



AGREEMENT MAKING IN THE APS

The First Round

(May 1997 – June 1999)

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INTRODUCTION

The Australian Public Service (APS), as a central player in the Government's workplace relations reform agenda, has taken a leading role in exploiting the opportunities provided by the *Workplace Relations Act 1996*. The APS has shifted from excessive prescription and a centralised system of standardised pay and conditions determination to one where pay, employment conditions and working arrangements are decided at the agency level by agreement with employees through Australian Workplace Agreements (AWAs) and Certified Agreements (CAs). Reform in the APS is also aimed at ensuring that employment arrangements applying in the APS are as close as possible to those in the community generally.

The APS has responded to the challenge of the Government's reform agenda with innovation and creativity, through fostering a more satisfying working environment and improved performance. Agreement making at the workplace level is now at the core of the APS workplace relations system. Decentralised agreement-making has enabled agencies and their employees to develop working arrangements that are tailored to the specific needs of the workplace, providing scope for the development of more longer term, strategic approaches to achieving enhanced efficiency and productivity, and high performance cultures.

Agreements are important tools for developing sophisticated approaches to an organisation's specific strategic management and business needs. What is significant about the experience of APS agencies during the first round of agreement making is that there is no longer a 'one size fits all' culture. The agreements have reflected a variety of outcomes in remuneration and terms and conditions of employment. They also have reflected a strong shift towards performance, productivity and efficiency; yet acknowledge the value of mutual obligation - such outcomes are not achievable without recognition of employees for a job well done through enhanced wages and conditions.

What we don't know yet is whether the initiatives introduced through agreements have achieved agency objectives. This booklet is not intended for this purpose. The Department of Employment, Workplace Relations and Small Business (DEWRSB) is undertaking an evaluation of agreement making in the APS which will focus on both the processes involved in developing agreements and their contents. It is expected that the outcome of the evaluation will allow DEWRSB to assist agencies in negotiating future agreements by providing best practice examples.

For the next round of agreement making, the Government would like to see agencies building on their achievements and consolidating the approaches and commitments included in their agreements. There is much for agencies to learn - from the non-APS Commonwealth public sector, from the rest of the public sector and from private industry.

This booklet provides information about agreement making in the APS following the new arrangements put in place in the *Workplace Relations Act 1996* and the *Policy Parameters for Agreement Making in the Australian Public Service* which were promulgated in 1997. It covers the period to 3 June 1999. The booklet outlines key trends in agreement making and provides information on initiatives that agencies have introduced through CAs. It is a useful reference in considering future agreement making in the APS and elsewhere.

KEY TRENDS

CERTIFIED AGREEMENTS (CAs)

As at 3 June 1999, 100 agreements (covering virtually all APS staff) have been certified by the Australian Industrial Relations Commission (see figures 1a and 1b below).

