


s 47F, s 47E



Regards

Martin

Martin Parkinson, PSM  
Secretary  
Department of the Prime Minister and Cabinet





s 22

**From:** LLOYD, John <John.Lloyd@apsc.gov.au>  
**Sent:** Wednesday, 13 July 2016 8:33 AM  
**To:** Parkinson, Martin  
**Cc:** FOSTER, Stephanie  
**Subject:** Enterprise Bargaining [DLM-Sensitive]

**Sensitive**

Martin

s 47C, s 47E



I thought it useful to set out these thoughts before we have a chat.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 **M:** s 22 **I:** **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

---

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Thursday, 14 July 2016 1:00 PM  
**To:** Parkinson, Martin  
**Subject:** Accepted: Enterprise Bargaining discussion ~~[SEC-UNCLASSIFIED]~~

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s 22

**From:** LLOYD, John <John.Lloyd@apsc.gov.au>  
**Sent:** Tuesday, 26 July 2016 1:32 PM  
**To:** Parkinson, Martin  
**Subject:** Secretary's Performance Framework and [DLM=Sensitive]  
**Attachments:** perf framwork 716.docx; perf letter 716.docx

**Sensitive**

Martin

I attach a draft of the Secretary's performance framework and accompanying letter.

The framework is based on last year's document. It was developed after practices in the private sector and some states were reviewed.

The changes incorporated in this draft are:

- having regard to departmental, public sector and individual considerations – para 2. This is adopted from the SA approach;
- added diversity, talent and innovation to outcomes as measures pointers – para 7
- removed the obligation to counter sign documents.

My approach has always been to not over-engineer the requirements and processes. This is especially so when dealing with the highest echelon in the public service.

s 22

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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## Secretaries Annual Performance Management Framework

*S61A of the Public Service Act 1999 specifies that “an annual review of the performance of a Secretary must be carried out in accordance with a framework established by the Secretary of the Prime Minister’s Department and the Commissioner”.*

1. The Secretaries Annual Performance Management Framework outlines the process by which Secretaries’ performance is measured against key results and outcomes. The objective is to encourage excellence by setting clear objectives and evaluating results.
2. Secretaries are to uphold the highest standards working to deliver on public sector priorities, department specific priorities and their own individual objectives.
3. In May, the Secretary of the Department of the Prime Minister and Cabinet and the Australian Public Service Commissioner will write to all Secretaries asking that they provide both a self-assessment of their achievements over the past financial year and a proposed set of outcomes for the coming financial year.
4. The proposed outcomes and self-assessment are to be submitted by the end of June. The documents, together with any additional input sought by Secretary PM&C and the Commissioner, will form the basis of a discussion, to be held in or around July, between each Secretary, Secretary PM&C and the Commissioner.
5. Each Secretary will be responsible for seeking input from his or her respective Minister(s) and reflecting this in both the assessment of past performance and the forward outcomes. Secretaries may also choose to draw on input from stakeholders, staff and any external reviews of the Department’s performance or capability. Separately, the Secretary PM&C and the Commissioner may seek additional input from Ministers, stakeholders or other sources to inform the assessment of performance and setting of future priorities.
6. The self-assessment should be no more than two pages.

7. The statement of forward outcomes should be no more than two pages and should include outcomes and measures against four areas:
  - **Key government policy priorities**, incorporating priorities in Ministers' charter letters and overall contribution to Government initiatives, along with cross-agency outcomes and APS-wide reforms, including deregulation and contestability;
  - **Financial performance**, including productivity and savings initiatives ;
  - **Workforce strategy**, including leadership, developing capability and managing performance, developing and implementing workplace diversity, talent and succession; and
  - **Governance**, including risk management, accountability, innovation and stewardship of the APS.
8. Where appropriate, Secretary PM&C and the Commissioner may also include some specific objectives in the statement of forward outcomes.

July 2016

Dear (Secretary)

Section 61A of the *Public Service Act 1999* specifies that an annual review of the performance of a Secretary must be carried out in accordance with a framework established by the Secretary of the Department of Prime Minister and Cabinet and the Australian Public Service Commissioner.

Attached is a performance review framework to meet this requirement.

The timelines set out in the framework for the provision of a 2016-17 outcomes plan have been altered to accommodate the election.

We would be grateful if you could provide your planned outcomes document for 2016-17 by end-August.

The performance review cycle is completed by you submitting a self-assessment in June 2017, followed by a discussion with us during July 2017.

The framework identifies areas we suggest you consider in developing planned outcomes for the coming year.

Yours sincerely

MP

JL

s 22

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Tuesday, 2 August 2016 12:06 PM  
**To:** Parkinson, Martin  
**Subject:** APS Remuneration Report 2015 and Individual Agency Report - PMC [~~DLM=For Official Use Only~~]  
**Attachments:** APS Remuneration Report 2015.docx; PMC 2015 Individual Agency Report.docx

**~~For Official Use Only~~**

Dear Martin

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

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

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

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

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

Yours sincerely,

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

**From:** Parkinson, Martin  
**Sent:** Friday, 12 August 2016 4:55 PM  
**To:** 'LLOYD,John'  
**Subject:** RE: s 22 [DLM-Sensitive:Personal]

**Sensitive: Personal**

John

s 22

s 47C, s 47E

Cheers

Martin

---

**From:** LLOYD,John [mailto:John.Lloyd@apsc.gov.au]  
**Sent:** Friday, 12 August 2016 9:29 AM  
**To:** Parkinson, Martin  
**Subject:** s 22 [DLM-Sensitive:Personal]

**Sensitive: Personal**

Martin

I thought I should give you an update.

s 22

s 47C, s 47E

Regards

**John Lloyd PSM I Commissioner**

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

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s 22

**From:** Parkinson, Martin  
**Sent:** Friday, 12 August 2016 6:08 PM  
**To:** 'LLOYD, John'  
**Subject:** RE: SES Terminations [~~SEC-UNCLASSIFIED~~]

~~UNCLASSIFIED~~

John

What's prompted this?

Martin

---

**From:** LLOYD, John [mailto:John.Lloyd@apsc.gov.au]  
**Sent:** Friday, 12 August 2016 10:37 AM  
**To:** Parkinson, Martin  
**Subject:** SES Terminations [~~SEC-UNCLASSIFIED~~]

~~UNCLASSIFIED~~

Martin

I am confident you will be across this.

But just in case – s38 of the PS Act requires me to certify that the termination of a SES officer “is in the public interest.”

For non-SES employees s29 allows an agency head to terminate an employee for “non-performance, or unsatisfactory performance, of duties.” It would be necessary to ensure the termination decision and payments complied with the Fair Work Act 1999 and relevant provisions in the agency’s enterprise agreement.

Regards

**John Lloyd PSM I Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

**From:** LLOYD, John <John.Lloyd@apsc.gov.au>  
**Sent:** Wednesday, 17 August 2016 4:20 PM  
**To:** Quinlivan, Daryl; Moraitis, Chris; heather.smith@communications.gov.au; Richardson, Dennis MR; BRUNIGES, Michele; LEON, Renée; de Brouwer, Gordon; Halton, Jane; gary.quinlan@dfat.gov.au; martin.bowles@health.gov.au; Campbell, Kathryn; michael.pezzullo@border.gov.au; Beauchamp, Glenys; Mrdak Mike; Parkinson, Martin; Finn.PRATT@dss.gov.au; Fraser, John (Secretary); Lewis, Simon; Jordan, Chris; lyn.o'connell@agriculture.gov.au  
**Subject:** Enterprise Bargaining [~~SEC-UNCLASSIFIED~~]

Dear Colleagues

The Minister has today announced that the Enterprise Bargaining policy that applied before the election will continue unchanged.

