live Long and Prosper

32. People are living and working longer.
33. This is having substantial work impacts:
- a. pension eligibility ages have been raised in 18 OECD countries;
 - b. online courses and retraining are becoming popular in equipping people to work longer;
 - c. health and fit for work issues will emerge;
 - d. working to 70 or beyond will not only become less unusual but may be necessary for many.
34. Future work strategies providing diversity should embrace:
- a. facilitating retirement on a transitional or phased basis. Older workers may re-enter new fields or act as mentors. Superannuation and perhaps tax settings may need attention; and
 - b. new cultures to encourage workers to seriously plan for their retirement and to be more accountable for retirement savings and investment decisions. It will be beneficial for all if workers are encouraged to plan and engage with their employer on these issues.
35. It is obvious that a larger older workforce will require flexibility. Older workers are likely to seek shorter hours, longer leave, access to working from home, retraining and malleable superannuation arrangements. Although older workers may be valued for accumulated corporate knowledge, younger workers will see them as an impediment to career opportunity. Some older workers will step down to lower level jobs as they approach the end of a working life.
36. We should be engaging with representative groups to get a better understanding of the issues that older workers see as important to enable them to extend their working life.

Issue – Contingent or On Demand Workforce – Workers on Tap

37. Contingent workers are now a long established facet of the Australian employment framework. Industries such as construction and IT have used them for decades.
38. A basic misconception to dispel is the attitude that contingent work is neither desired nor beneficial. Many people prefer to work in this manner. They embrace the independence, choice, flexibility and rewards it offers. Only a minority feels aggrieved or exploited because they find themselves in this segment of the workforce. The on demand economy offers consumers greater choice while letting people work whenever and wherever they want.

39. Many people actually enjoy the freedom and financial incentives associated with self-employment. They value the opportunity to work at their own pace and to work their own hours without detailed supervision. This will likely become more widespread given a growing appetite for entrepreneurship in the community and greater business literacy and risk appetite for some young people. Some find it hard to accept this.
40. The contingent workforce has traditionally been understood to be essentially comprised of independent contractors and labour hire employees. Some would include non-ongoing and casual employees. However, it is being transformed by the digital economy and modern business practices. The contingent workforce now includes gig and peer- to- peer workers and digital job marketplaces such as AirTasker, Uber, Instacart, and Medicast. The new marketplaces cannot be readily categorised according to the previous well defined dichotomy between employees and independent contractors.
41. People are embracing their own work and income opportunities. New technology and flexible labour market solutions:
 - a. enable employees and the self-employed to access work opportunities;
 - b. enable employers to access skills and labour needs more seamlessly; and
 - c. offer new opportunities for small business to compete.
42. Business now finds that services like accounting, IT, payroll, marketing, web design, graphic design, social media management and facilities management can be readily found outside the firm. Platform technologies, individuals providing consultancy and labour market intermediaries now connect more people to work.
43. Independent contracting, labour hire, casual and fixed term employment are necessary to provide flexibility to respond to our rapidly changing economy and product service cycles where work is not always ongoing and guaranteed. Where specialist and additional skills are required for discrete and finite periods, skill and labour gaps are able to be filled through legitimate contractual arrangements.
44. The spread of contingent workers is highlighting a divide between employer and union strategies. Employers embrace the need to avail themselves of the services of on demand workers. Many tasks are complex and/or intermittent and so it is a financial absurdity to employ on-going staff equipped for every role the firm requires.
45. In contrast, the unions reacting to their falling membership urge extensive regulation of contingent workers in an attempt to protect the regulated labour market. They have a forlorn hope that the use of contingent workers will not be cost effective.
46. The "insecure work" notion paternalistically assumes that working people are incapable of being able to evaluate and choose how they should work.
47. Agencies have to have systems that facilitate the engagement of contingent workers. Union attempts to limit that management prerogative must not be entertained. The inclusion of clauses restricting the rights of management to engage on demand workers must be rejected.
48. A CSIRO study found 88% of freelancers would continue freelancing even if offered a full-time position.

49. Management and supervisory practices will adapt to use on demand workers effectively. Risk and insurance arrangements have to be addressed. The effective incorporation and blending with the on-going workforce will present challenges.

Issue – Recruitment and Capability

50. Recruitment practices will change to grapple with the new work paradigm.
51. We have to recruit ongoing employees with a broad range of skills and capabilities. The recruitment must be efficient. Many good candidates will not see through a protracted process. We will have to offer a career that is not just financially rewarding, but also one that offers challenges and fulfilment. It is likely that many will expect an opportunity to experience a variety of roles and positions. The linear career will not appeal to many.
52. The recruitment focus on tertiary graduates will have to be tempered. The formulation of teams with clusters of skills will in many cases place a premium on attributes other than academic excellence. For example, proven entrepreneurial dexterity or business acumen could be highly sought after to achieve team success.
53. Our recruitment architecture will have to be contemporary and use social media. Access through job websites and work marketplaces will be advisable.
54. Work patterns are changing. Productive work is becoming less concerned with fixed hours and fixed locations.
55. The capacity to attract the best on demand employees requires a review of our practices. The innovators and most efficient workers can be hard to capture. They are often not found from traditional consulting sources. Also, our contracting arrangements are generally overlaid with excessive red tape and detail. It would turn many innovative on demand workers away. A regular refrain from many contingent workers is that government processes are so cumbersome that the work is neither attractive nor financially appealing.
56. The capability of employees will require regular updating. This is a well-recognised and frequently quoted consequence of future work changes. However, its impacts on workplaces are not fully understood.
57. Learning and development will be a frequent experience for employees. They will look for learning and development experiences that engage them and advance their career opportunities. Online learning will be fundamental. It will be important to demonstrate that the acquisition of new skills will make work more interesting and personally satisfying. The capabilities will focus on contemporary team and job requirements such as collaboration, team oriented, seeing and realising opportunity, leading change, being adaptable, embracing innovation and focussed on solutions.
58. The opportunities for better on the job learning are extraordinary. A simple example occurs in **s 22(1)(a)(ii)** Team leaders meet with young workers to discuss and experience the possibilities of mobile devices, apps and social media. This is instructive for the leaders. In addition, the leaders will frequently seek out one or more of the young workers to be engaged on their team, a possibility they had not previously entertained.

Issue – Will Institutions and Legislation help or hinder?

59. The future changes to work will present our work related institutions and legal framework with abundant challenges.
60. The predominant federal workplace relations system is highly regulated. It presents a framework based on National Employment Standards, industry awards and enterprise agreements. The interactions between the framework elements can be complex. In addition, workers' compensation, health and safety, superannuation and tax laws affect the employment relationship.
61. Prescriptive enterprise agreements numbering 100+ pages do not sit well with modern empowered teams of workers. Agreements like these normally include extensive union consultation obligations that can slow, hamper or even prevent substantial workplace change. The identification of work found in agreements and awards typically reflects a hierarchical structure based on traditional remuneration and supervisory models.
62. Restrictive award regulation such as prescription of ordinary part-time hours and minimum engagement periods and the current limitations on agreeing on alternative patterns of work of mutual benefit interfere with efficient scheduling of work arrangements. Such regulation also prevents employees accessing work patterns that suit them.
63. It is clear the system needs reform. But entrenched union attitudes that any change to enhance flexibility is adverse, precludes sweeping reforms.
64. New entry level jobs are concentrated in the service sector industries. These industries typically do not operate around the 9.00 am to 5.00 pm paradigm. But the workplace relations framework is structured around this model. High labour costs result when operating outside these times.
65. If the workplace relations system was simplified and streamlined it would support higher levels of compliance.
66. Small business is unable to wear all of the hats seen in bigger business. Accordingly, the business to business economy generates opportunities to address this limitation. It follows that it is important policy settings are not hostile to flexible labour market options
67. The solution then is to work around an outdated system. The avenues to do this include:
 - a. A premium will be placed on effective direct employer – employee relations. This already occurs in many workplaces embracing change and will be pursued with more flair and vigour;
 - b. The engagement of contingent and on demand workers will become more widespread;
 - c. The use of job marketplaces will accelerate;
 - d. Common law contracts will attract more use;
 - e. Individual Flexibility Arrangements may be relied on more;
 - f. Offshoring to foreign workers will grow.

68. Remuneration and conditions of employment are fundamental. People want to receive a fair monetary reward for their work and to enjoy reasonable conditions of employment and entitlements.
69. The current structure of remuneration linked to level of responsibility/seniority is relatively inflexible. It does not readily accommodate team work and reward attuned to effort and expertise. It is likely that those workers remaining in the formal system will demand flexible reward structures more closely tied to individual and/or team performance. An organisation retaining a structured system will find it more difficult to attract higher calibre workers.
70. New work will alter the way work is conducted and how and where it is undertaken. Advances have been made in seeking a better balance between work and private life commitments. Many workplaces embrace flexible work arrangements including remote from the office work. These initiatives will be amplified in the future. The structured 9-5 work day will be less evident. Work will be conducted across 24 hours especially where overseas workers are involved. The physical layout of office work is changing in many workplaces. This will continue to evolve.
71. The focus of policy should be on educating the self-employed about ways to guard against risk and looking for industry led solutions that can assist them in doing so, rather than trying to create barriers to self-employment.
72. Leave and engagement strategies are expected to change. The blending of career and private life objectives will see employees taking career breaks or adjustments involving less hours devoted to work. Similarly, the challenge to retrain and upskill may result in time away from the job front. This may be manifested in learning experiences including work in different organisations, sectors or countries. Such developments will lead to innovation in career path development, leave, learning and sabbaticals.
73. Organisational culture is constantly changing. We will seek a culture that supports notions like innovation, learning, adaptation, experimentation and resilience. It will be important to find ways to inculcate the culture across diverse and dispersed work forces.
74. The ACCI in its submission to a Senate Select Committee on the Future of Work and Workers said:

“A holistic approach is needed. An approach that allows a strategic review of taxation arrangements, social protection and contributions, skills policy and our outdated employment regulation. Any move to regulate flexible workers should not undermine a person’s right to be self-employed but policy settings need to enable established businesses to adapt and compete where they have been disrupted by emerging business models. These issues cannot be tackled in a piecemeal way by imposing further complex administrative burdens, additional cost on top of an outdated framework that in part gave rise to new ways of working around it.”

Issue –Will automation and artificial intelligence destroy work as we know it?

75. The answer is who knows? Both automation and artificial intelligence will have profound impacts for many jobs. We do not really know where it will all end.