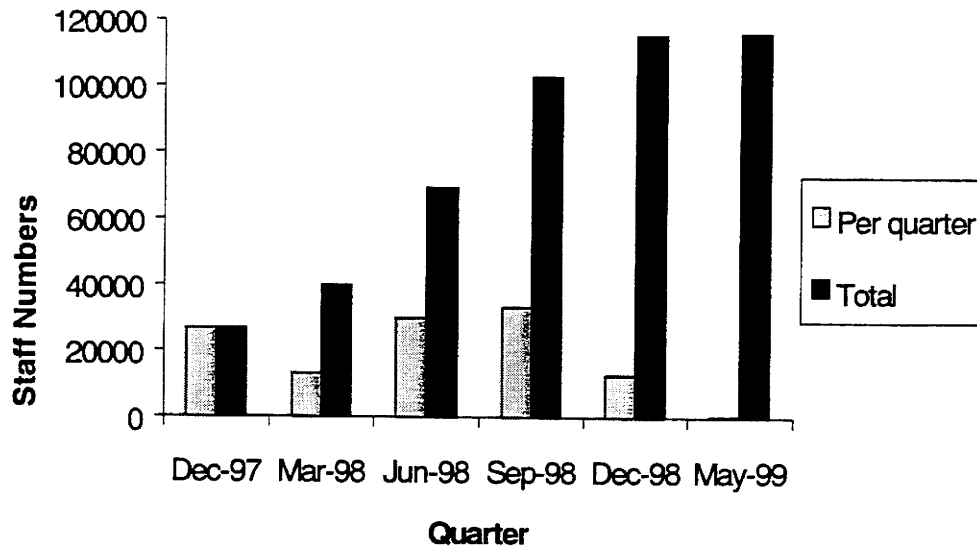


Fig 1a – Staff covered by certified agreements

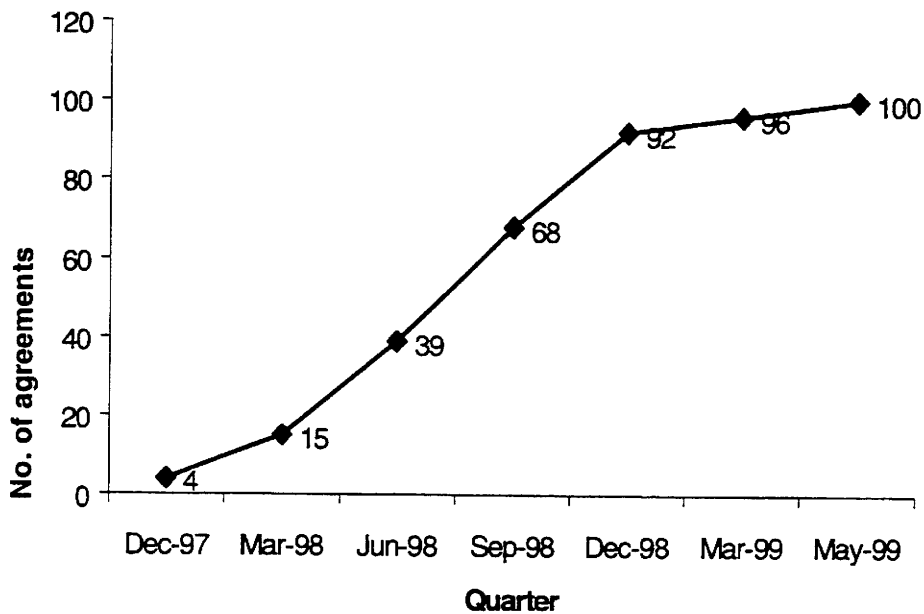


Fig 1b – Number of certified agreements

Of these 100 CAs:

- 44 are made under s170LK of the *Workplace Relations Act 1996*;