We are emailing Chief Negotiators in all agencies about this.

We will continue to assess and approve agency positions and proposed agreements as quickly as possible.

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

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s 22

---

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Wednesday, 14 September 2016 3:21 PM  
**Subject:** Australian Public Service Commissioner's Directions 2016 [SEC=UNCLASSIFIED]  
**Attachments:** Attachment A - Summary of key changes.docx

Dear Colleagues

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

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

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

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

My contact in relation to this matter is Caroline Walsh, Group Manager Employment Policy. Ms Walsh can be contacted by email at [caroline.walsh@apsc.gov.au](mailto:caroline.walsh@apsc.gov.au) or phone s 22.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**  
Level 6, Aviation House, 16 Furzer Street, PHILLIP ACT 2606  
**P:** s 22 **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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

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

The *Australian Public Service Commissioner's Directions 2016* commence on 1 December 2016.

More information is available from the APSC website.

Provision	2013 Directions	2016 Directions
<p><b>Advertising multiple agency selection processes and using other agencies' merit lists</b></p> <p>1. New definition of <i>similar vacancy</i> to allow agencies to use other agencies' merit lists:</p> <ul style="list-style-type: none"><li>a. for vacancies at the SES level</li><li>b. for centrally coordinated entry level recruitment programs</li><li>c. where there is agreement between the recruiting agency, a second agency and the individual candidate.</li></ul> <p><i>In practice, agencies can make use of a recruitment process undertaken by another agency for: all SES positions; entry level programs such as Graduates and Indigenous cadetships; or otherwise as agreed.</i></p>	Clause 2.5	Section 9
<p>2. Vacancy notification obligations have also been amended to allow agencies to participate in multiple agency selection processes without advertising separately in the Gazette.</p> <p><i>In practice, agencies are no longer required to advertise vacancies separately in the Gazette, where vacancies exist in more than one agency.</i></p>	Clause 2.9(5)	Section 20(5)
<p><b>Notifying decisions in the Public Service Gazette</b></p> <p>1. Reduced obligation to notify employment outcomes in the Gazette.</p> <p><i>In practice, agencies are no longer required to notify engagement decisions (ongoing or long term non-ongoing), or movements at level following a selection process.</i></p> <p><i>Agencies are only required to notify promotion decisions, employment decisions following an Independent Selection Advisory Committee recommendation, and termination of employment as a consequence of breaching the Code of Conduct.</i></p>	Clause 2.29(1)	Section 34(1)
<p>2. Removes the obligation to seek approval of the Australian Public Service Commissioner to withhold an employee's name from the Gazette.</p> <p><i>In practice, Agencies no longer require the Commissioner's approval to withhold names from the Gazette in order to protect a person's identity.</i></p>	Clause 2.29(5)	Section 34(4)

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



s 22

**From:** s 22 on behalf of LLOYD, John  
 <John.Lloyd@apsc.gov.au>  
**Sent:** Thursday, 6 October 2016 12:16 PM  
**To:** daryl.quinlivan@agriculture.gov.au; Chris.Moraitis@ag.gov.au;  
 heather.smith@communications.gov.au; dennis.richardson@defence.gov.au;  
 BRUNIGES,Michele; LEON,Renée; gordon.debrouwer@environment.gov.au;  
 jane.halton@finance.gov.au; frances.adamson@dfat.gov.au;  
 Martin.Bowles@health.gov.au; Kathryn.Campbell@humanservices.gov.au;  
 'Michael.Pezzullo@border.gov.au'; Glenys.Beauchamp@industry.gov.au;  
 Mike.Mrdak@infrastructure.gov.au; Parkinson, Martin; Finn.Pratt@dss.gov.au;  
 John.Fraser@treasury.gov.au; Simon.Lewis@dva.gov.au  
**Subject:** Workplace Bargaining Policy [~~SEC=UNCLASSIFIED~~]

Dear Colleagues

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

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

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

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

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

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Friday, 2 December 2016 10:44 AM  
**Subject:** Australian Public Service Commissioner's Directions 2016 ~~[SEC-UNCLASSIFIED]~~

Colleagues

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

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

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

If your staff would like to discuss these changes, please have them contact the Staffing Policy team at [staffingpolicy@apsc.gov.au](mailto:staffingpolicy@apsc.gov.au) or s 22.

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

Regards

**John Lloyd PSM I Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 **I** **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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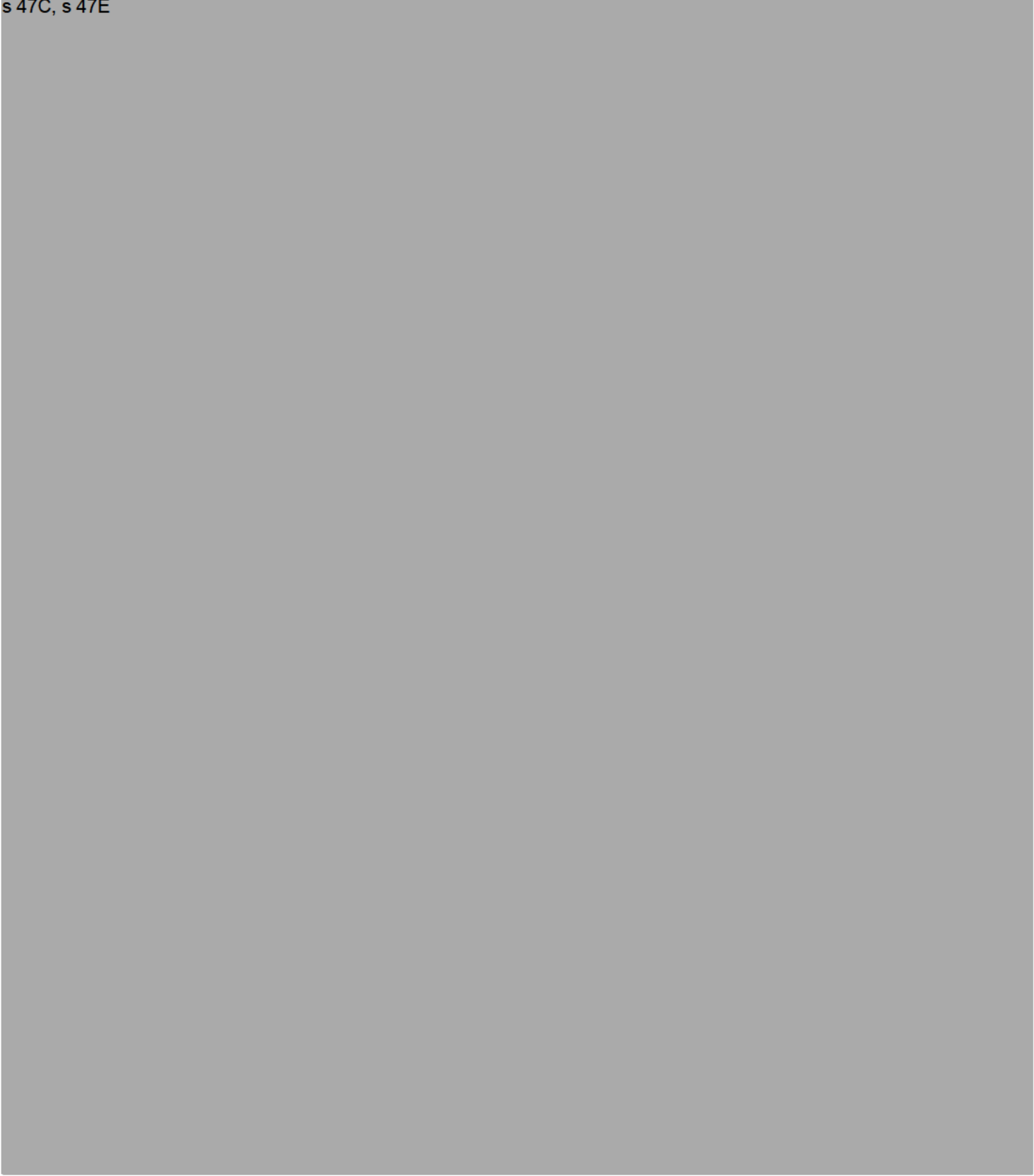
s 22