76. Jobs that seemed impossible to automate are threatened by artificial intelligence. Radiologists and legal clerks come to mind. It has been estimated by a Bank of America Merrill Lynch study that the annual disruption of artificial intelligence achieves a \$ 9 trillion reduction in employment costs.
77. Some are alerting us to concerns about artificial intelligence. Elon Musk the founder of Tesla cars and SpaceX warns that “with artificial intelligence, we’re summoning the demon.” Stephen Hawking expressed concerns about artificial intelligence becoming too powerful for humans to control.
78. It is a fact that artificial intelligence is having an effect now on work and the effects are likely to grow. Its influence is being felt in the APS. It replaces some jobs. Also, it augments and improves productivity in many workplace settings. It can make jobs more fulfilling, satisfying and efficient. It can demonstrate a powerful capacity to improve the information flow to customers and to improve accountability systems.
79. In common with other changes in work an important approach is to plan well for the use of artificial intelligence. Inevitably, the introduction of artificial intelligence has significant workplaces effects. Some can be momentous. Workers should be consulted at an early stage and told of the opportunities or risks involved for them. If well managed this can enhance team dynamics. In addition, new jobs and skills are likely to emerge as a business adapts to the use of artificial intelligence. Leaders will need to be innovative about how new jobs are designed and regulated as traditional structures may not be best suited to the new environment.

Overseas Trends and Studies

80. The Australian Chamber of Commerce and Industry has examined overseas attention to these matters. Its conclusions are:
 - a. the biggest lesson from overseas is of intensifying competition and increasing pressures on doing business;
 - b. it would be vastly premature for these international processes in any way to inform the substance of any conclusions or recommendations in Australia;
 - c. the UK inquiry appears highly politicised and to be based on partisan assumptions; and
 - d. the UK and all ILO countries have vastly different workplace relations systems to Australia.

Conclusion

81. It would be futile to draw in every possibility for change and challenges that the future of work presents. Instead a small number of important observations are:
 - a. The reform of the APS employment framework must continue;
 - b. Senior leadership must possess the capacity to see and then use the opportunities to work better;
 - c. Clear communication to staff about the risks and opportunities associated with future work is crucial;
 - d. Organisations will be restructured;
 - e. Systems to identify and learn new capabilities must be developed;
 - f. The APS has to be proficient at accessing the contingent workforce.

23 April 2018



Australian Government
Australian Public Service
Commission

Incoming Commissioner's brief

Documents released by the Australian Public Service
Commission under the *Freedom of Information Act 1982*

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The Australian Public Service Commissioner takes a leading role in ensuring the Australian Public Service has the organisational and workforce capability to meet future needs, working collectively with Secretaries in stewardship of the APS.

The Commissioner has both statutory responsibilities under the *Public Service Act 1999* (PS Act) and policy responsibilities. As a function of the Administrative Arrangements Order, the Prime Minister has allocated responsibility for Commonwealth workplace relations policy and employment issues (including remuneration and conditions) and administration of the Long Service Leave (Commonwealth Employees) Act 1976, Maternity Leave (Commonwealth Employees) Act 1973, and parts of the Defence Act 1903 to the Public Service Minister.

The Minister is supported by the Commissioner and his staff in carrying out these responsibilities.

Section 41 sets out the Commissioner's functions under the PS Act as:

- to strengthen the professionalism of the APS and facilitate continuous improvement in workforce management in the APS
- to uphold high standards of integrity and conduct in the APS
- to monitor, review and report on APS capabilities within and between agencies; and to promote high standards of accountability, effectiveness and performance.

The Commissioner's functions also include promoting the APS Values, Employment Principles, and Code of Conduct; and evaluating the adequacy of systems and processes in agencies for promoting and upholding them.

The Commissioner reports annually to parliament on the State of the Service, including changes in the environment and infrastructure of the APS and emerging issues.

The Commissioner has a number of inquiry and review functions including:

- inquiries into allegations of misconduct by agency heads, and, in certain circumstances, APS employees and former employees
- an 'own motion' power to inquire into any APS matter, or at the request of the Public Service Minister
- at the direction of the Prime Minister, 'systems' and 'special' reviews of an agency or the relationship between agencies.

Under the *Workplace Bargaining Policy 2018*, the Commissioner has three roles:

- approval of any proposed remuneration increases
- approval of any proposal to trade certain conditions of employment for new or enhanced entitlements elsewhere
- approval of draft enterprise agreements before they can be put to an employee ballot.

1 / Role of the Australian Public Service Commissioner (cont.)

The Commissioner is a member of the Secretaries Board, which is established under section 64 of the Public Service Act and chaired by the Secretary of the Department of Prime Minister and Cabinet.

The Commissioner has a statutory role, with the Secretary of PM&C, in the appointment and termination of appointment of secretaries and in relation to assessing secretaries' performance.

The Commissioner exercises a range of statutory powers in relation to SES employment matters, including engagement, promotion and termination decisions.

The Commissioner implements a range of government policies applying to the APS and, in some cases to Commonwealth agencies outside of the APS. These include policies in relation to:

- the Australian Government Public Sector Workplace Bargaining Policy
- the cap on the number of Senior Executive Service and limits on their remuneration.

Section 43 of the *Parliamentary Service Act 1999* establishes the office of Parliamentary Service Commissioner and enables a person to hold the offices of Parliamentary Service Commissioner and Australian Public Service Commissioner concurrently.

This has been the practice since the commencement of the Parliamentary Service Act and it is expected that the Presiding Officers will wish to continue the arrangement. There are no specific appropriations for the role of Parliamentary Service Commissioner which can be problematic, for example, when there is significant casework.

We will provide a further brief in conjunction with the Parliamentary Departments.

2a / Details of Minister

The Hon Kelly O'Dwyer MP

Minister Assisting the Prime Minister for the Public Service

In December 2009 Kelly was elected to represent the people of Higgins following the retirement of former Federal Treasurer the Hon Peter Costello AC.

Kelly was appointed as the Minister for Revenue and Financial Services in the Turnbull Government in July 2016. In December 2017 she was also appointed as the Minister for Women and Minister Assisting the Prime Minister for the Public Service. She is a member of Cabinet and also serves on Cabinet's Expenditure Review Committee (ERC).

She served as the Minister for Small Business and Assistant Treasurer from September 2015 to July 2016, and was the Parliamentary Secretary to the Treasurer from December 2014 until being appointed to Cabinet in 2015.

During her time as Minister for Small Business, Minister O'Dwyer and the Turnbull Government introduced unfair contract protections for small business, established the Small Business and Family Enterprise Ombudsman, abolished the Road Safety Remuneration Tribunal, and announced the amendment of section 46 of the competition law to level the playing field for small businesses. As a member of the Expenditure Review Committee, she also ensured small businesses benefited from the 2016–17 Budget's tax cuts and expanded small business tax concessions.

She was Chairman of the House of Representatives Standing Committee on Economics from 2013 to 2015.

Kelly has been Chairman of the Australia-United States Parliamentary Friendship Group and Convenor of the Australia-Americas Network, encompassing North, Central and South America.

Kelly is the founder and Chairman of the Parliamentary Friends of Women in Science, Maths and Engineering. In addition, Kelly serves as an Ovarian Cancer Ambassador, Patron of the Stonnington City Brass and Patron of the East Malvern Junior Girls Football Team.

2b / Minister's Office contact list

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Roadmap for Modernising the Public Sector—Workforce and Culture Stream

As part of the 2018-19 Budget, the Australian Government agreed to a roadmap for modernising the public sector (Improving Public Sector Productivity : Roadmap).

The Roadmap will create a citizen-focused public sector that is efficient, effective, productive and sustainable.

The Roadmap brings together existing reforms and identifies new initiatives that will have an immediate and positive impact on citizens and businesses, while also driving corporate efficiency and building public sector capability.

The APSC is the co-lead on the Workforce and Culture initiatives on the roadmap, with the centrepiece being the development of a Whole of Government Workforce Strategy

People are the APS' key asset, vital to the overall success of the Roadmap for Modernising the Public Sector Reforms.

The workforce strategy is the major project in the workforce and culture stream under which the other projects sit including:

- strengthened approach to entry level programs
- identify and address barriers to contemporary mobility
- expand talent management programs
- review of APS classification structure.

This strategy, informed by what will emerge from the APS Review, will aim to drive modern workforce practices and help prepare public servants for the future. In developing the workforce strategy, we will consider how to make best use of technology and data.

The workforce strategy will also be informed by the work being done by Jobs and Small Business on the future Australian labour market.

To progress the workforce strategy, a workshop of key partners is planned for 2 August with approx. 20 SES from across the APS to challenge assumptions about the future APS workforce and provide an opportunity for innovative thinking. The outcomes will form the basis of the workforce and culture deep dive discussion at APS Reform Committee meeting on 24 August.

Key projects

Project scopes have been finalised for each of the projects in the stream and work has commenced on all projects.

The mobility project is underway. The project will take a wider view of traditional mobility, covering the mobilisation of capability internally and externally to the APS, whether physically or virtually, and use a specific capability for specified periods.

The classification review is also underway. This will be a diagnostic of the existing APS classification system, including its history, purpose and operation.

Contact: [Catherine Seaberg—Group Manager APS Reform](#)

3a / Hot issues (cont.)

Independent Review of the APS

The APSC is committed to providing assistance to the Independent Review of the APS being led by a Panel chaired by Mr David Thodey and supported by a Secretariat team in PM&C.

APS Reform is the central liaison point between the APSC and the Review, ensuring consistent messaging, timely responses and reduced duplication of effort where possible.

s 47C

Contact: [Catherine Seaberg—Group Manager APS Reform](#)

Publication of the Annual APS Statistical Bulletin

The Commission releases a statistical bulletin each September which presents a picture of the APS workforce as at 30 June. The publication draws on data from agency HR systems which is collected through the APS Employment Database.

The 2017-18 report is due to you for approval in early September 2018. The Minister will be briefed on key highlights of the report prior to the bulletin being publicly released towards the end of September 2018.

Contact: [Helen Bull—Group Manager Workforce Information Group](#)

State of the Service Report

The Act requires the Commissioner to report to Parliament by end of November each year on the state of the APS.

Work on the report has commenced. The theme of this year's report is APS Reform. You will be briefed in detail by the end of August on the proposed outline and communications strategy. The brief will seek your views on the suggested approach and key messages which should be reflected in this year's report.

The draft Report will be finalised by mid to late October to allow for Ministerial approval of tabling.

Contact: [Helen Bull—Group Manager Workforce Information Group](#)

3a / Hot issues (cont.)

Workplace bargaining

20 enterprise agreements in Commonwealth agencies reach their nominal expiry date in 2018. By mid-2019, another 35 enterprise agreements will do so. Unlike the previous bargaining round, negotiations for these agreements have been relatively low profile.

Workplace Relations Group works closely with agencies to support their implementation of the Government's Workplace Bargaining Policy 2018.

The Secretary of the Community and Public Sector Union, Ms Nadine Flood, is likely to want to meet with you early on. s 47E(d), s 47C

The Department of Home Affairs is reaching the end of a long arbitration process before the Fair Work Commission (FWC). FWC will determine the terms and conditions applying to non-SES employees of the Department following a series of industrial disputes which led to the termination of bargaining. While there are no direct implications for other agencies in bargaining, s 47E(d), s 47C

ANAO Audit—Workplace Bargaining Framework

The Australian National Audit Office (ANAO) is conducting an audit into the implementation of the Australian Government's workplace bargaining framework. The APSC is involved in two ways:

Workplace Relations Group is involved in the ANAO's examination of the extent to which the APSC has implemented effective arrangements to support the implementation of the Workplace Bargaining Framework.