 - covering around 23% of APS staff (see figure 2); and
- 56 are standalone agreements
 - covering over 50% of APS staff (see figure 3); and
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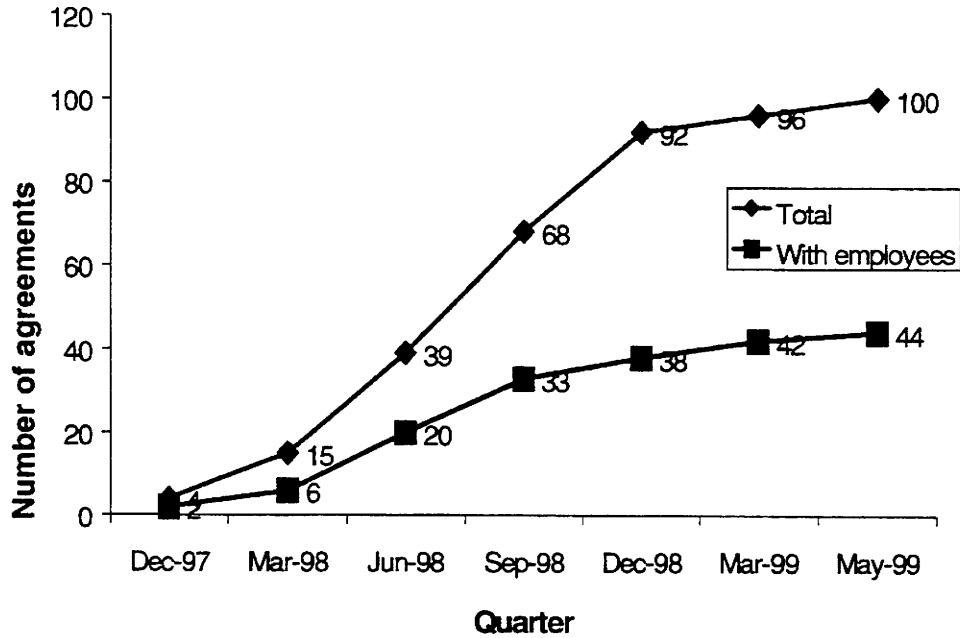