---

**From:** FORTRESS - LLOYD, John <John.Lloyd@protected.apsc.gov.au>  
**Sent:** Wednesday, 12 April 2017 4:21 PM  
**To:** Parkinson, Martin  
**Cc:** s 22 Kelly, Elizabeth; Sharpe, Sophie; FORTRESS -  
FOSTER, Stephanie; Flinders, Christopher  
**Subject:** RE: Executive Remuneration - as discussed ~~[SEC=PROTECTED]~~

~~PROTECTED~~

s 47C, s 47E









s 22

**From:** s 22 on behalf of LLOYD, John  
 <John.Lloyd@apsc.gov.au>  
**Sent:** Thursday, 4 May 2017 10:28 AM  
**To:** daryl.quinlivan@agriculture.gov.au; Chris.Moraitis@ag.gov.au;  
 heather.smith@communications.gov.au; dennis.richardson@defence.gov.au;  
 Brendan.Sargeant@defence.gov.au; LEON, Renée; de Brouwer, Gordon;  
 Rosemary.Huxtable@finance.gov.au; frances.adamson@dfat.gov.au;  
 Martin.Bowles@health.gov.au; Kathryn.Campbell@humanservices.gov.au;  
 michael.pezzullo@border.gov.au; Glenys.Beauchamp@industry.gov.au;  
 Mike.Mrdak@infrastructure.gov.au; Parkinson, Martin; Finn.Pratt@dss.gov.au;  
 Simon.Lewis@dva.gov.au  
**Subject:** s 47E and Bargaining Policy [DLM=For Official Use Only]  
**Attachments:** Talking Points - Partial bargaining policy exemption for s 47E docx; 28.04.2017 -  
 s 47E - correspondence from the Australian Public Service  
 Commission.pdf

~~For Official Use Only~~

Dear Colleagues

At Secretaries' Board, I agreed to provide you with further information regarding the partial exemption from the bargaining policy of s 47E

The attached talking points explain the rationale for the partial exemption.

Also attached is a copy of the formal advice to the s 47E. The letter has not been made public so I ask that you exercise discretion in circulating it.

s 47E

Regards

John Lloyd PSM I Commissioner

**Australian Public Service Commission**

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

**P:** s 22 **I** **M:** s 22 **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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Talking points – Partial bargaining policy exemption for s 47E

s 47E





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

**Australian Public Service Commissioner**

s 47E



Yours sincerely

s 22



Stephanie Foster  
Acting Australian Public Service Commissioner

28 April 2017

s 22

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Friday, 5 May 2017 10:40 AM  
**Cc:** CROSTHWAITE, Kerren  
**Subject:** Reporting of terminations for misconduct [~~SEC-UNCLASSIFIED~~]

Dear Colleagues

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

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

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

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

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

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

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

I would welcome your views on this matter. Please contact me or Ms Kerren Crosthwaite, Group Manager Employment Policy on s 22, or at [kerren.crosthwaite@apsc.gov.au](mailto:kerren.crosthwaite@apsc.gov.au). Responses would be appreciated by 19 May 2017.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

**From:** LLOYD, John <John.Lloyd@apsc.gov.au>  
**Sent:** Tuesday, 23 May 2017 9:42 AM  
**To:** Parkinson, Martin  
**Cc:** FOSTER, Stephanie  
**Subject:** Compulsory Transfers [~~SEC-UNCLASSIFIED~~]

**UNCLASSIFIED**

Martin

No general power exists.

Two sections of the *Public Service Act 1999* allow the Commissioner to move employees between agencies.

**Excess Employees.**

S 27 (1). The Commissioner, may by direction in writing, move an excess APS employee to another agency, without anyone's consent.

S 27(2) stipulates that an employee is excess if, and only if, an Agency Head has notified the Commissioner in writing that the employee is excess.

**Machinery of Government Changes.**

S 72 (1)(a). The Commissioner may move APS employees to another Agency, without anyone's consent, by a determination in writing.

The s72 preamble empowers the Commissioner to do this if "satisfied that it is necessary or desirable in order to give effect to an administrative re-arrangement."

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Friday, 9 June 2017 3:09 PM  
**To:** Parkinson, Martin  
**Subject:** APS Remuneration Report 2016 and Individual Agency Report - Department of the Prime Minister and Cabinet [DLM-For Official Use Only]  
**Attachments:** APS Remuneration Report 2016.docx; Prime Minister and Cabinet 2016 Individual Agency Report.docx

**For Official Use Only**

Dear Martin

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

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

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

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

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

Yours sincerely,

**John Lloyd PSM I Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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s 22

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**From:** s 22 on behalf of LLOYD, John  
<John.Lloyd@apsc.gov.au>  
**Sent:** Tuesday, 13 June 2017 5:55 PM  
**Subject:** APS Remuneration Report 2016 - publicly released [~~SEC-UNCLASSIFIED~~]

Dear Colleague

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

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

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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# APS Remuneration report 2016

Last updated: 13 Jun 2017

This page is: current



A census of Australian Public Service (APS) employee remuneration is conducted annually. The census provides participating APS agencies with agency-specific and APS-wide data that informs their remuneration practices. The APS-wide data is also made publicly available via this site.



## Download Word version (2.2mb)

### Background

#### 1. Executive summary

#### 2. Key remuneration components

- 2.1 Base Salary
- 2.2 Total Remuneration Package
- 2.3 Total Reward

#### 3. Features of key remuneration components

- 3.1 Comparison of key remuneration components by classification.
- 3.2 Motor vehicle allowances.
- 3.3 Performance bonus
- 3.4 Superannuation

#### 4. Payments in addition to key remuneration components

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- 4.2 Geographic/Locality allowance
- 4.3 Disability allowance
- 4.4 Additional duties/Responsibilities allowance

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- 5.2 Remuneration data by sex
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#### 6. Historical data

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- [Table 7.3: Remuneration findings for APS 2](#)
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- [Table 7.5: Remuneration findings for APS 4](#)
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- [Table 7.8: Remuneration findings for EL 1](#)
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- [Table 7.12: Remuneration findings for SES 3](#)

## Appendixes

- [A.1 Methodology](#)
- [A.2 Definition](#)
- [A.3 APS agencies and entities included in this report](#)

Asset ID: #94187

## About the Commission

The Australian Public Service Commission (APSC) is a central agency within the Prime Minister and Cabinet portfolio. The Commission supports two statutory office holders: the Australian Public Service Commissioner—who is also agency head—and the Merit Protection Commissioner. Their functions are set out in sections 41(1) and 50(1), respectively, of the *Public Service Act 1999*.

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**From:** Parkinson, Martin  
**Sent:** Tuesday, 20 June 2017 6:04 PM  
**To:** LLOYD, John  
**Subject:** RE: Gazettal of Code of Conduct Terminations ~~[SEC=UNCLASSIFIED]~~

John

Thanks – I've inquired as to our non-response. It turns out we supported your proposal and it was an oversight that there was no response saying that...sorry about that.

Cheers

Martin

---

**From:** LLOYD, John [mailto:John.Lloyd@apsc.gov.au]  
**Sent:** Monday, 19 June 2017 5:53 PM  
**To:** Parkinson, Martin <Martin.Parkinson@pmc.gov.au>  
**Subject:** Gazettal of Code of Conduct Terminations ~~[SEC=UNCLASSIFIED]~~

**UNCLASSIFIED**

Martin

I am alerting you to a change I propose to make to the gazettal of code of conduct terminations.