Corporate Group is involved in the ANAO's examination of selected agencies' conduct of bargaining.

The ANAO has been provided with a wide range of materials, and is coming to the end of its information gathering and assessment phase. We expect to have some insight into the ANAO's likely findings in August, after which we will be able to provide comment and seek to correct any misunderstandings.

Contact: [Marco Spaccavento—Group Manager Workplace Relations](#)

Agency Head Code of Conduct Matters

Separate briefing will be provided to you on these matters.

Contact: [Kerren Crosthwaite—Group Manager Employment Policy](#)

Banerji Case

Ms Banerji had her employment with the then Department of Immigration terminated as a result of a Code of Conduct investigation into her anonymous tweets which criticised government policy. She lodged a claim for workers' compensation for a psychological injury arising out of her termination. Comcare denied her claim. The AAT overturned Comcare's decision, and in doing so, raised significant constitutional law issues.

This case is significant because it raises the constitutional validity of section 13(11) of the *Public Service Act 1999* (PS Act), which provides that an 'APS employee must at all times behave in a way that upholds the APS Values and the integrity and good reputation of the employee's agency and the APS'. The case also calls into question whether the APSC's social media guidance unlawfully infringes upon APS employees' implied right of freedom of political communication.

Comcare has appealed the AAT's decision to the Federal Court. Acting on advice from the Australian Government Solicitor, the Attorney-General decided to intervene. This means that now the Commonwealth, not Comcare, has carriage of the matter. The Attorney-General also decided to remove the case from the Federal Court directly to the High Court. This decision is to obtain clarity on the constitutional validity of section 13(11) of the PS Act as quickly as possible.

In the event the High Court decides that section 13(11) of the PS Act infringes Ms Banerji's implied right to political communication, legislative change to the PS Act would likely be required. Also, the APSC would likely need to amend its social media guidance.

Contact: [Kerren Crosthwaite—Group Manager Employment Policy](#)

Questions on Notice—Additional Estimates Hearing 21 June 2018

Questions on Notice from the 21 June 2018 Additional Estimates Hearing are with the Minister's Office. They are due for tabling on 3 August 2018. The current Commissioner is lodging a claim for public interest immunity in response to three of the questions.

Contact: [Jenet Connell – Deputy Commissioner](#)

Shared Services

The Service Delivery Office (SDO) of the Department of Finance provide ERP systems for HR and Finance. They also provide HR payroll services.

ICT services are provided by the Department of Jobs and Small Business.

3a / Hot issues (cont.)

Budget Implications

s 47C, s 47E(d)

The APSC was an early adopter of shared services, (since 2011 for payroll and ICT services) and is due to on-board the processing of invoices in 2019.

s 47C, s 47E(d)

s 47E(d)

There is a Dep Sec Shared Services Provider Program on 17 August which we are attending. We anticipate small agency budget issues will form part of this discussion.

Service Standards

s 47C, s 47E(d)

s 47E(d)

You are on the Board of the SDO. The next meeting is 27 September 2018.

s 47C, s 47E(d)

Contact: [Clare Page—Corporate](#)

Superannuation Payment Issue

s 47E(d), s 47C

. The issues identified are wide ranging and are not related to the superannuation provisions in the enterprise agreement. We will provide separate briefing on this issue.

Contact: [Clare Page—Corporate](#)

3b / Key meetings

Meeting	Details	Date
Canada Australia Public Policy Initiative (CAPPI) Retreat All GMs	<p>The Secretary PM&C is hosting the 5th CAPPI retreat in Sydney in January 2019. The event brings together senior public servants from Australia and Canada for a series of wide ranging public policy discussions.</p> <p>The event alternates between Australia and Canada. When hosted in Australia it typically includes a broad representation of Secretaries Board Members.</p>	<p>RSVP is due by Friday 10 August.</p> <p>Sydney 24–25 January 2019.</p>
APS Reform Workforce and Culture Stream Catherine Seaberg APS Reform	<p>You are co-lead of the stream with Kerri Hartland. The members are Heather Smith, Renee Leon, David Thodey and Glenys Beauchamp. The APSC coordinates the working group (GM APS Reform) with the Department of Jobs and Small Business.</p> <p>Members are responsible for driving initiatives and providing strategic oversight for work associated with their stream.</p>	<p>The stream "leads" and members meet approximately once per month or as required.</p> <p>The next meeting is on 13 August at 2.00pm—teleconference.</p>
APS Review Secretaries Steering Group Catherine Seaberg APS Reform	<p>Group provides support to David Thodey and the APS Review Panel. Meets every four weeks. David Williamson, Deputy Secretary who is heading the APS Review Secretariat also attends.</p>	<p>The next meeting is on Tuesday 14 August at gam.</p>
Secretaries Talent Council Liz Quinn Centre for Leadership and Learning	<p>Finn Pratt is the Chair of the Council. Other members include Glenys Beauchamp, Heather Smith, Michele Bruniges and Chris Jordan.</p> <p>Martin Parkinson and the Commissioner are ex-officio members.</p>	<p>The next meeting is on 15 August at 4.00pm.</p> <p>The meeting will be followed by an informal catch-up of the Council with Band 3s involved in the pilot talent process.</p>
Secretaries Equality and Diversity Council Kerren Crosthwaite Employment Policy	<p>The Secretaries Equality and Diversity Council was established in 2016. The Secretary of PM&C is the chair, and the APS Commissioner is the Deputy Chair. The Council is comprised of all APS departmental secretaries along with two external members to provide insights and experience from outside of the public sector.</p> <p>The Council's purpose is to drive initiatives to break down formal and informal barriers to ensure the APS provides an inclusive and respectful workplace for everyone.</p>	<p>The Next Secretaries Equality and Diversity Council Meeting is on 16 August.</p>
APSC Executive Committee Clare Page Corporate	<p>Meetings held fortnightly on Tuesday mornings. Meetings alternate between a corporate agenda and a strategic agenda. All members of the SES team form the Executive Committee. Ms Kelly provides secretariat services.</p> <p>The agenda is managed through the Corporate Group.</p>	<p>The next meeting is on Tuesday 21 August at 10am.</p>

3b / Key meetings (cont.)

Meeting	Details	Date
Public Service Medal Committee	<p>The Honours & Symbols section in PM&C is currently the secretariat for the PSM Committee and arranges the honours dinner in consultation with the Australian Public Service Commission.</p> <p>Commonwealth nominations for the award of the PSM are considered by the PSM Committee, which is an informal committee Chaired by the Public Service Commissioner with members appointed by the Commissioner on an administrative basis, with the endorsement of the Minister Assisting the Prime Minister for the Public Service.</p> <p>The PSM Committee meets twice a year (in March and September) to assess nominations received from across the Australian Public Service and makes recommendations for awards in the Australia Day and Queen's Birthday honours lists.</p>	<p>The next dinner for public sector related honours recipients is on 23 August.</p> <p>The next meeting is on 4 September at 3.00pm.</p>
APS Reform Committee Catherine Seaberg APS Reform	Terms of reference for the Committee are attached.	The next meeting is on Friday 24 August.
Singapore Australia Roundtable Dinner Helen Bull Workforce Information	<p>The Secretary PM&C is hosting the Head of the Singapore Civil Service, Mr Leo Yip, at a dinner on 30 August. Portfolio Secretaries have been invited to attend.</p> <p>The topic for discussion is "Future Workforce".</p>	30 August at 7pm. Ottoman Cuisine
Parliamentary ICT Advisory Board Clare Page Corporate	<p>PICTAB is an advisory body established in 2012. Its role is to provide guidance in the development and delivery of the Parliament of Australia ICT Strategic Plan, strategic objectives and outcomes.</p> <p>Membership comprises reps from government, opposition and crossbench, the parliamentary departments and the Parliamentary Budget Office. You are a member of the Committee in your capacity as the Parliamentary Services Commissioner.</p>	The next meeting is on 12 September at 5.00pm.
Secretaries Board All GMs	The Secretaries Board meets on the first Wednesday of the month. The Board is chaired by the Secretary of the Department of the Prime Minister and Cabinet.	The next meeting is on Wednesday 13 September at 8.30am.

Speaking Opportunities—first 2 months

Event	Event details	Date and venue
GradMentor	<p>Opportunity to open or close event.</p> <p>One of a series of events the APSC runs for Graduates. Grad Mentor provides an opportunity for graduates to engage and learn from APS leaders. They attend three sessions during the event with mentors they have been matched with.</p>	Wednesday 22 August, 1.30pm–5.00pm, National Convention Centre.
APSwide Canberra	<p>Opportunity to make keynote speech.</p> <p>APSwide is a national conference series managed by the APSC. The one day conference program includes a range of SES speakers and workshops, covering topics including recruitment and mobility, capability, diversity and inclusion.</p>	Thursday 11 October, 9.00am–5.00pm, National Convention Centre

3b / Key meetings (cont.)

Additional Responsibilities

Responsibility	Details
<p>Patron of Indigenous SES Network (with Professor Tom Calma AO)</p> <p>Contact: Kerry Vine-Camp First Assistant Commissioner</p>	<p>The network was re-established in 2016 at the instigation of the Commissioner, the Secretary PM&C and Professor Calma.</p> <p>The APSC takes a leading role in supporting and guiding the Network in their goal to increase Indigenous representation at all levels in the service. The network has been set a goal of doubling the numbers of Indigenous SES through both lateral recruitment and promotion. There are currently 24 SES officers who identify as Indigenous. Kerry Vine-Camp has been driving this work on behalf of the Commissioner and is supported by staff in the Indigenous capability team.</p> <p>The Network report to the Secretaries Diversity and Equity Board.</p> <p>Professor Calma is likely to request a meeting with you to garner future support.</p>
<p>Participation in Band 3 selection panels.</p> <p>Contact: s 47F [REDACTED] [REDACTED]</p>	<p>The Commissioner's Directions require that the Commissioner, or a representative of the Commissioner, be a full participant in SES recruitment.</p> <p>In terms of SES Band 3 recruitment, it is expected that agencies invite the Commissioner to participate in the first instance. Often when they do so they propose a suitable representative, should the Commissioner be unavailable.</p>

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The APS Reform Committee Terms of Reference December 2017

Purpose

The Australian Public Service (APS) seeks to modernise, adapt and innovate to enhance the productivity of the APS and allow it to provide the highest quality support to government. The Secretaries Board has created the APS Reform Committee (the Committee) under paragraph 64(3)(c) of the *Public Service Act 1999*, to provide a focus on APS-wide initiatives that will work to achieve these objectives.

Role and key areas of focus

The Committee will provide strategic oversight of APS-wide innovation and modernisation, and in particular, of initiatives including (but not limited to):

- projects supported by the Modernisation Fund;
- Decentralisation;
- Future of Work;
- Open Government Partnership; and
- Productivity roadmap and resourcing review.