Fig 2 - Employee Agreements

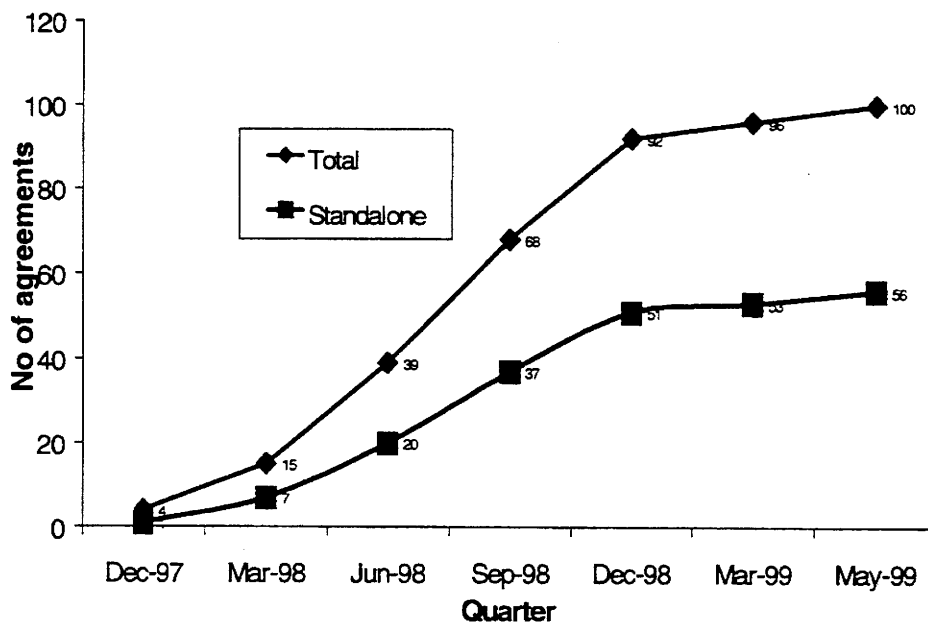


Fig 3 - Standalone Agreements

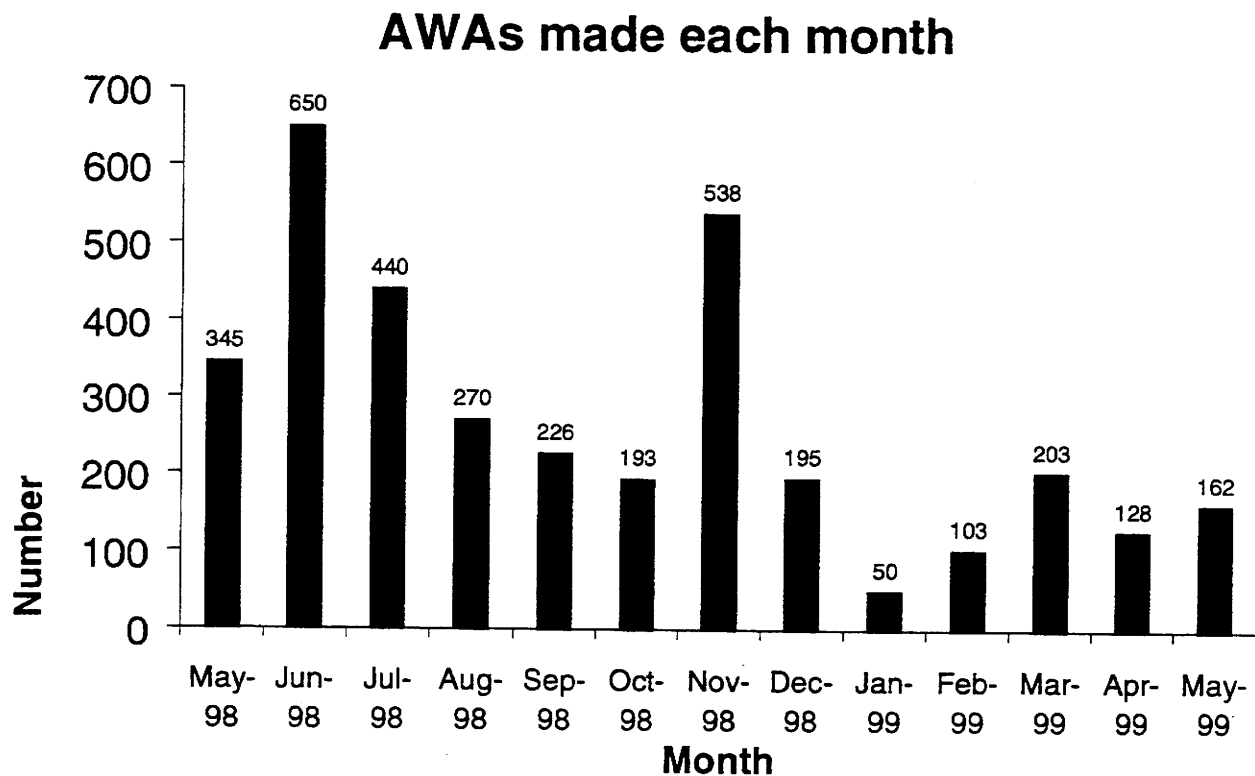
Duration Of Agreements

During the first round of agreement making, the average length of Certified Agreements (time between certification and the nominal expiry date) was 18 months.

The agreements ranged from 6 months (Australian Customs Service) to 30 months (Department of Foreign Affairs and Trade).

AUSTRALIAN WORKPLACE AGREEMENTS (AWAs)

Figures provided by the Office of the Employment Advocate for end May 1999, show that there have been 3840 AWAs made in the APS. (see figure 4).