### Background

When an employee is terminated for a code of conduct breach the person is named in the gazette and the grounds for termination identified. The rationale is to guard against the person being rehired, or at least being hired without knowledge of past serious misconduct.

On the recent occasions when my amendments to the Commissioner Directions have gone before the Joint Parliamentary Committee on Human Rights, the Committee has raised privacy concerns about the gazettal action. The Committee has asked me to investigate an alternative procedure. I agreed on the grounds that a review was timely.

We also have data indicating that about 50% of misconduct terminations are not gazetted.

### Proposal

Instead of gazettal I propose to establish a database that records misconduct terminations. The database would be confidential and accessible only to APS agencies.

Non-APS employers e.g. a state government agency, would not have access to the database. However, a non-APS employer when conducting due diligence is entitled to ask why an employee left and the APS employer is entitled to state it was a misconduct termination.

We have consulted a number of Departments, including PM&C. 34 agencies responded and all supported the proposal. PM&C did not respond.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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**From:** LLOYD, John <John.Lloyd@apsc.gov.au>  
**Sent:** Friday, 7 July 2017 3:16 PM  
**To:** Parkinson, Martin; 'daryl.quinlivan@agriculture.gov.au'; 'Moraitis, Chris'; 'Heather Smith PSM (heather.smith@communications.gov.au)'; 'brendan.sargeant@defence.gov.au'; BRUNIGES, Michele; LEON, Renée; 'de Brouwer, Gordon'; 'Huxtable, Rosemary'; 'frances.adamson@dfat.gov.au'; 'martin.bowles@health.gov.au'; 'Campbell, Kathryn'; Michael PEZZULLO; Beauchamp, Glenys <Glenys.Beauchamp@industry.gov.au> (Glenys.Beauchamp@industry.gov.au); 'mike.mrdak@infrastructure.gov.au'; 'Finn.Pratt@dss.gov.au'; 'Fraser, John (Secretary)'; 'simon.lewis@dva.gov.au'  
**Subject:** Approval of High Executive Remuneration [~~SEC=UNCLASSIFIED~~]

Dear colleagues

Remuneration Tribunal Determination 2017/06 determined new pay points for Secretaries from 1 July 2017.

This has the effect of raising the total remuneration package that APS agency heads may approve for SES or non-SES roles in their agencies to \$450,125. This rate is set at 65% of the lowest pay point in the Secretaries' classification structure.

Could you please ensure that any remuneration packages in excess of \$450,125 are formally agreed by me, in accordance with the executive remuneration management policy. The policy can be found at <http://www.apsc.gov.au/publications-and-media/current-publications/executive-remuneration>

I would be grateful if you could advise APS agency heads within your portfolios of the revised amount, and ask that they review any existing arrangements in excess of this figure to ensure they have been appropriately approved.

Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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# Executive Remuneration Management policy

This page is: current

Last updated: 30 Sep 2016

## 1. Overview

1.1. The APS Executive Remuneration Management Policy (the policy) sets out arrangements for the management of executive remuneration, including an approval process for remuneration proposals above a notional amount.

## 2. Policy objectives

2.1. To maintain appropriate pay relativity between Secretaries and the most senior members of the SES and other staff to better reflect their respective roles and responsibilities, in accordance with the Remuneration Tribunal's [Review of Secretaries' Remuneration](#).

2.2 To support the Government's [Workplace Relations Bargaining Policy 2015](#) which provides a framework for agencies to implement terms and conditions of employment that are affordable and support modern and agile public sector workplaces.

## 3. Key points

3.1 The policy applies to all staff employed under the *Public Service Act 1999*.

3.2 Agency heads are required to obtain approval from the Australian Public Service Commissioner (the Commissioner) before they offer any SES or non-SES employee a remuneration package valued in excess of the notional amount.

3.3 Remuneration arrangements that were endorsed under the interim policy, will remain grandfathered provided future pay increases are consistent with Government policy as set out in the Workplace Bargaining Policy. Should there be a substantial change in the individual's role, for any reason, their remuneration should be reconsidered under this policy.

## 4. Key considerations and conditions

4.1 It is anticipated that, other than in exceptional circumstances, the remuneration of any SES or non-SES employees will not exceed the notional amount prescribed in this policy.

4.2 Exceptions will be considered by the Commissioner where compelling circumstances apply, based on job weight and/or market factors. Proposals need to be supported by appropriate justification, and where market forces are a factor in justifying the level of remuneration, it will be necessary to provide the market data relied on and any other relevant evidence supporting the proposal.

4.3 Proposals that seek to maintain a level of remuneration (salary maintenance) e.g. in relation to engagements of persons from outside the APS or employees moving between agencies, will not necessarily be sufficient to justify remuneration above the notional amount.

4.4 Remuneration for Associate Secretary roles will be considered on a discretionary, case-by-case basis, in conjunction with the Secretary of the Department of the Prime Minister and Cabinet.

4.5 Approvals relate to the occupant of a particular role at a given time, and do not transfer to successors in that role. A new proposal would be required when such a role becomes vacant, and the remuneration proposed exceeds the notional amount.

4.6 Where approval has been granted under this policy for remuneration above the notional amount, or grandfathered remuneration arrangements are in place, future annual pay increases are expected to comply with the Workplace Bargaining Policy. Any proposal to adjust the remuneration package beyond the parameters of the Workplace Bargaining Policy would require approval in line with that Policy.

4.7 Former Secretaries employed under the *Public Service Act 1999* on (full or partial) salary retention arrangements are exempt from these arrangements.

## 5. Approval process

5.1 Submissions for remuneration proposals above the notional amount, including variations to alter grandfathered arrangements, are to be signed by the agency head and forwarded to the Commissioner at [staffingpolicy@apsc.gov.au](mailto:staffingpolicy@apsc.gov.au).

5.2 The detail of the proposal should be recorded on the *APS Executive Remuneration proposal form* at Appendix 1, accompanied by evidence to support the level of Total Remuneration sought (refer to paragraph 4.2).

## Download the publication

Executive remuneration management policy (MS Word Document)



- 5.3.1 Following the agency head's approval of an SES selection decision.
- 5.3.2 Where the agency head is of the view that a remuneration package in excess of the notional amount may be required prior to an individual being offered the role or prior to the advertisement of the role. The agency head may seek the Commissioner's in-principle agreement to a specific remuneration amount, or to a remuneration range within which the agency head may negotiate.
- 5.3.3 For any other situation where remuneration above the notional amount is being considered, e.g. for staff movements outside a competitive selection process.

5.4 The Commissioner will endeavour to respond to remuneration proposals within five working days of receipt.

## 6. Completing the APS Executive Remuneration proposal form

6.1 In relation to performance pay, other bonus payments and the employer superannuation contribution, the maximum potential payment is to be included in the proposal form.

6.2 In addition to all remuneration items noted above, details should be provided of any proposed benefits or one-off payments that are not included within the Total Remuneration definition, such as accommodation, living allowances and study expenses. If these benefits are pre-determined payments, specify the purpose, value and expected timing of payments. In all other cases, specify the purpose and estimated annual value of each benefit.

6.3 Proposals need to be supported by appropriate justification, based on job weight and/or market factors. Supporting documentation, such as market data, should be provided to support the proposal.

## 7. Definitions

7.1 **'Benefits'** means benefits, other than cash and the employer's superannuation contribution, provided to an employee at the Commonwealth's expense, and includes any Commonwealth provided vehicle that the employee elects to receive and the value of parking.

7.2 **'Bonuses'** include performance pay and any bonuses. The value to be declared is the maximum amount that may be paid.