This oversight will involve:

- receiving projects reports about progress of initiatives;
- identifying any impediments to the progress of initiatives, or of APS-wide innovation and modernisation more generally;
- identifying areas for further development or where re-prioritisation of effort could drive improved outcomes;
- considering ideas from both the public and private sectors and academic research;
- identifying whether sustained long term benefits have been obtained, both from individual initiatives and from APS-wide innovation and modernisation more generally; and
- any other activities the Committee sees fit.

The Committee will also be responsible for the APS reform narrative, and for driving positive culture and engagement with this reform throughout the APS.

3c / APS Reform Committee Terms of Reference (cont.)

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Membership

The Committee is established as a Sub-Committee of the Secretaries Board. Secretaries have nominated to participate.

Committee membership consists of:

- Departmental Secretaries
 - Rosemary Huxtable PSM, (chair);
 - Glenys Beauchamp PSM
 - Kerri Hartland;
 - Stephanie Foster PSM, (representing Dr Martin Parkinson AC PSM);
 - Dr Steven Kennedy PSM;
 - Renee Leon PSM;
 - Simon Lewis PSM;
 - Finn Pratt AO PSM;
 - Dr Heather Smith PSM;
- The Australian Public Service Commissioner, John Lloyd PSM;
- The Chief Executive Officer, Digital Transformation Agency, Gavin Slater; and
- Two private sector members, with experience in major business reform and transformation initiatives, at the discretion of the chair.

Observers will be at the discretion of the chair, with invitations extended to other relevant Secretaries and Agency Heads dependent on agenda items for discussion at each meeting.

Administrative and Operating Arrangements

Meetings

The Committee will meet six times per year, and on an ad-hoc basis as required. Where possible, meetings will occur at least two weeks prior to a scheduled Secretaries Board meeting to allow decision items to be carried forward to the next Secretaries Board meeting.

Other Procedures

Members are to attend in person. As a general rule, proxies will not be accepted.

The Committee may consider issues out of session.

A quorum will be the chair plus three other members.

An observer from the Department of Finance, in addition to Secretariat members, will be in attendance at each meeting.

Others may be invited from time to time to provide advice to the Committee on topics of importance.

Secretariat

The Committee will be supported by a Secretariat located within the Department of Finance.

The Secretariat will provide an agenda and all papers to the Committee members at least four business days before scheduled meetings. Minutes will be distributed to all members no later than ten business days following each meeting.

4 / APSC Strategic Priorities, Objectives and Deliverables 2018–19

Shaping the APS workforce	
Objective	Deliverable
Support the Government's Reform Agenda.	<ul style="list-style-type: none"> Whole of APS workforce strategy is developed in partnership with APS agencies and reflects the future needs of the APS. Strategy and the agencies' role in implementation is clearly communicated to agencies.
Foster an APS workforce that reflects the diversity of the Australian population.	<ul style="list-style-type: none"> Evidence-based learning and guidance material that supports women progressing to leadership positions. Affirmative measures are used for entry and middle management level recruitment programs. Develop a whole of APS Inclusion Strategy in partnership with APS agencies.
Support and guide workforce planning capability and practices.	<ul style="list-style-type: none"> APSC facilitated forums/events promote sharing of best practice in APS workforce planning. Relevant HR metrics that assist in strategic workforce planning and benchmarking are provided to APS agencies within agreed timeframes.
Improve the quality of talent management practices across the APS.	<ul style="list-style-type: none"> Effective Secretaries and Deputy Secretaries Talent Councils. Updated tools and reference material promoting better practice are available to agencies.

Modernising the employment framework	
Objective	Deliverable
Partner with agencies to achieve compliance with the Government's bargaining policies.	<ul style="list-style-type: none"> New agreements made are compliant with Government policy.
Work with and influence agencies to modernise the APS employment framework and practices.	<ul style="list-style-type: none"> Review of the Maternity Leave (Commonwealth Employees) Act 1973 and provide options for reform to the Minister. Information is made available to simplify agency employment practices. Advice and support about more contemporary employment practices made available to agencies and managers.
Lead effective reform of the APS employment management policies.	<ul style="list-style-type: none"> Recommend improvements on key employment matters with a focus on recruitment, separation and mobility.

Building workforce capability	
Objective	Deliverable
Build digital capability in the APS by partnering with the Digital Transformation Agency.	<ul style="list-style-type: none"> Deliver and refine the Leading Digital Transformation program. Digital capability Learning Design Standards are available for agency use.
Strengthen leadership and core capabilities by providing contemporary learning solutions.	<ul style="list-style-type: none"> Development and roll out of contemporary leadership development solutions.
Support agencies to improve their workplace relations skills and performance.	<ul style="list-style-type: none"> Deliver the Workplace Relations Capability Program.
Promote best practice workforce planning to encourage effective monitoring and reporting on APS capability.	<ul style="list-style-type: none"> Facilitate workforce planning forums/events to share best practice. Establish minimum workforce metric reporting for the APS.

4 / APSC Strategic Priorities, Objectives and Deliverables 2018–19 (cont.)

Promoting integrity	
Objective	Deliverable
Promote a high standard of integrity across the APS.	<ul style="list-style-type: none"> Facilitate the Integrity Agencies Group to coordinate, enhance, promote and embed integrity in the APS. Provide advice on ethical issues to support high quality ethical decision making.
Evaluate agency approaches to incorporate and uphold the APS values.	<ul style="list-style-type: none"> Conduct an APS wide evaluation of how agencies are embedding the values.

Foundational	
Objective	Deliverable
Monitor, review, evaluate, and report on APS workforce management policies and practices.	
Provide thought leadership on matters relation to public sector workforce management, leadership and career management.	

5a / Executive profiles



Jenet Connell
Deputy Commissioner

s 47F

Jenet Connell commenced her role as the Deputy Australian Public Service Commissioner on 27 November 2017.

Jenet has been in the APS for 15 years, working in four other agencies during that time. She was previously the Deputy Secretary and Chief Operating Officer (COO) in the Department of Immigration and Border Protection; Deputy Secretary, COO with the Department of Finance; Executive Manager within the Biosecurity Services Group of the Department of Agriculture, Fisheries and Forestry; and Group Manager with the Department of Employment and Workplace Relations.

Before joining the APS, Jenet had a short (three year) stint in the private sector – working in a highly successful web development company in Perth, WA. Prior to that she spent some years as a senior executive within both the Victorian and the WA Public Service. At the state level she was working in workplace relations and small business policy.

She holds a Master's Degree in Organisational Psychology and has a passion for the interplay between people, systems and structure. This has led her to gaining extensive experience in organisational development and design; strategy and governance; project management; program design, and systems and process improvement.

Jenet supports a number of local charity and sits on the Board of the Canberra chapter of Ronald McDonald House.

A keen cyclist, she's a strong proponent of health, fitness and leading a well-balanced life.

5a / Executive profiles (cont.)



Kerryn Vine-Camp

First Assistant Commissioner

s 47F

Kerryn joined the Australian Public Service Commission as First Assistant Commissioner in October 2016 from the Department of Health where she was responsible for the People, Communication and Capability Division.

She has held several positions in the Senior Executive Service including in the Department of Human Services, the Department of Immigration and Border Protection, Attorney General's Department and the Department of Climate and Energy Efficiency.

Prior to joining the SES Kerryn was with the Department of Defence in Canberra and Townsville and the Queensland Public Service in Brisbane and Mount Isa. Kerryn started her career in the private sector working with Ansett Australia until September 2001.

Kerryn has been a speaker at a number of national and international forums and has a particular interest in leading teams, crisis management and the challenges of modern management, particularly in a rural and remote context.

5a / Executive profiles (cont.)



Marco Spaccavento

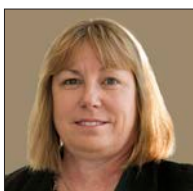
Group Manager Workplace Relations

s 47F

Marco Spaccavento has been Group Manager, Workplace Relations since February 2016 and first joined the APSC in 2010.

Prior to his appointment, Mr Spaccavento held a range of positions connected to workplace relations in the APSC and in previous iterations of what is now the Department of Jobs and Small Business. These include roles in public sector bargaining and remuneration policy, workers' compensation and safety, Australian Defence Force remuneration, and employee entitlements support schemes. He holds tertiary qualifications in Industrial Relations and Government.

Mr Spaccavento is the SES sponsor of the APSC's Disability and Carers' Support Network.



Helen Bull

Group Manager Workforce Information Group

s 47F

Helen Bull has been the Group Manager, Workforce Information Group since January 2016.

Prior to this role Helen held the role of Group Manager Workplace Relations Group. The workplace relations role was transferred to the Commission in a machinery of government change in July 2010. At the time Helen was the Assistant Secretary, Public Sector Branch in the Department of Education, Employment and Workplace Relations.

Helen has been a senior executive in the APS for 15 years working in both Canberra and regional roles spanning policy, program management and corporate functions. She has worked in a range of agencies including the Workplace Authority, Department of Employment and Workplace Relations, Office of the Australian Safety and Compensation Council, the National Occupational Health and Safety Commission and Comcare.

Helen has a Bachelor of Social Science with honours in psychology and sociology and post-graduate qualifications in public law.

5a / Executive profiles (cont.)



Kerren Crosthwaite

Group Manager Employment Policy Group

s 47F

Kerren has been the Group Manager of Employment Policy since May 2017, having joined the Commission as Director of Workplace Relations Policy in 2013. She has operational and policy experience in various elements of people management. Her subject matter expertise lies in both public and private sector employment and workplace relations policy and regulation.

Kerren has held leadership roles in several policy and regulatory agencies across the APS, including the Department of Finance, the Fair Work Ombudsman and the Department of Employment and Workplace Relations.

Kerren has a Master of Public Policy and Management; Bachelor of Laws; Bachelor of Economics.



Patrick Palmer

Group Manager Tribunals

s 47F

Patrick Palmer has been Group Manager Tribunals since July 2012. Prior to this he held SES roles leading the Commission's Corporate and Regional Services Groups. On occasion he acted as Merit Protection Commissioner.

He has been an SES Band 1 since February 2006. Patrick has 37 years' experience in the APS, mainly in areas supporting people management and contemporary HR practice, and has worked in the Commonwealth Departments of Administrative Services; Defence; Commonwealth Education; Employment Education and Training and the Merit Protection and Review Agency. He also worked for 3 years in the National Bank.

Patrick holds a Graduate Certificate in Public Sector Management.

5a / Executive profiles (cont.)



Caroline Walsh

Group Manager Strategic Projects

s 47F

Caroline is the Group Manager of Strategic Projects Group. She has previously headed up APS Reform and Employment Policy Groups at the APSC.

Caroline has held senior executive roles in Commonwealth and state governments covering policy, service delivery and regulation. Before joining the APSC, Caroline was Executive Director, Workers' Compensation, State Insurance Regulatory Authority, driving reform and improving the experience of injured workers in NSW. Caroline has also held senior positions at the Department of Social Services, Comcare and the Department of Employment.