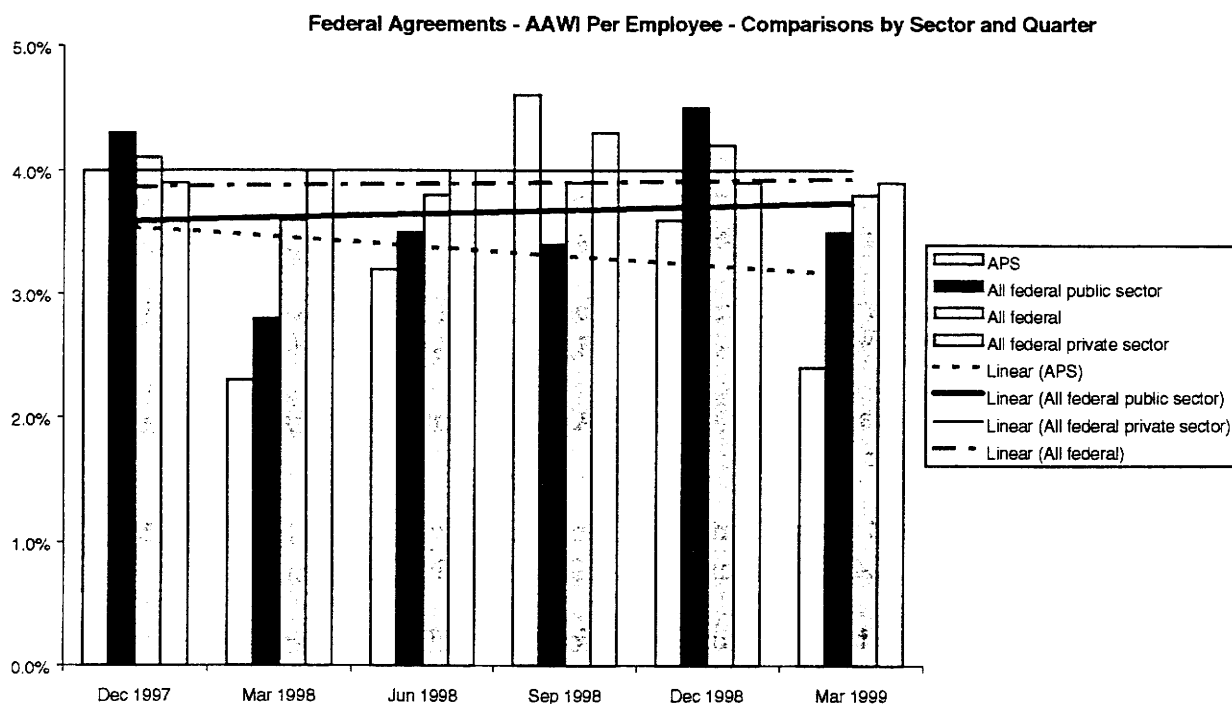


ESTIMATED AVERAGE ANNUAL WAGE INCREASE (AAWI) PER EMPLOYEE*

The estimated AAWI per employee across all first round APS agreements is 3.7%.

Figure 5 shows the estimated AAWI by quarter for the APS agreements compared to all federal public sector agreements, all federal agreements and all federal private sector agreements. The estimated AAWI for the APS is trending down compared to the other sectors which show a constant trend over the same period. This could be explained by the relatively low numbers of agreements (4) in the March quarter, one of which covered 400 staff and had an AAWI of 2.11%. The other agreements in the quarter had AAWIs of 3, 3.5 and 3.8% but covered only a total of 131 staff.

The APS figures do not take account of bonuses or individual performance related increases which are a common feature of APS agreements.



* Average annualised wage increase per agreement is calculated by dividing the total payrise in the agreement by the effective duration of the agreement (taking into account any periods of retrospectivity) and then multiplying that by 12. This is then weighted by the number of employees covered by each agreement to arrive at the AAWI per employee.

SES REMUNERATION SURVEY: OVERVIEW OF OUTCOMES

DEWRSB has recently completed a confidential survey of Senior Executive Service (SES) remuneration in the APS. The survey covered Portfolio Departments and several large agencies, which together employ about 75% of APS SES, and was undertaken by the Department in conjunction with the Australian Bureau of Statistics.

The survey findings confirm that through AWAs agencies are providing more flexible remuneration to SES staff. Almost all APS SES, 90%, currently have AWAs in place. Through the AWAs, agencies have set wider available salary ranges compared to 1996 APS wide salaries for APS SES, although the actual salary ranges used so far are narrower and clustered at the upper ends of the ranges.

Nearly all senior public servants in the APS are eligible for performance-based bonuses, and for most their salary increases are now dependent (wholly or partly) on proven performance.

Almost all agencies (91%) have provided for performance-based bonuses, which range between 1% to 20% of salary, but given the cutoff for the survey (31 December 1998) many agencies had not yet paid performance rewards.