7.3 **'Employer's superannuation contribution'** means payments made by the Commonwealth in respect of the employee to:

- a. a Commonwealth defined benefit scheme (including the Commonwealth Superannuation Scheme or the Public Sector Superannuation Scheme); or
- b. another superannuation fund.

For the purposes of the defined benefit schemes, a notional value calculated as 15.4% of superannuation salary is to be used as the value of the employer's superannuation contribution. For accumulation plan schemes, a notional value calculated as 15.4% of salary is to be used as the value of the employer's superannuation contribution.

7.4 **'Facilities provided as business support'** are those communications, information technology and other office facilities provided to the employee that are necessary for the efficient conduct of the Commonwealth's business. Incidental private use may be included. The facilities also include airline lounge memberships.

7.5 **'Grandfathered arrangements'** are those remuneration arrangements that were already in place that are above the notional amount at the commencement of the interim policy on 14 May 2012, and have been approved by the Commissioner.

7.6 **'Notional Amount'** is the maximum remuneration (Total Remuneration – see below) that agency heads may approve for their SES and non-SES roles and is a percentage of the base remuneration of the Secretaries' classification structure (refer to the Remuneration Tribunal's Determination at [www.remtribunal.gov.au](http://www.remtribunal.gov.au)). The notional amount is equivalent to 65% of the lowest pay point of the Secretaries' classification structure for all employees (SES and non-SES).

7.7 **'Total Remuneration' (or remuneration, or remuneration package)** – the description of Total Remuneration is aligned to that used by the Remuneration Tribunal for Secretaries, with the addition of performance pay/bonuses.

For the purposes of valuing remuneration packages under this policy, Total Remuneration represents the aggregate value, calculated as the total cost to the employer (including FBT) and expressed as an annual amount, of:

- a. salary, allowances or lump sum payments (including payments in lieu of motor vehicle benefits, however paid)
- b. the employer's superannuation contribution (maximum potential payment)
- c. performance pay and bonuses (maximum potential payment), and
- d. benefits

but does not include:

- a. facilities provided as business support
- b. removal costs, accommodation allowances and reunion airfares, or
- c. travel allowances and expenditure.



## Appendix 1: APS Executive Remuneration proposal form

This form is to be completed to obtain approval from the Australian Public Service Commissioner before offering an SES or non-SES employee a remuneration package valued in excess of the notional amount prescribed in the *APS Executive Remuneration Management Policy*. Agency heads may need to provide documentation, in addition to the completed form, to support their proposal. For instance, where market forces are a factor in justifying the level of remuneration, it will be necessary to provide details of the market data relied on and any other relevant evidence supporting the proposal.

A [copy of the form is available at Appendix 1 of the MS Word version of this policy](#).

Asset ID: #57278

## About the Commission

The Australian Public Service Commission (APSC) is a central agency within the Prime Minister and Cabinet portfolio. The Commission supports two statutory office holders: the Australian Public Service Commissioner—who is also agency head—and the Merit Protection Commissioner. Their functions are set out in sections 41(1) and 50(1), respectively, of the *Public Service Act 1999*.

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Australian Government

# APS EXECUTIVE **Remuneration Management Policy**

● September 2016



# APS Executive Remuneration Management Policy

## 1. Overview

- 1.1. The APS Executive Remuneration Management Policy (the policy) sets out arrangements for the management of executive remuneration, including an approval process for remuneration proposals above a notional amount.

## 2. Policy objectives

- 2.1. To maintain appropriate pay relativity between Secretaries and the most senior members of the SES and other staff to better reflect their respective roles and responsibilities, in accordance with the Remuneration Tribunal's [Review of Secretaries' Remuneration](#).
- 2.2. To support the Government's [Workplace Relations Bargaining Policy 2015](#) which provides a framework for agencies to implement terms and conditions of employment that are affordable and support modern and agile public sector workplaces.

## 3. Key points

- 3.1. The policy applies to all staff employed under the *Public Service Act 1999*.
- 3.2. Agency heads are required to obtain approval from the Australian Public Service Commissioner (the Commissioner) before they offer any SES or non-SES employee a remuneration package valued in excess of the notional amount.
- 3.3. Remuneration arrangements that were endorsed under the interim policy, will remain grandfathered provided future pay increases are consistent with Government policy as set out in the Workplace Bargaining Policy. Should there be a substantial change in the individual's role, for any reason, their remuneration should be reconsidered under this policy.

## 4. Key considerations and conditions

- 4.1. It is anticipated that, other than in exceptional circumstances, the remuneration of any SES or non-SES employees will not exceed the notional amount prescribed in this policy.
- 4.2. Exceptions will be considered by the Commissioner where compelling circumstances apply, based on job weight and/or market factors. Proposals need to be supported by appropriate justification, and where market forces are a factor in justifying the level of remuneration, it will be necessary to provide the market data relied on and any other relevant evidence supporting the proposal.
- 4.3. Proposals that seek to maintain a level of remuneration (salary maintenance) e.g. in relation to engagements of persons from outside the APS or employees moving between agencies, will not necessarily be sufficient to justify remuneration above the notional amount.
- 4.4. Remuneration for Associate Secretary roles will be considered on a discretionary, case-by-case basis, in conjunction with the Secretary of the Department of the Prime Minister and Cabinet.

- 4.5. Approvals relate to the occupant of a particular role at a given time, and do not transfer to successors in that role. A new proposal would be required when such a role becomes vacant, and the remuneration proposed exceeds the notional amount.
- 4.6. Where approval has been granted under this policy for remuneration above the notional amount, or grandfathered remuneration arrangements are in place, future annual pay increases are expected to comply with the Workplace Bargaining Policy. Any proposal to adjust the remuneration package beyond the parameters of the Workplace Bargaining Policy would require approval in line with that Policy.
- 4.7. Former Secretaries employed under the *Public Service Act 1999* on (full or partial) salary retention arrangements are exempt from these arrangements.

## 5. Approval process

- 5.1. Submissions for remuneration proposals above the notional amount, including variations to alter grandfathered arrangements, are to be signed by the agency head and forwarded to the Commissioner at [staffingpolicy@apsc.gov.au](mailto:staffingpolicy@apsc.gov.au).
- 5.2. The detail of the proposal should be recorded on the *APS Executive Remuneration proposal form* at Appendix 1, accompanied by evidence to support the level of Total Remuneration sought (refer to paragraph 4.2).
- 5.3. Remuneration proposals are to be submitted in the following circumstances:
  - 5.3.1. Following the agency head's approval of an SES selection decision.
  - 5.3.2. Where the agency head is of the view that a remuneration package in excess of the notional amount may be required prior to an individual being offered the role or prior to the advertisement of the role. The agency head may seek the Commissioner's in-principle agreement to a specific remuneration amount, or to a remuneration range within which the agency head may negotiate.
  - 5.3.3. For any other situation where remuneration above the notional amount is being considered, e.g. for staff movements outside a competitive selection process.
- 5.4. The Commissioner will endeavour to respond to remuneration proposals within five working days of receipt.

## 6. Completing the APS Executive Remuneration proposal form

- 6.1. In relation to performance pay, other bonus payments and the employer superannuation contribution, the maximum potential payment is to be included in the proposal form.
- 6.2. In addition to all remuneration items noted above, details should be provided of any proposed benefits or one-off payments that are not included within the Total Remuneration definition, such as accommodation, living allowances and study expenses. If these benefits are pre-determined payments, specify the purpose, value and expected timing of payments. In all other cases, specify the purpose and estimated annual value of each benefit.
- 6.3. Proposals need to be supported by appropriate justification, based on job weight and/or market factors. Supporting documentation, such as market data, should be provided to support the proposal.