Caroline has a Bachelor's degree in Government and Honours in Law.



Catherine Seaberg

Group Manager APS Reform

s 47F

Catherine Seaberg joined the APSC in March 2018 from the Department of Home Affairs, where she led the Enterprise Strategy and Reform Branch.

Catherine joined the APS in 2001 as a legal officer in the former Department of Immigration and Multicultural Affairs and held Legal, Policy, Audit and Assurance and Enterprise Strategy roles. Additionally she worked on three independent reviews into incidents in regional processing centres in Nauru and Papua New Guinea and a Detention Capability Review.

Prior to joining the APS, Catherine worked as a solicitor, in the NSW public service and as a primary school teacher.

5a / Executive profiles (cont.)



Liz Quinn

Group Manager Centre for Leadership and Learning

s 47F

Liz Quinn is the Group Manager of the Centre for Leadership and Learning in the Australian Public Service Commission. She joined the Commission in 2011.

Prior to joining the APSC, Liz held a range of positions inside and outside the APS primarily in the fields of education and human resource management. This includes leading recruitment, workplace relations, HR strategy and learning and development functions in the Australian Bureau of Statistics and the Department of Immigration. Liz has a BA and post graduate qualifications in education and organisational learning. Liz is currently an IPAA ACT Council member and a member of the IPAA Capability and Professionalism Committee.



Clare Page

Group Manager Corporate

s 47F

Clare has been the Group Manager of the Corporate Group since April 2013. She has previously worked as the Group Manager of the Better Practice and Indigenous Employment Groups at the APSC.

Prior to joining the APSC, Clare was the senior executive responsible for APS employment programs at the Aboriginal and Torres Strait Islander Commission. She has extensive experience in Indigenous program delivery, and has held senior leadership positions in a range of service delivery and employment related areas.

Clare has a Masters in Public Administration.

5b / Key EL2s

s 47F



s 47F



s 47F



s 47F



s 47F

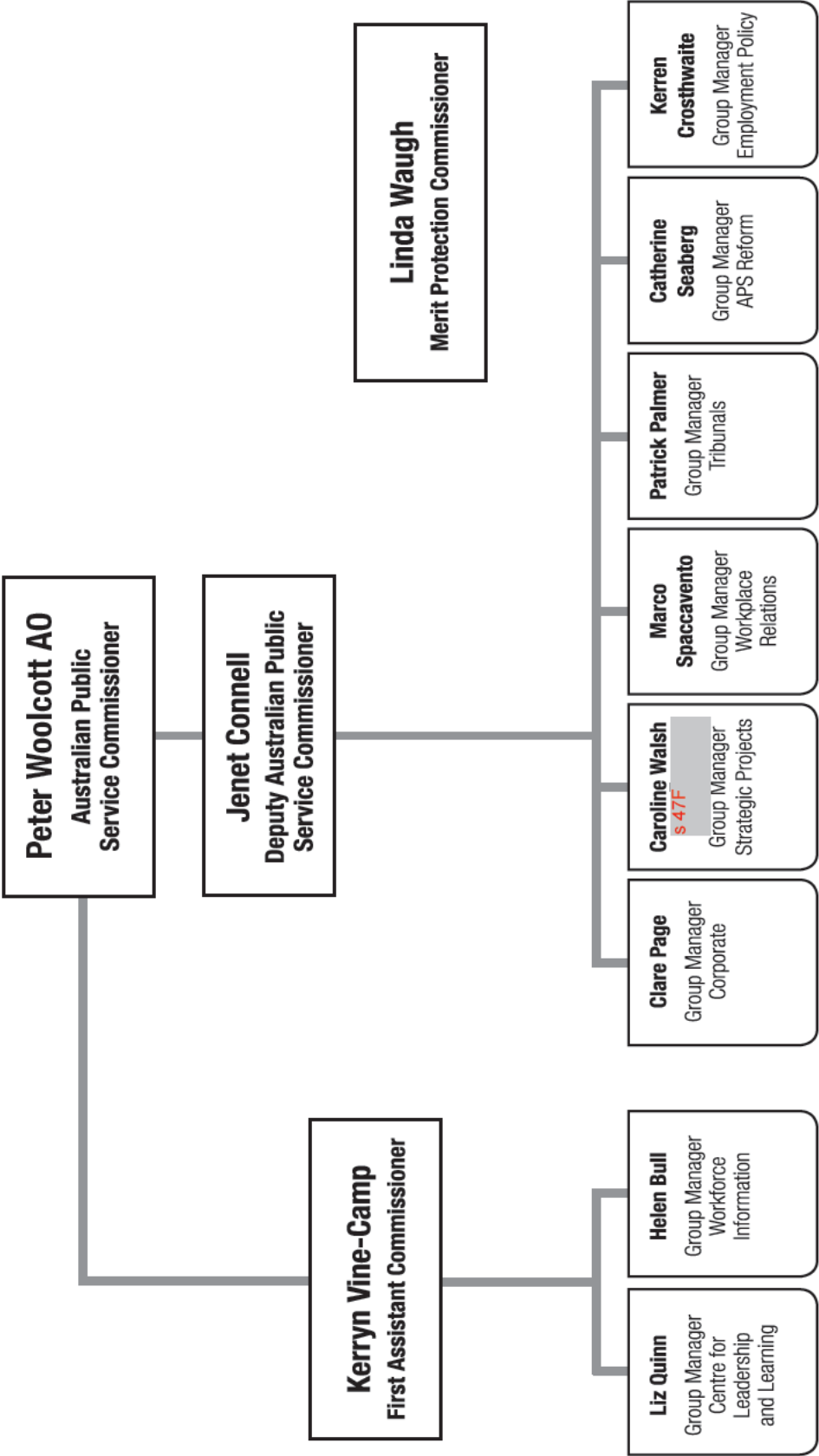


s 47F



6a / High level structure

Documents released by the Australian Public Service
Commission under the *Freedom of Information Act 1982*



6b / Group Responsibilities

Employment Policy

The Employment Policy group advises on employment policy in the Australian Public Service, delivers the ethics advisory service and provides legal services to Executive and Groups within the APSC.

The Diversity and Inclusion Policy team is responsible for developing strategy and policy to support a diverse and inclusive APS workforce. It works with agencies to implement and share initiatives and best practice approaches to fostering inclusive workplace cultures. It also helps agencies to meet the aims of APS and Commonwealth-wide diversity strategies to drive workplace gender equality, increase Indigenous representation, and support employment of people with disability.

The Staffing policy team provides advice on the Australian Public Service employment framework, including recruitment, classification and work level standards, conditions of engagement, movements and separation. It also advises on agency head and statutory office holder appointments and SES employment matters.

Workplace Relations

The Workplace Relations group is responsible for public sector workplace relations policy, including administration of the framework for Commonwealth workplace relations, remuneration and conditions. Unlike most parts of the APSC, WR Group's remit includes non-APS Commonwealth employers.

This includes enterprise bargaining, award coverage, and legislated maternity leave and long service leave entitlements.

WR Group provides close support to agencies on bargaining and related matters to assist them on their compliance with the Government's bargaining policies. However, agencies are responsible for bargaining and the APSC does not directly participate.

To better support agencies, Workplace Relations Group has sought to move from a policy compliance focus to a partnership-based approach with agencies. This has improved agency relationships and achieved better outcomes; s 47E(d)

As part of this, WR Group has introduced a Workplace Relations Capability Program, and is producing an online bargaining guide which we expect will be ready early in the new year.

WR Group manages the Commonwealth's appearances on behalf of the Minister Assisting the Prime Minister for the Public Service in matters before the Defence Force Remuneration Tribunal.

WR Group also produces the annual APS Remuneration Report, in conjunction with Workplace Information Group. This report provides information and trends in remuneration across all agencies and classifications.

6b / Group Responsibilities (cont.)

Workforce Information Group

The Workforce Information Group collects and analyses a range of workforce data across the APS. The key data collections are outlined at [Attachment b](#). The Group provides data and research across the Commission and the APS. The Group is currently working with agencies to improve workforce planning capability and the use of workforce metrics to understand current and future workforce challenges.

The Group also delivers the Commission's international function. The Commission receives approximately \$2.5m per annum from the Department of Foreign Affairs and Trade to build public sector capacity in Indonesia and Papua New Guinea. In addition, the Commission also hosts around 30 international delegations a year.

The Commissioner also joins the Secretaries of Prime Minister and Cabinet, the Treasury and Finance as well as selected other Secretaries in annual bilateral meetings with the Heads of public sectors in Canada, New Zealand and Singapore.

Centre for Leadership and Learning

The Centre for Leadership and Learning (CLL) helps to foster a needs-driven, contemporary and systematic approach to learning and development, leadership development and talent management in the APS.

To assist with enhancing the capability of the APS workforce, the Group:

- contributes to the research and thinking about current and future APS workforce capabilities, with a focus on leadership and core skills
- designs and supports talent management for the APS, helping to create a strong and diverse leadership pipeline for the future. This includes providing support for the work of the Secretaries Talent Council and Deputy Secretaries Talent Council
- improves APS leadership, management and core skills through learning programs, development activities, advice and support. This includes designing and developing programs that all agencies can use and delivering programs. In 2017/18, 543 learning programs were delivered to 9,708 participants on a fee-for service basis
- provides expert capability development support in priority areas of capability need. In 2017/18, \$4.2 million was allocated from the Modernisation Fund over three years to work in partnership with the DTA to build digital capability.

6b / Group Responsibilities (cont.)

APS Reform

The APS Reform Group coordinates and leads workforce reforms, aiming to prepare the Australian Public Service to address the challenges of the future.

The group is the co-lead on the Workforce and Culture Stream of the Roadmap for Modernising the Public Sector (section 3 refers). It is also the central liaison point between the APSC and the APS review team.

APS Reform also undertakes a range of light touch activities, including:

- identification and promotion of better practice absence and performance management across the APS
- coordinating implementation of the 2015 Unlocking Potential Recommendations
- a monthly cross-jurisdictional teleconference with state Public Service Commissions.

Strategic Projects

The Strategic Projects group supports and delivers key Commission priorities in an agile, as-needed way. The focus of the Group during 2018 has been:

- refresh of the APSjobs website, to provide a one-stop shop for APS vacancies and a more contemporary user experience
- design and delivery of a Digital Talent Strategy, to support the Building Digital Capability Program, delivered in partnership with the Digital Transformation Agency
- delivery of the APS Indigenous Employment Programs Memorandum of Understanding, with 43 agencies participating under the MOU.

In 2018-19, the Strategic Projects Group will also be responsible for delivering a strategy for attracting and developing capability in the APS through strengthened whole of government entry-level programs.

6b / Group Responsibilities (cont.)

Corporate

Corporate provides the following enabling services:

- human resources—payroll processing is outsourced to the Service Delivery Office in the Department of Finance. Strategic HR and all other services are provided in house
- financial operations, procurement and budget management
- ICT services—ICT systems are provided through the Technology and Services Group of the Department of Jobs and Small Business
- property and security
- ministerial and parliamentary coordination
- media and engagement.