- Increases in overall average salary and overall total remuneration have been quite modest. In comparison to the 1996 salaries and remuneration packages for APS SES:
 - average SES salary has increased by between 4% and 5% - \$4,100 (4.9%) for Band 1, \$4,050 (4%) for Band 2 and \$5,100 (4.2%) for Band 3
 - : i.e. the average salary rises for APS SES since 1996 have been around 2 – 2.5% per annum;
 - average SES total remuneration has increased by around 2.5% - \$3,200 (2.7%) for Band 1, \$3,300 (2.4%) for Band 2 and \$4,200 (2.5%) for Band 3
 - : i.e. average total remuneration for APS SES rose since 1996 by a little over 1% per annum.
- These increases are also modest in comparison to:
 - APS pay increases for non-SES – pay rises negotiated to date under certified agreements average around 3% to 4% per annum;
 - pay increases under federal public sector wage agreements – the average annual wage increase in agreements current at 31 December 1998 was 3.9%;
- Over the year to the December quarter 1998 both senior management base salaries and total remuneration rose by 4.8% according to figures from the latest Mercer Cullen Egan Dell (MCED) *Quarterly Salary Review*.

- More than three quarters of agencies have provided for SES salary increases to be determined on the basis of performance but more than 40% of these take account of other factors such as work value, individual skills/capabilities and market pressures.

Appendix 2 shows the aggregated APS data from the survey.

APS INITIATIVES – ACHIEVING PERFORMANCE AND BUSINESS SUCCESS

The first round of agreement making involved a substantial cultural shift for APS agencies - it enabled agencies to identify the conditions and workplace environment which best assists the achievement of business objectives.

Agencies are introducing a range of innovations which represent a break with the past Public Service culture.

While most agreements are unique, agencies are learning from the many initiatives introduced through certified agreements. The nature of these initiatives include:

- A variety of pay outcomes
- Performance linked salary progression
- Wider use of the flexibilities available under the APS Classification Structure
- Other productivity measures
- Terms and conditions tailored to the workplace
- More flexible working arrangements to suit organisational, client and employee needs
- Leave simplification
- Streamlined allowance and penalty provisions to increase operational efficiency
- Balanced work and family responsibilities.

What follows is a selection of initiatives that are contained in the first round of agreement making. These initiatives are presented, for ease of reference, as remuneration features or conditions features. Frequently, these initiatives have been introduced by a number of agencies – the examples included are by no means exhaustive, nor are intended to imply that the example cited has greater merit than others.

The full certified agreements are available on OSIRIS, the details of which are at page 34

REMUNERATION FEATURES

NEW CLASSIFICATION STRUCTURE

Under the Government's '1997 Policy Parameters for Agreement Making in the APS', APS agencies were required to implement, either through AWAs or CAs, the new APS classification structure (or an agency specific classification structure) and effective performance management arrangements to guide salary movement through the classification pay ranges, by the end of 1998.

The new structure comprises eight levels below the SES. It was designed to equip agencies with a flexible framework to manage work design and associated pay arrangements, while providing a mechanism for maintaining the concept of a cohesive APS.

The vast majority of APS agencies met the requirement to implement these initiatives by the end of 1998, while a small number of agencies continue to work towards full implementation.

AGENCY SPECIFIC CLASSIFICATION STRUCTURES

Several agencies have seen the need for an agency specific classification structure to meet the particular needs of their organisation. Where there is a proven need, such structures are created under Subsection 28(1)(b) of the Public Service Act by the relevant delegate in DEWRSB.

The Australian Quarantine Inspection Service's (AQIS) *Meat Program Agreement 1997* introduces a new APS Meat Inspector classification structure to reflect the specific nature of the work performed by meat inspectors in the Meat Inspection Division of AQIS. The structure has 4 levels with only one paypoint in each of the top three levels and three paypoints in the lower level. This structure replaced the previous agency specific Food Standards Officer structure.

BROADBANDING

Broadbanding commonly describes the action of combining and replacing several classification levels with a single, broader classification level. The new broadbanded classification level encompasses the range of work values and work level standards of the previous classification levels, from the base of the lowest to the top of the highest.

Around half of the current agreements implement broadbanding to some extent. These agencies can be generally categorised into those that adopt the same broadbands agency wide; those with functional broadbands; those with minor broadbands; and those that only broadband particular groups to re-establish the previous arrangements eg legal and public affairs streams.