## 7. Definitions

- 7.1. **‘Benefits’** means benefits, other than cash and the employer's superannuation contribution, provided to an employee at the Commonwealth's expense, and includes any Commonwealth provided vehicle that the employee elects to receive and the value of parking.
- 7.2. **‘Bonuses’** include performance pay and any bonuses. The value to be declared is the maximum amount that may be paid.
- 7.3. **‘Employer's superannuation contribution’** means payments made by the Commonwealth in respect of the employee to:
- a. a Commonwealth defined benefit scheme (including the Commonwealth Superannuation Scheme or the Public Sector Superannuation Scheme); or
  - b. another superannuation fund.

For the purposes of the defined benefit schemes, a notional value calculated as 15.4% of superannuation salary is to be used as the value of the employer's superannuation contribution. For accumulation plan schemes, a notional value calculated as 15.4% of salary is to be used as the value of the employer's superannuation contribution.

- 7.4. **‘Facilities provided as business support’** are those communications, information technology and other office facilities provided to the employee that are necessary for the efficient conduct of the Commonwealth's business. Incidental private use may be included. The facilities also include airline lounge memberships.
- 7.5. **‘Grandfathered arrangements’** are those remuneration arrangements that were already in place that are above the notional amount at the commencement of the interim policy on 14 May 2012, and have been approved by the Commissioner.
- 7.6. **‘Notional Amount’** is the maximum remuneration (Total Remuneration – see below) that agency heads may approve for their SES and non-SES roles and is a percentage of the base remuneration of the Secretaries' classification structure (refer to the Remuneration Tribunal's Determination at [www.remtribunal.gov.au](http://www.remtribunal.gov.au)). The notional amount is equivalent to 65% of the lowest pay point of the Secretaries' classification structure for all employees (SES and non-SES).
- 7.7. **‘Total Remuneration’ (or remuneration, or remuneration package)** - the description of Total Remuneration is aligned to that used by the Remuneration Tribunal for Secretaries, with the addition of performance pay/bonuses.

For the purposes of valuing remuneration packages under this policy, Total Remuneration represents the aggregate value, calculated as the total cost to the employer (including FBT) and expressed as an annual amount, of:

- a. salary, allowances or lump sum payments (including payments in lieu of motor vehicle benefits, however paid)
- b. the employer's superannuation contribution (maximum potential payment)
- c. performance pay and bonuses (maximum potential payment), and
- d. benefits

but does not include:

- a. facilities provided as business support
- b. removal costs, accommodation allowances and reunion airfares, or
- c. travel allowances and expenditure.

## APS Executive Remuneration proposal form

This form is to be completed to obtain approval from the Australian Public Service Commissioner before offering an SES or non-SES employee a remuneration package valued in excess of the notional amount prescribed in the *APS Executive Remuneration Management Policy*. Agency heads may need to provide documentation, in addition to the completed form, to support their proposal. For instance, where market forces are a factor in justifying the level of remuneration, it will be necessary to provide details of the market data relied on and any other relevant evidence supporting the proposal.

**'Benefits'** means benefits, other than cash and the employer's superannuation contribution, provided to an employee at the Commonwealth's expense, and includes any Commonwealth provided vehicle that the employee elects to receive and the value of parking.

**'Bonuses'** include performance pay and any bonuses. The value to be declared is the maximum amount that may be paid.

**'Employer's superannuation contribution'** means payments made by the Commonwealth in respect of the employee to:

- (a) a Commonwealth defined benefit scheme (including the Commonwealth Superannuation Scheme or the Public Sector Superannuation Scheme); or
- (b) another superannuation fund.

For the purposes of the defined benefit schemes, a notional value calculated as 15.4% of superannuation salary is to be used as the value of the employer's superannuation contribution. For accumulation plan schemes, a notional value calculated as 15.4% of salary is to be used as the value of the employer's superannuation contribution.

**'Facilities provided as business support'** are those communications, information technology and other office facilities provided to the employee that are necessary for the efficient conduct of the Commonwealth's business. Incidental private use may be included. The facilities also include airline lounge memberships.

**'Total Remuneration'** represents the aggregate value, calculated as the total cost to the employer (including FBT) and expressed as an annual amount, of:

- salary, allowances or lump sum payments (including payments in lieu of motor vehicle benefits, however paid);
- the employer's superannuation contribution;
- performance pay and bonuses; and
- benefits;

but does not include:

- facilities provided as business support;
- removal costs, accommodation allowances and reunion airfares; or
- travel allowances and expenditure.

## Declaration

Department/Agency \_\_\_\_\_

Employee's (or Applicant's) Name \_\_\_\_\_

Classification (*SES Band 3; Medical Officer Class 6, etc*) \_\_\_\_\_

Role Title (*Deputy Secretary, Chief Information Officer, etc*) \_\_\_\_\_

<b>Proposed Base Salary</b>	\$ _____
<b>Allowances</b> ( <i>include all payable</i> )	\$ _____ ( <i>description</i> ) \$ _____ ( <i>description</i> )
<b>Lump Sum Payments</b> ( <i>include all payable</i> )	\$ _____ ( <i>description</i> ) \$ _____ ( <i>description</i> )
<b>Employer's Superannuation Contribution</b> ( <i>insert maximum potential value</i> )	\$ _____
<b>Performance Pay and Bonuses</b> ( <i>insert maximum potential value</i> )	\$ _____ ( <i>description</i> )
<b>Vehicle</b>	\$ _____
<b>Parking</b>	\$ _____
<b>Other Benefits</b> ( <i>include applicable FBT tax</i> )	\$ _____ ( <i>description</i> )
<b>Proposed Total Remuneration</b>	\$ _____

### Notes:

- For items with varying values, e.g. superannuation contribution and bonuses, include the maximum potential value.
- Where market forces are a factor in justifying the level of remuneration, provide details of the market data relied on.
- Please provide (on a separate sheet) details of all other benefits (including FBT) included in the remuneration package but not included in TR above, such as the annualised value of accommodation and relocation assistance.

## Agency Head

I certify that the above information is true and complete and in accordance with the APS Executive Remuneration Management Policy and instructions issued by the Australian Public Service Commissioner.

Signature: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_


Name: \_\_\_\_\_

Submissions, and where relevant, supporting documentation, are to be signed by the Agency Head and forwarded to the Commissioner via [staffingpolicy@apsc.gov.au](mailto:staffingpolicy@apsc.gov.au)

s 22

**From:** Parkinson, Martin  
**Sent:** Thursday, 10 August 2017 7:26 PM  
**To:** LLOYD, John  
**Subject:** Re: APS Bargaining [~~DLM-Sensitive~~]

s 47C, s 47E





Regards

**John Lloyd PSM | Commissioner**

**Australian Public Service Commission**

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

**P:** s 22 | **M:** s 22 | **W:** [www.apsc.gov.au](http://www.apsc.gov.au)

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**From:** Parkinson, Martin  
**Sent:** Tuesday, 15 August 2017 3:13 PM  
**To:** daryl.quinlivan@agriculture.gov.au; Chris.Moraitis@ag.gov.au; Heather Smith; brendan.sargeant@defence.gov.au; michele.bruniges@education.gov.au; renee.leon@employment.gov.au; gordon.debrouwer@environment.gov.au; rosemary.huxtable@finance.gov.au; Frances Adamson; martin.bowles@health.gov.au; kathryn.campbell@humanservices.gov.au; michael.pezzullo@border.gov.au; Glenys Beauchamp; mike.mrdak@infrastructure.gov.au; finn.pratt@dss.gov.au; John Fraser; simon.lewis@dva.gov.au; John Lloyd  
**Subject:** Guidance on Participation in the Discussions Around Same Sex Marriage [SEC=~~UNCLASSIFIED~~]  
**Attachments:** employee-guidance social media.docx

## UNCLASSIFIED

Dear Colleagues

As you know, same sex marriage is generating much discussion within the community, some of it contentious. As such, I felt it necessary to provide some guidance to my staff on how they could participate in the conversation, without contravening their obligations as members of the APS.