The group also manages the Commission's governance and external reporting arrangements.

Tribunals

The Tribunals group provides policy and secretariat services to the President and members of the Remuneration Tribunal and the President and members of the Defence Force Remuneration Tribunal.

The Remuneration Tribunal is responsible for determining the remuneration to be paid to senior statutory offices including:

- parliamentarians
- the federal judiciary
- departmental Secretaries
- an extensive and diverse range of full-time and part-time offices.

Meetings of the Tribunal are normally held in Sydney and the next meeting is scheduled for 6 September 2018.

The Defence Force Remuneration Tribunal is responsible for determining the salary and relevant allowances of members of the Australian Defence Force. The Commission has a dedicated office and hearing room space in Moore Street in the city to accommodate hearings of the Tribunal. The next hearing is scheduled for 5 and 6 September 2018.

6c / Budget summary

The Commission's activities are funded by a combination of departmental appropriation and revenue. Revenue is generated through the sale of learning and development programs, and MOU arrangements that support the provision of employment-related services and the delivery of an international public sector capacity building program. Much of the Commission's revenue is earned in a competitive market, where entities may choose the source and level of the services they need.

Portfolio Budget Statements (PBS) and Forward Estimates

According to the 2018–19 PBS, the Commission's income breakdown by funding source is as follows:

	2017–18 Actual (\$m)	2018–19 Budget (\$m)	2019–20 Estimate (\$m)	2020–21 Estimate (\$m)	2021–22 Estimate (\$m)
Appropriation	22.8	21.3	20.4	20.2	20.2
FFS Revenue (inc. MoU)*	21.2	20.9	21.1	21.4	21.8
Total income	44.0	42.2	41.5	41.6	42.0

* FFS revenue estimates are highly speculative given the uncertainties about entity budgets and their response to declining resources.

The Commission's fee-for-service revenue is forecast to be \$20.9 million in 2018–19. Fee-for-service revenue for the forward estimate years is volatile, given that the majority of learning and development revenue comes from the APS, and is dependent on agencies' capacity to support APSC programs. There is also uncertainty around lapsing MOU arrangements.

The Commission's appropriation funding is \$21.3 million in 2018–19. In 2017–18, the APSC received a terminating budget measure for the "Building Digital Capability" initiative, funded through the Public Service Modernisation Fund. This initiative is in partnership with the Digital Transformation Agency. The funding of \$4.6 million commenced in 2017–18, and is split over three years as listed in the following table:

	2017–18 Actual (\$m)	2018–19 Budget (\$m)	2019–20 Estimate (\$m)	2020–21 Estimate (\$m)	2021–22 Estimate (\$m)
Appropriation	20.0	19.9	20.1	20.2	20.2
Building Digital Capability	2.8	1.4	0.3	-	-
Total Appropriation	22.8	21.3	20.4	20.2	20.2

The appropriation will continue to reduce as a result of increased efficiency dividends and other government saving measures.

We will provide separate briefing with a more detailed budget overview.

6d / Significant issues—Corporate

Enterprise Agreement

The current APSC enterprise agreement nominally expired on 29 July 2018. The APSC recently concluded bargaining on a new enterprise agreement. The agreement was voted up on 13 July 2018; 75% of eligible employees participated in the ballot, with 90% voting yes.

The agreement has been lodged with the Fair Work Commission and will come into effect 7 days after they approve it.

The key policies that support the EA have been updated to reflect the new Agreement. They are currently with staff for comment prior to finalisation.

Workplace Relations

The APSC conducts a combined Workplace Relations and Workplace Health and Safety Committee. The committee consists of employer and employee representatives. s 47C, s

47E(d)

Historically we have consulted with employees in the first instance, and with the union if requested by employees.

We will provide separate briefing on this issue.

Merit Protection Commissioner

Ms. Linda Waugh was appointed as Merit Protection Commissioner on 25 June 2018. Ms. Waugh was appointed on a five year term.

You are required to provide resources to support the functions of the Merit Protection Commissioner via a memorandum of understanding.

Separate briefing will be provided on this matter.

SES Remuneration

SES Remuneration increases were discussed and agreed by the current Commissioner in July 2018. They will take effect on the same date as the Commission's new Enterprise Agreement.

Social Club

The Social Club organises Drinks After Work (DAW) in the level 4 café every second payday. Funds raised go towards subsidising the Christmas Party.

The next DAW is on Thursday 9 August at 4pm.

The Christmas Party is on Friday 14 December at the Yacht Club.

s 47F contact points for the social club. Kerren Crosthwaite is the SES Sponsor.

Staff Networks

We have several staff networks in the APSC. The networks are self-managing, although Corporate provides some overarching support and assistance. They meet regularly and organise activities and functions to mark days of significance/celebration.

We also look for opportunities to partner with other networks in the building (our co-tenants are Treasury, BOM and the National Capital Authority), in the wider Parliamentary Triangle, and across the APS more generally.

We currently have a Disability and Carer's Support Network, an LGBTI Network, and a RAP Working Group.

A small group of staff are also in the early stages of forming an Older Worker's Network. All networks have an SES Sponsor. The Deputy Commissioner is the Inclusion Champion.

The Australian Public Service at a glance December 2017

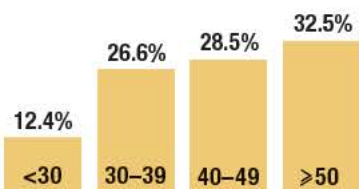
Employee headcount

150,489
-1.8% from December 2016

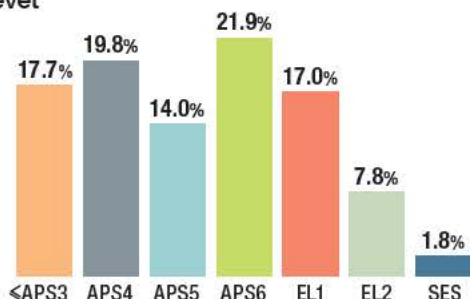
ongoing
136,392

non ongoing
14,097

Age



Level



Diversity

Indigenous Australians **3.3%**

Disability **3.6%**

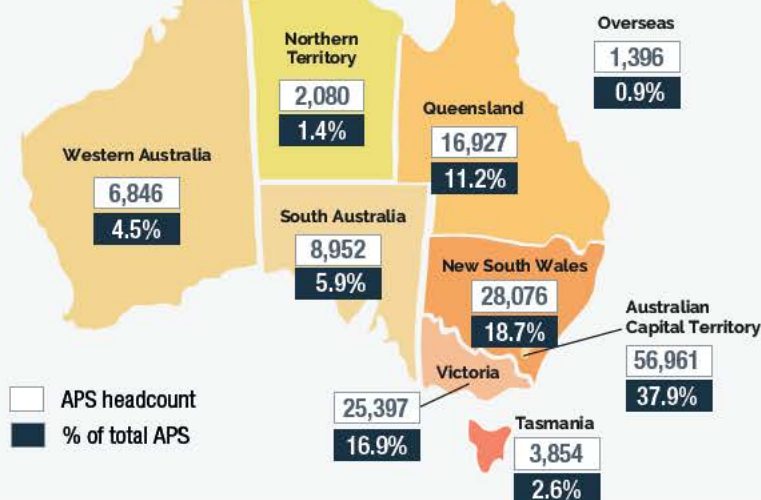
Female **59.1%**

Patterns of work

Non-ongoing **9.4%**

Part-time **15.8%**

Location



APS Employment Database (APSED)

The Australian Public Service Employment Database (APSED) stores employment data of all current and former APS employees. APSED contains personal information (including diversity), classification, location, job family, role, agency, education background, length of service

De-identified and aggregated APSED data can be accessed using an online interface called the APS Employment Database interactive interface (APSEDii): www.apsc.gov.au/about-the-apsc/commission-services/apshed/apshedii

APS Employee Census

The APS Employee Census is a voluntary employee opinion survey administered to all APS employees.

The Census collects information on employee demographics such as diversity metrics, classification, location, role type, agency, education background and length of service. It also seeks employee impressions about leadership, job satisfaction, wellbeing, recruitment/retention, performance management, capability, risk culture, innovation, performance, and APS values and Code of Conduct.

Agency Survey

The Agency Survey is an annual survey of most APS agencies to collect agency level information on a range of workforce initiatives, strategies, and compliance matters.

While questions can vary from year to year, the survey typically requests information on APS Values, Code of Conduct, Reviews of Action, diversity, learning and development needs, talent management, probation, mobility, innovation, performance management, workforce planning, and workplace relations. Questions may also be added periodically to gauge agency implementation of workplace policies and to collect data on areas of special interest.

Remuneration survey

The remuneration survey is an annual snapshot of remuneration across the whole APS.

The collection captures all components of an individual's remuneration, including base salary, superannuation, allowances and bonuses. It also includes demographic and position information such as date of birth, gender, classification, and job family.

The APS remuneration reports are publically available at: www.apsc.gov.au/publications-and-media/current-publications/remuneration-surveys

7b / Workforce Information Group data holdings (cont.)

Unscheduled absence collection

The data represents unscheduled absence rates for all APS agencies. Agency FTE, number of days taken for each of: sick leave, carer's leaves and miscellaneous leave.

The overall APS unscheduled absence rate can be accessed at: <https://stateoftheservice.apsc.gov.au/2017/12/unscheduled-absence-2/>

Agency comparison data can be accessed at: <https://stateoftheservice.apsc.gov.au/unscheduled-absence-rates-2016-17/>



Australian Government
Australian Public Service Commission

Agency Head Powers and Functions

Purpose

1. The purpose of this instrument is to delegate powers and functions under certain Acts and instruments. These powers and functions generally relate to the management of personnel in the Australian Public Service Commission.
2. This instrument delegates accountability to appropriate classification levels within the Commission. Each table included in the Attachment specifies:
 - a) the relevant Act or instrument and the powers or functions under the Act or instrument;
 - b) the relevant provision enabling delegation of the powers and functions; and
 - c) the categories of persons to whom the powers and functions are delegated.

Delegation

3. I, John Lloyd, hereby:
 - a) revoke all previous delegations made under the Acts and instruments included in the Attachment; and
 - b) delegate each of the powers and functions listed in the Attachment to the categories of persons indicated.
4. Where the relevant power of delegation permits the exercise of powers or functions to be made subject to direction, the delegated powers and functions are made subject to the following directions:
 - a) a delegate must have regard to relevant Australian Public Service Commission policies, procedures and guidelines;
 - b) where a power or function is delegated to a person in any of categories D,G,H and I the person may exercise the power or function only in respect of employees supervised directly or indirectly by the person;
 - c) a delegate cannot approve the engagement of an employee to a classification higher than the delegate.


John Lloyd
Australian Public Service Commissioner
8 June 2017

7c / Delegations (cont.)