Earlier today I sent the following email to my SES staff outlining my expectations and encouraging them to speak to their staff about the issue. I urge you to do the same. I am more than happy for you to forward on my message or to adapt it to suit your circumstances.

Cheers, Martin

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Dear Colleagues

Same sex marriage will be the subject of much community conversation over the coming months, some of which may be divisive. Because of this, I wanted to take the opportunity to provide some guidance on how you can participate in the conversation and how you might best advise your staff.

As a general guide, as a senior member of the APS your opinions carry weight and draw scrutiny. So, in line with the APS Code of Conduct you should ensure that your comments and online interactions are at all times respectful and courteous, avoiding personal criticism. In my view, you can express support for or against same sex marriage, but you should avoid commenting on the Government's decision to hold a postal survey, or on individual parliamentary member's views on this issue. You should also be mindful that liking comments or organisations online can be perceived as endorsement. This is where I rely on you to exercise good judgement, as it is important that all sides of politics have confidence that they can rely on the public service, particularly its senior executive, to implement policies impartially.

It is important to me that staff in the Department are well supported, and that the nature of staff participation in this debate does not undermine the progress we have been making to being about a more inclusive environment. This means that we must ensure that our LGBTI staff have all the support they need and that all staff are able to participate in the community conversation, if they wish, while maintaining the reputation of the APS. I would like you all to discuss this with your staff and give them the opportunity to ask you questions and seek guidance.

I have attached the revised APSC social media policy for your information.

Martin





Australian Government  
Australian Public Service  
Commission

# MAKING PUBLIC COMMENT ON SOCIAL MEDIA

## A GUIDE FOR APS EMPLOYEES



As members of the Australian community, Australian Public Service (APS) employees have the right to participate in public and political debate.

But this is not an unlimited right. APS employees have particular responsibilities under the *Public Service Act 1999* that come with being employed as a public servant by the Commonwealth of Australia. In some cases, these responsibilities limit their ability to participate fully in public discussions, including on social media.

In general, APS employees must not make public comment that may lead a reasonable person to conclude that they cannot serve the government of the day impartially and professionally.

While this applies both to comments made online as well as elsewhere, some additional considerations apply to online participation. The speed and reach of online communication means that material posted online is available immediately to a wide audience. It can be difficult to delete and may be replicated endlessly. It may be sent to, or seen by, people the author never intended or expected would see it.

Deciding whether to make a particular comment or post certain material online is a matter of careful judgement rather than a simple formula. This guidance sets out factors for employees to consider in making decisions about whether and what to post.

Many agencies have public comment or social media policies. This guidance should be read in conjunction with those policies.

## What does the Code of Conduct require?

The Code of Conduct is set out in section 13 of the *Public Service Act 1999* (the Act). The Code's behavioural standards are directed at securing public confidence in the integrity of the APS. The Code creates binding obligations on all APS employees about how they conduct themselves at work and, to some extent, in their private lives.

For example, section 13(11) requires APS employees to behave **at all times** in a way that upholds:

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

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

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

This means that APS employees must:

- a. ensure their actions don't provide grounds for a reasonable person to conclude that they can't serve the government of the day impartially, and
- b. implement government policies professionally in a way that is impartial and free from bias.

Section 13(5) requires APS employees to comply with lawful and reasonable directions. These can include agency policies on the use of social media for work or personal purposes.

Taken together, the Code, APS Values and the Act impose expectations and obligations on employees. Employees must act in a way that does not undermine the public's confidence in them and the ability of their agency to act impartially and to deliver government services

professionally and without bias. This clearly applies to activities at work and can capture conduct during non-work hours.

## **What does this mean for me?**

At their most basic, Code of Conduct inquiries answer just two questions:

1. did the employee, as a matter of fact, engage in particular conduct, and
2. if so, did that amount to a breach of the Code?

What the employee meant to do, or how serious any breach was, is not relevant. Factors of that kind may be relevant to what the appropriate sanction is if the employee is found to have breached the Code. They don't affect the decision about *whether* the employee breached the Code.

This guidance will help you to consider your own actions and draw an informed conclusion about whether you are at risk of breaching the Code—and, if so, how seriously—by making public comments.

## **Risk factors**

A number of factors can affect a decision about whether material you have posted or published is in breach of the Code of Conduct.

### **Does it criticise the work of your current agency?**

Criticising the work, or the administration, of your agency is almost always going to be seen as a breach of the Code. The closer your criticism is to your area of work, the more likely this will be.

As an employee of your agency, people will assume that you have a high level of knowledge about what your agency does, and that you may have access to sensitive information. They will think that you know 'what's really going on'.

As an employee of your agency, your comments have a strong capacity to affect your agency's reputation.

If you have serious concerns about the way in which your agency is being run there are proper ways to report these. Posting on social media is not the answer.

This doesn't stop you making a positive comment on social media about your agency or using social media to explain the policy and services that it delivers. Agencies have their own policies about how they engage with the community on social media; read yours and talk to your manager about your options. Make sure you're on safe ground before you post.

### **Does it criticise your Minister?**

As an APS employee you are required to serve the government of the day professionally and impartially, including through your agency or portfolio Minister.

As an employee in your agency the public may assume that you have access to your Minister and will have an insider's perspective on their policy, their personal conduct, and their performance.

Criticising your Minister, or the Prime Minister, is just as risky as criticising your agency. Equally, criticising your shadow Minister, the leader of the Opposition, or the relevant spokesperson from



minor parties, is also likely to raise concerns about your impartiality and to undermine the integrity and reputation of your agency and the APS generally.

### **Does it criticise the work of your previous agency(s)?**

Your work in previous agencies has a lingering effect. For a period of time after you leave an agency you will take with you sensitive knowledge and an association in the minds of others between you and that agency's work. People will continue to assume that you have special insight to that agency and the policies it administers.

Because of that, your capacity to affect the reputation of that agency and the APS continues.

By the way, it is also worth bearing in mind that comments you make about an agency you've never worked in might be made public and taken into account if you apply for a job there later. Perhaps you haven't breached the Code, but you might have ruled yourself out for that job if the comment could reasonably call into question your capacity to work there impartially.

### **Your seniority**

As a general guide, the more senior you are in the APS the more likely it is that people will believe you are privy to the real workings of government. Your opinions will carry more weight and have a greater capacity to affect the reputation of an agency or the APS.

Senior APS employees, or employees with a particularly high-profile or specialist role, need to be especially careful in considering the impact of any comments they might make.

Senior Executive Service (SES) employees have a particular responsibility because they:

- can influence with the relationship between stakeholders and government
- are likely to be required to advise on, or lead, the implementation of government policies and programs within agencies and across agency and portfolio boundaries, and
- are required by personal example to promote the APS Values and compliance with the Code.

### **Language and tone**

Think about the language you use when making public comments about sensitive issues. Is it consistent with the kind of language that people would expect public servants to use? Is it nuanced and thoughtful, or blunt and inflammatory? Does it recognise that there may be alternative points of view?

Be moderate in your language and focus on the facts. Picking fights on the internet is not behaviour consistent with the Code of Conduct.

### **Personal criticism, or policy debate?**

Public servants may participate in public debates about important public issues, subject to the restrictions explained in this guidance. This does not equate to a right to attack other people personally.

If you make personal comments about the character or ability of other people, including members of the Parliament, you immediately raise the risk that you have breached the Code as well as opening the door to those people taking legal action against you.

A right to participate in policy debate is not the same as a right to insult people. People who read those insulting comments will form views about whether you can in fact act impartially in your work. They may also ask themselves whether it is appropriate for a person who makes comments like that to be working for the Government, lowering the reputation of your agency and the APS.

Criticism of any person, including current or former colleagues, may also amount to a failure to treat them with respect and courtesy. It may even amount to harassment.

**Confidential or sensitive information**

Confidential or sensitive information held by your agency may not be disclosed publicly without prior authorisation from your agency.



## Frequently Asked Questions

### **Can I post anything I like if I make it clear that I am posting only in a private capacity?**

It's a good idea to include a statement on your social media platforms, or in individual posts if necessary, to the effect that your views don't represent those of your employer. However, this won't always protect you from a finding that you have breached the Code.

For example, if you choose to publish material that is vehemently anti-government, a disclaimer of this kind will not make you immune to a Code investigation. People who read that material will, rightly, wonder whether someone with opinions like these can genuinely serve the public and the government as an impartial and professional public servant. It may even affect the reputation of your agency and the APS.

### **Why can't I say what I want if I post anonymously?**

Are you sure you're anonymous?

You may not have identified yourself as a public servant but many of us now have a digital footprint that makes it easy to find out who we are and, often, where we work. Posting material anonymously or using a pseudonym doesn't guarantee your identity will stay hidden. Even if you don't identify yourself you can still be identified by someone else.

It's a simple fact: agencies often receive dob-ins about comments made by their employees. Often those employees are shocked to find they've been linked back to their employer so easily.

It is simply common sense to assume that anything you write or post can be linked to you and your employer—whether you intend it or not.

### **What if I've posted after hours?**

Your capacity to affect the reputation of your agency and the APS does not stop when you leave the office. The comments you make after hours can make people question your ability to be impartial, respectful and professional when you are at work. APS employees are required by law to uphold the APS Values at all times.

### **But what if I posted material from my private computer/tablet/phone?**

Posting material from your private equipment means that you don't have to worry about whether you've used Commonwealth ICT resources properly. However, it doesn't affect whether what you've said is OK or not. In the same way that posting material after hours won't always protect you, neither will using your own equipment.

Having said that, if you do post material from a work computer, remember that:

- a. your employer has access to everything you post and every email you send, and
- b. you will be immediately identifiable as an employee of your agency.

Any use that you make of your agency's ICT equipment must be in line with your agency's own policies.

### **What about my right to freedom of speech?**

The common law recognises an individual right to freedom of expression. This right is subject to limitations such as those imposed by the Public Service Act. In effect, the Code of Conduct operates to limit this right.

### **What about the Constitutional freedom of political communication?**

The implied Constitutional freedom of political communication is not a protection of free speech for individuals. It operates as a limit on the power of the Parliament to make laws unduly restricting speech.

None of the litigation brought before various courts has successfully argued that the Public Service Act, or the Code of Conduct, amounts to an undue limitation of the freedom of political communication.

### **But I know that I'm impartial at work...**

An important thing to remember is that your obligation under the Code is to act at all times in a way that upholds the APS Value of impartiality and maintains your capacity to serve the Government of the day impartially.

It doesn't matter, ultimately, whether you think that you are still impartial at work. The question is whether the people you work with, the government you serve, and the clients you assist—from the Minister's Office to the people on the other side of the counter—are just as confident that you will treat them professionally and impartially. What you say in your own time on social media can affect that confidence and the reputation of your agency and of the APS.

### **Why can't I rely on privacy settings on my social media platforms?**

It's prudent to restrict the publication of your comments to those people who you actually want to see the comments. You can set the privacy settings as high as you like.

But it's not a complete protection, and it's a bad idea to rely on it. It won't stop a friend of yours deciding that something you wrote is particularly funny or insightful, taking a screenshot, and making it available for everyone to see.

### **What about 'liking', sharing and reposting?**

If you 'like' something on a social media platform, it will generally be taken to be an endorsement of that material as though you'd created that material yourself.

'Sharing' a post has much the same effect. If, however, you're sharing something because you disagree with it and want to draw someone else's attention, make sure that you make that clear at the time in a way that doesn't breach the Code itself. It may not be enough to select the 'angry face' icon, especially if you're one of thousands that have done so.

### **If my social media pages are locked to friends only but one of my friends reposts one of my posts, could this be a breach?**

Yes. The breach of the Code occurs at the time you made your post. The fact that one of your friends chose to repost it doesn't create the breach—it just makes it easier to identify and investigate.



Public comment includes anything that you say in public or which ends up in public. This can include something you've said or written to one person. If your comment has an audience, or a recipient, it's a public comment.

**Can I breach the Code through material in a private email that I send to a friend?**

Yes. There's nothing to stop your friend taking a screenshot of that email, including your personal details, and sending it to other people or posting it all over the internet. Again, the breach of the Code is not in their subsequent publication of your material, but in your emailing that material in the first place.

In fact, there's nothing to stop your friend from forwarding your email directly to your employer and reporting your behaviour.

**Am I responsible for nasty comments made by someone else on my social media pages?**

Doing nothing about objectionable material that someone else has posted on your page can reasonably be seen in some circumstances as your endorsement of that material.

If someone does post material of this kind, it may be sensible to delete it or make it plain that you don't agree with it or support it.

Any breach of the Code would not come from the person making the post. It would come from how you reacted to it.

**Is it OK to share a petition about a political topic?**

It depends.

The factors affecting this judgment might include your own classification, your role in the APS, the subject of the petition, or the terms in which it's expressed. The principles set out elsewhere in this guidance may help you come to a view in each case.

**What if someone else posts a picture of me handing out how-to-vote cards? What if the picture was taken without my consent, or posted without my knowledge?**

As a generality, public servants are not required to be politically neutral in their private lives, and handing out how-to-vote cards at an election is not a problem.

In most cases, the simple act of handing out how-to-votes is not going to be enough for a reasonable observer to conclude that you cannot serve the government of the day impartially.

However, it depends on your personal circumstances. SES employees need to be particularly careful to ensure that their impartiality is not called into question. Employees of the Australian Electoral Commission also have special responsibilities.

**Is posting to a closed mailing list making a public comment?**

Yes. The same principles apply in this case as posting to locked social media pages or sending private emails.

**What about when an employee is also a client of the agency? Can they post about the way they have been dealt with?**

This will always be a matter for very careful consideration, and the principles set out in this guidance will be helpful.

It may be important to remember that if an employee of an agency is not happy with the way that they have been dealt with as a client of that agency they have a number of options available to them. If they can't resolve the issue within their agency, they could seek help from the Ombudsman, or go to the Administrative Appeals Tribunal, or approach their local Member of Parliament, for example.

**What about just joining a Facebook group (or similar)?**

People will draw conclusions about you and your ability to work impartially from a range of factors. This can include the nature of any online communities that you join.

For example, if you work as a Customer Service Officer in Centrelink while being a member of a Facebook group that is opposed to current laws about the payment of welfare benefits to migrants. This might raise a concern about whether you would deal with all of your clients fairly and professionally in your APS role. People would reasonably be concerned about your ability to implement Government policies in a way that is free from bias and in accordance with the law.

**Can I post comments about politics, issues and events in other countries?**

Usually, yes, but the same concerns still apply. For example, some public servants work in roles that involve them in day-to-day relations between Australia and other countries and need to think carefully about whether it's appropriate for them to comment on international affairs. Other public servants, senior employees especially, may be seen to be commenting on behalf of the Government and need to exercise sensible care in their comments.

If you are on duty overseas you are required at all times to behave in a way that upholds the good reputation of Australia. You should think carefully before making comments about politics, issues and events in other countries that might lead others to think less of Australia and its Government.