Categories of persons

Category	Person(s), office(s) or position(s)
A	Deputy Australian Public Service Commissioner
B	First Assistant Commissioner
C	Group Manager, Corporate Group
D	Group Managers
E	Director, Human Resources section
F	Assistant Director, Human Resources section
G	Executive Level 2 employees of the Australian Public Service Commission
H	Executive Level 1 employees of the Australian Public Service Commission
I	APS 6 employees of the Australian Public Service Commission
J	Merit Protection Commissioner
K	Agency Rehabilitation Case Manager (in accordance with requirements of the SRC Act)

Australian Public Service Commission Enterprise Agreement 2015-18

In accordance with clause 5 of the *Australian Public Service Commission Enterprise Agreement 2015-18*, the powers and functions listed below are delegated to the persons indicated

Clause	Power or function	Persons
12	Refer dispute to the FWC on behalf of the Commission	A,B,C,E
24	Approve pay point movements in other circumstances	A,B,C,D,E
25	Agree to make Individual Flexibility Arrangement	A,B,C,D,E
26	Ensure Individual Flexibility Arrangements are compliant with the requirements detailed in the Enterprise Agreement	A,B,C,D,E
31	Authorise payment of salary above minimum point	A,B,C,D,E,F,G
32	Engage in discussion with employee about salary	A,B,C,D,E,F,G
33	Determine salary (on assignment of duties at level, either within the Commission, or on movement to the Commission at existing classification)	A,B,C,D,E,F,G
34	Determine salary (on temporary assignment of higher duties from another agency)	A,B,C,D,E,F,G
35	Permit salary maintenance (on movement to the Commission)	A,B,C,D,E,F,G
36	Determine salary (on temporary assignment of higher duties within the Commission)	A,B,C,D,E,F,G
38	Determine alternate salary arrangements (for temporary assignment of duties at an SES classification)	A,B,C
39	Determine salary (on reduction of classification)	A,B,C,D,E
43	Engage a person as a Cadet APS	A,B,C,E,F
45	Agree that Cadet training has been successfully completed and determine salary (following allocation of a classification in accordance with the Classification Rules)	A,C,E,F
46	Engage a person as a Trainee APS	A,B,C,E,F
47	Determine salary point for Trainee APS	A,B,C,D,E,F,G
48	Agree that Trainee APS training has been successfully completed and determine salary (following allocation of a classification in accordance with the Classification Rules)	A,C,E,F
49	Engage a person as a Graduate APS	A,B,C,E,F
50	Determine a course of training to be undertaken by Graduate APS and determine salary for Graduate APS	A,C,E,F
51	Agree that Graduate APS training has been successfully completed and determine salary (following allocation of a classification in accordance with the Classification	A,C,E,F

7c / Delegations (cont.)

	Rules)	
63	Recognise accrued Annual Leave and Personal/carer's Leave on engagement	A,B,C,D,E
66	Approve Annual Leave	A,B,C,D,E,F,G,H,I,J,K
68	Cancel leave or recall an employee from leave to duty	A,B,C,D,E,F,G
68	Reimburse costs and expenses	A,B,C,D,E,F,G
69	Approve Annual Leave at half-pay (subject to clause 70)	A,B,C,D,E,F,G,H,I,J,K
70	Approve Annual Leave at half-pay for employees who have accrued more than 30 days Annual Leave	A,B,C,D,E,F,G,H,I,J,K
72	Approve other types of leave during a period of Annual Leave	A,B,C,D,E,F,G,H,I,J,K
73	Approve application to cash out Annual Leave	A,B,C,D,E,F,G,J
75	Come to a written agreement to cash out a particular amount of Annual Leave	A,B,C,D,E,F,G,J
77	Authorise payment of deceased employee's leave entitlements	A,B,C,E
78	Approve purchase of leave	A,B,C,D,E,F,G,H,I,J,K
87	Request acceptable evidence for use of Personal/carer's Leave	A,B,C,D,E,F,G,H,I,J,K
93	Approve a period of Miscellaneous Leave	A,B,C,D,E,F,G
93	Determine whether Miscellaneous Leave, or part of leave, is with or without pay	A,B,C,D,E,F,G
95	Determine that a continuous period of Miscellaneous Leave without pay greater than 30 calendar days counts as service for Annual Leave and Personal/carer's Leave purposes	A,B,C,D,E,J
100	Consider an application for Parental Leave	A,B,C,D,E,F,G,H,I,J,K
102	Consider a request for an additional 12 months of unpaid maternity, adoption or foster care leave	A,B,C,D,E,J
106	Consider an application for up to an additional 12 months unpaid Parental Leave	A,B,C,D
107	Provide written reasons for denial of request for additional unpaid Parental Leave	A,B,C,D
108	Determine that unpaid Parental Leave will be with pay	A,B,C,D,E
108	Determine that unpaid Parental Leave will count as service for any purpose	A,B,C,D,E
109	Grant leave (with or without pay) for Australian Defence Force Reserve and Continuous Full Time Service or Cadet Force obligations	A,B,C,D,E,F,G,H,I,J
114	Grant war service sick leave	A,B,C,D,E,F,G,H,I,J,K
117	Approve leave for community services purposes	A,B,C,D,E,F,G,H,I,J,K
117	Determine whether any or all of leave taken for participation in voluntary emergency management activities will be with pay	A,B,C,D,E,F,G,J
120	Agree to the substitution of another day for any Public Holiday	A,B,C,D,E,F,G,H,J
125	Approve the accrual of additional Flextime during the Christmas close down period	A,B,C,D,E,F,G,H,J
126	Approval of a payment for being directed to work outside the Standard Bandwidth, return to duty for reason of urgent work requirements or work outside regular agreed hours	A,B,C,D,E,F,G,J
130	Appoint a First Aid Officer	A,C,E,F
132	Approve re-imbursement for loss or damage to personal effects	A,B,C,D,E,F,G,H,J
133	Approve relocation assistance	A,B,C,D,E,F,G,J
134	Approve use of personal or rental vehicles for official purposes	A,B,C,D,E,F,G,H,J
138	Approve expenses in excess of Australian Taxation Office rates	A,B,C,D,E,F,G,J
140	Determine reasonable living away from home expenses	A,B,C,D,E,F,G,J
152	Administration of Flextime arrangements	A,B,C,D,E,F,G,H,J
159	Approve the accrual of additional Flextime for APS 1-6 employees when they have been directed to work outside the standard bandwidth	A,B,C,D,E,F,G,H,J
164	Determine arrangements for EL 1 and 2 employees about when work will be performed	A,B,D,G,J
167	Approve work away from the office	A,B,C,D,E,F,G,H,J
168	Approve request for part-time work	A,B,C,D,E,F,G,H,J
169	Reach agreement with part-time employee about work hours (including where initiated by Australian Public Service Commissioner)	A,B,C,D,E,F,G,H,J
170	Initiate the introduction or extension of part-time employment	A,B,C,D,E,F
171	Reach agreement to vary part-time work agreement	A,B,C,D,E,F,G,H,J

7c / Delegations (cont.)

172	Reach agreement with part-time employee about calculation of remuneration and other benefits to be other than pro-rata	A,B,C,D,E,J
173	Authorise reimbursement of reasonable expenses arising from certain additional family care arrangements	A,B,C,D,E,G,J
182	Approve funding of agreed professional development needs	A,B,C,D,E,F,G,H,J
185	Reach agreement about lesser period of notice for resignation	A,B,C,D,E,G,H,J
187(c)	Determine that certain employee is an Excess Employee	A,B,C,D,E,J
188	Notify an employee that he or she is likely to become excess	A,B,C,D,E,J
189	Hold discussions with employee in relation to excess status	A,B,C,D,E,F,J
189(b)	Approve a service provider for provision of career planning and other appropriate assistance	A,B,C,D,E,F,J
190	Hold discussions with the nominated representative of a potentially excess employee	A,B,C,D,E,F,G,J
191	Invite expression of interest in Voluntary Retrenchment in specified circumstances	A,B,C,D,E,J
192	Notify employee, in specified circumstances, that he or she is an excess employee	A,B,C,E,J
193	Invite an excess employee to accept Voluntary Retrenchment	A,B,C,D,E,J
195	Consider whether to proceed with the approval of Voluntary Retrenchment	A,B,C,D,E,J
196	Give specified information to an excess employee	A,B,C,D,E,F,J
206	Invite employee to accept accelerated separation option	A,B,C,E,J
209	Advise an employee, in writing, that their retention period has commenced	A,B,C,E,J
211(c)	Be satisfied that there is insufficient productive work available in the Commission for an excess employee	A,B,C,D,E,J
214	Approve a provider to assist an employee with redeployment	A,B,C,D,E,F,J
216	Allocate a lower classification to an excess employee	A,B,C,E
Appendix 2	Be satisfied that a person has a strong affinity with an employee (for the purposes of the definition of "Family")	A,B,C,D,E,J

Public Service Act 1999

In accordance with subsection 78(7) of the *Public Service Act 1999*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Description of power or function	Persons
15(1) and others where necessary	Impose a sanction – including, where necessary, the exercise of any power or function under the <i>Public Service Act 1999</i> or the <i>Public Service Classification Rules 2000</i> required to effect the imposition of the sanction	A,C,E,J
15(3)	Establish written procedures	A
18	Establish workplace diversity program	A
22(1)	Engage person as employee (including the imposition of conditions of engagement)	A,B,C,D,E,F
22(1)	Engage person as employee (including the imposition of conditions of engagement) if engagement is for a specified term not greater than 12 months or for duties that are irregular or intermittent	A,B,C,D,E,F
22(5)	Extend an engagement for a specified term	A,B,C,D,E,F
22(8)	Decide whether it is appropriate to engage a person who is not an Australian citizen	A,B,C,D,E
24(1)	Determine terms and conditions of employment	A
25	Determine the duties of an employee and the place or places the duties are to be performed	A,B,C,D,E,F,G,H,J
26(1)	Enter into agreement with APS employee for employee to move to agency	A,B,C,D,E,F,G
27(2)	Notify the Australian Public Service Commissioner that an employee is excess	A,B,C,D,E
29(1)	Terminate the employment of an ongoing APS employee	A,B,C
29(1)	Terminate the employment of a non-ongoing APS employee	A,B,C,D,E,F
31(1)	Give a notice to an employee in relation to additional remuneration	C

7c / Delegations (cont.)

37	Give incentive to retire notice in writing to an SES employee	A
50A(1)(a)	Request the Merit Protection Commissioner to inquire into and determine breach of the APS Code of Conduct	A,B,C
74(1)	Engage locally engaged employees overseas	A,B,C
77(1)	Create positions in the Agency	A,B,C,D,G,E,J
77(2)	Nominate an APS employee to occupy a position	A,B,C,D,E,F,G

Public Service Regulations 1999

In accordance with subregulation 9.3(3) of the *Public Service Regulations 1999*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Power or function	Persons
2.1(5)(b)	Authorise disclosure of information	A,B,C,D,E,F,G,H,J
3.1(2)	Direct an employee to undergo an examination by a nominated medical practitioner and/or provide a copy of a report of the examination (<i>for conditions of engagement</i>)	A,B,C,D,E,F,K
3.2(2)	Direct an employee to undergo an examination by a nominated medical practitioner and/or provide a copy of a report of the examination (<i>fitness for duty generally</i>)	A,B,C,D,E,F,K
3.3(1)	Approve a scheme for certain persons to gain skills and experience	A,B,C,D,E,F,G
3.5(5)(b)(ii)	Seek authorisation from the Australian Public Service Commissioner to extend an engagement	A,B,C,D,E,F,G
3.10	Powers relating to suspension from duties	A,B,C,D,E,G,J
4.2	Request the establishment of an Independent Selection Advisory Committee (ISAC)	A,B,C,D,E,F,G
4.3	Nominate a member of an ISAC	A,B,C,D,E,F,G
4.7(1B)	Act on behalf of an ISAC for certain purposes	A,B,C,D,E,F,G
4.11(1A)(a)(i)	Form an opinion that a candidate is no longer suitable for an employment opportunity	A,B,C,D,E,F,G,J
4.11(1A)(b)	Consult the Merit Protection Commissioner about a candidate	A,B,C,D,E,F,G
5.11(1)	Nominate a member of a Promotion Review Committee (PRC)	A,B,C,D,E
5.17	Provide information or documents in response to a request from a PRC	A,B,C,D,E
5.25(1)	Refer an application for review to the Merit Protection Commissioner	A,B,C,D,E
5.27	Conduct a review of action	A,B,C,D,E
5.30	Provide an application for review and any relevant documents to the Merit Protection Commissioner and employee	A,B,C,D,E
5.32	Take action after a recommendation is made by the Merit Protection Commissioner	A,B,C,D,E
5.35	Provide information or documents relevant to a review	A,B,C,D,E
7.2F(2)	Provide information or documents relevant to a review	A,B,C,D,E
8.1(3)	Consult with APS employees about terms and conditions of employment in specified circumstances	A,B,C,D,E,J
8.2(2)	Consult with persons about terms and conditions of employment in specified circumstances	A,B,C,D,E,J
8A.4	Appoint one or more persons as paying officers	A,B,C,E
9.2	Use and/or disclose personal information in certain circumstances	A,B,C,D,E,F,J

7c / Delegations (cont.)

Australian Public Service Commissioner's Directions 2016

In accordance Section 52 of the Australian Public Service Commissioner's Directions 2016, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Power or function	Persons
9(a)(iv)	Agree that a vacancy is a 'similar vacancy'.	A,B,C,D,E,F,G
20(1)(c)(ii)	Be satisfied special circumstances exist and approve a shorter period	A,B,C,D,E
20(1)(d)	Obtain approval of Australian Public Service Commissioner	A,B,C,D,E,F
20(3)	Decide vacancy should be filled by existing APS employee	A,B,C,D,E,F,G
22(3)	Ensure as far as practicable that such a vacancy is brought to the notice of the community in a way that gives eligible members of the community a reasonable opportunity to apply for it	A,B,C,D,E,F
26(1)	Identify vacancy as open only to Aboriginals or Torres Strait Islanders	A,B,C,D,E,F,G
27(1)	Identify vacancy as open only to persons with who have a disability or a particular type of disability	A,B,C,D,E,F,G
28(1)	Specify that the Recruitment Scheme applies in relation to the filling of a vacancy	A,B,C,D,E,F,G
29(1)	Authorise promotion of ongoing APS employee in certain circumstances	A,B,C,D,E
34(4)	Decide that a person's name should not be included in a notification.	A,B,C,D,E,F,G
35(1)	Notify a decision to cancel an employment decision in the Public Service Gazette	A,B,C,D,E,F,G
37(4)	Reach agreement with another Agency Head about the movement of an APS employee in circumstances involving a suspected breach of the APS Code of Conduct.	A,C,E
38	Reach agreement with another Agency Head about the promotion of an APS employee in circumstances involving a suspected breach of the APS Code of Conduct.	A,C,E
49(1)	Grant leave without pay to an ongoing Commission employee who applies for the leave to undertake or continue employment under the <i>Governor-General Act 1974</i> or the <i>Members of Parliament (Staff) Act 1984</i> .	A,C,D,E,F
49(2)(a)(b)	Arrange for a Commission employee to return to the Commission as soon as practicable and to undertake duties at the employee's classification when the employee has informed the Commissioner, in writing, that they wish to return to the Commission and had previously been granted leave without pay for the purposes of being employed under the <i>Governor-General Act 1974</i> or the <i>Members of Parliament (Staff) Act 1984</i> .	A,C,D,E,F

Public Service Classification Rules 2000

In accordance with subrule 13(1) of the *Public Service Classification Rules 2000*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Description of power or function	Persons
6(1)	Allocate an approved classification to APS employees in the Australian Public Service Commission	A,B,C,D,E,F,G,J
7(3)	Allocate an approved classification to an APS employee who has moved on a temporary basis, under section 26 of the <i>Public Service Act 1999</i> , to the Australian Public Service Commission	A,B,C,D,E,F,G,J

7c / Delegations (cont.)

9(1)	Allocate an approved classification to each group of duties to be performed in the Australian Public Service Commission	A,B,C,D,E,F,G
10	Issue work level standards for classifications other than APS Level, Executive Level or SES classifications	A
11	Allocate a classification to an APS employee employed at a training classification	A,B,C,D,E,F,G,J

Safety, Rehabilitation and Compensation Act 1988

In accordance with subsection 41A(1) and section 62 of the *Safety, Rehabilitation and Compensation Act 1988*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Description of power or function	Persons
Part III	All powers and functions (in Part III) of the 'rehabilitation authority'	A,B,C,E,F,K
62	All powers and functions (in section 62) of the 'determining authority'	A,B,C,E

Long Service Leave (Commonwealth Employees) Act 1976

In accordance with subsection 9(1) of the *Long Service Leave (Commonwealth Employees) Act 1976*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Description of power or function	Persons
All	All powers and functions of the approving authority (including any powers or functions under the <i>Long Service Leave (Commonwealth Employees) Regulations 1957</i>)	A,B,C,E,J
16(2)	Grant Long Service Leave at full pay	A,B,C,D,E,F,G,H,I,K
16(3)	Grant Long Service Leave at half-pay	A,B,C,D,E,F,G,J

Maternity Leave (Commonwealth Employees) Act 1973

In accordance with subsection 11(1) of the *Maternity Leave (Commonwealth Employees) Act 1973*, the powers and functions listed below are delegated to the categories of persons indicated

Provision	Description of power or function	Persons
6(4C)	Determine that an unauthorised absence occurs in extenuating circumstances	A,B,C,D,E,F,G,J
6(4F)	Determine that a leave officer may grant permission for absence from duty and that a person is entitled to certain pay	A,B,C,E,J
7A(5)	Consider a request for review and affirm or quash the relevant decision	A,B,C,E,J

7d / Responsibilities under the *PGPA Act*

***PGPA Act* duties of the accountable authority**

1. The *PGPA Act* is the keystone of the Commonwealth's financial framework for the governance, reporting and accountability of Commonwealth entities and Commonwealth companies; and for their use and management of public resources.
2. It vests many of the powers and responsibilities for the financial management of a Commonwealth entity in the hands of the Accountable Authority, and sets out a series of duties that the Accountable Authority must meet. The central theme, through this set of duties, is to support the efficient, effective, economical and ethical use of public resources at the entity level and across the Commonwealth generally.
3. For the purposes of the *PGPA Act* the Australian Public Service Commissioner is the Accountable Authority of the APSC.
4. Sections 15 to 19 of the *PGPA Act* set out general duties that apply to all accountable authorities. These are:
 - the duty to govern the Commonwealth entity (s15);
 - the duty to establish and maintain systems relating to risk and control (s16);
 - the duty to encourage cooperation with others (s17);
 - the duty in relation to requirements imposed on others (s18);
 - the duty to keep the responsible Minister and Finance Minister informed (s19).
5. In addition, the *PGPA Act* confers on accountable authorities various responsibilities and powers to promote high standards of accountability and performance. These requirements include:
 - preparing a corporate plan for the entity and its subsidiaries (s35);
 - preparing budget estimates (s36);
 - keeping records about and measuring and assessing the performance of the entity (ss37 & 38);
 - preparing an annual performance statement for the entity (s39);
 - keeping proper accounts and records to explain the entity's financial position (s41),
 - preparing annual financial statements for the entity and its subsidiaries and ensuring that the statements are audited (ss42 and 44);
 - ensuring that the entity has an audit committee (s45); and
 - providing the Minister responsible for the entity with a copy of the annual report (s46).
6. The Chief Finance Officer and Group Manager Corporate ensure compliance with the above responsibilities.

7e / Australian Public Service Commission Audit and Risk Management Committee

Members:

Name	Role
Annette Costello—former Commonwealth employee	External Member and Chair
Peter Yuile—former Commonwealth employee	External Member
Lily Viertmann—CFO, Australian Bureau of Statistics	External Member
Vacant	Internal Member

Observers and guests:

Name	Role
§ 47F , ANAO	Observer
§ 47F —ANAO	Observer
§ 47F	Observer
§ 47F	Observer—Internal Auditor
§ 47F	Observer—Internal Auditor
§ 47F —Chief Financial Officer	Observer
Clare Page—Group Manager, Corporate	Observer
§ 47F —Financial Accountant	Observer—Financial Statements Sub-committee
Commissioner/Deputy Commissioner/First Assistant Commissioner	Guest for standing agenda item

Secretariat:

Name	Role
Corporate Group—currently represented by Corporate Executive Officer § 47F	

Notes:

- The Committee meets five times a year—four standard meetings and one, usually around August, to review the Commission's annual financial statements.
- Four member committee—three external and one internal.

7e / Australian Public Service Commission Audit and Risk Management Committee (cont.)



Annette Costello

Chair

Governance, Risk & Compliance specialist at Cordelta. Governance risk and compliance manager, Airservices Australia, Nov 2015 – Aug 2017—SES Band 1 equivalent.

Annette has held a number of governance and risk related roles and is a professional member Risk Management Institute of Australasia (RMIA) and Information Systems Audit Control Association (ISACA).



Peter Yuile

External member

Former Executive Director, Tourism, Education and Corporate Operations, Austrade. Prior to joining Austrade, Peter held the positions of Deputy Secretary, Department of Transport and Regional Services (2000-2005) where he was responsible for aviation, transport security and regional policy and services issues; and Deputy Secretary, Department of Agriculture Fisheries and Forestry (2005-2007), where he was also the Executive Director in charge of the Australian Quarantine and Inspection Service.



Lily Viertmann

External Member, ABS

Chief Finance Officer and Chief Risk Officer, Australian Bureau of Statistics. Lily has over 20 years' experience in financial management in the Commonwealth and the State public service, managing budgets of up to \$6.7 billion.