Variety of approaches to broadbanding

1. Three levels below SES

While there is no one trend in broadbanding in the APS, the most common outcome is one that implements *3 levels below SES*:

- *Department of Prime Minister and Cabinet*
Australian Public Service Levels 1-3
Australian Public Service Levels 4-6
Executive Level 1 - Executive Level 2.

2. Four levels below SES

Several agencies have implemented a 4 level broadbanded structure below the SES.

- *The Australian National Audit Office*
Australian Public Service Levels 1-3
Australian Public Service Levels 4-6
Executive Level 1
Executive Level 2

3. Other arrangements

A number of other agencies also kept the Executive levels, while making smaller changes to the APS levels.

- *The Royal Australian Mint*
Australian Public Service Levels 1-2,
Australian Public Service Levels 3-4
Australian Public Service Levels 5-6.

The Australian Centre for International Agricultural Research broadbanded APS 1-6 and the two Executive levels. These expansive broadbands reflect the particular nature of the organisation, which is staffed predominantly with professional and scientific staff at higher levels.

4. Functional Broadbanding

(The term 'functional broadband' is used to define a broadband that represents a stream of like work, a job family or the same type of function, and is therefore not generally implemented across an agency.)

The only significant functional broadband implemented in the APS, aside from legal broadbands, is in the *Commonwealth Rehabilitation Service*. It adopted a four level Administrative Stream (APS 1-3, APS 4-5, APS 6 – EL1, EL2), a Manager broadband and a Service Delivery broadband, based on the Professional Officer stream.

The Legal profession is the main profession subject to functional broadbanning. The Legal 1 classification spans APS 3 to EL1, which enabled agencies to consider the appropriate structure for their lawyers in a revised structure.

- The *Commonwealth Director of Public Prosecutions* has moved to a four level legal structure – APS 3-4, APS 5-6, EL1, and EL2.
- The *Attorney General's Department* and *Insolvency and Trustee Services Australia* have both adopted a three level legal structure – APS 3-6, EL1, and EL2.

The former classifications of Professional Officer class 1, Public Affairs Officer grade 1 and classifications in the Academic and Research Scientist streams span a number of classification levels in the new structure. As with the Legal 1, most agencies with these classifications broadbanded to re-create preceding arrangements.

Barriers

Within those agencies that have undertaken significant broadbanning, there is variety in the use of barriers or attainment points.

Consistent with the removal of all paypoints (see later examples of salary spans) and movement through the bands based on a skills and responsibility loading, the *Department of Finance and Administration Certified Agreement 1997-1999* does not provide for any barriers within the broadbands.

The majority of agencies have placed a work availability/value barrier within the Executive level 2 classification between the former Senior Officer grade B and A.

The *Office of National Assessments (ONA) Certified Agreement 1998-2000* has placed barriers based on work value and work availability between the former APS 2&3, and APS 4&5 levels.

Broadbanning through a Facilitative Clause

While many agencies decided broadbanning is not appropriate across their organisation at the time of certification, many kept their options open through a facilitative clause.

The *Australian Institute of Family Studies Certified Agreement 1998-2000* includes a facilitative clause that provides for the possible future implementation of broadbanning by the Director, in consultation with staff and their representatives, in areas where it would be of benefit to the Institute.

PERFORMANCE LINKED REMUNERATION

Individual performance

An integral part of the move to the new classification structure is the requirement to have effective performance management systems to guide progression in the structure. Many agencies have introduced interim performance linked remuneration arrangements with a

commitment to develop a performance management scheme during the life of the agreement.

Approaches to this requirement have varied as seen from the examples below.

The recently varied *Department of Employment Workplace Relations and Small Business Agency Agreement 1998-2000* provides for movement by one paypoint after 12 months subject to assessment against 5 Advancement Criteria. Those criteria which will link to the Department's corporate directions and priorities are:

- Working Cooperatively
- Working Professionally
- Working Flexibly
- Contribution to work goals
- Leadership (where appropriate).

The *Department of Foreign Affairs and Trade Certified Agreement 1998-2000* provides for advancement by one paypoint for employees rated as 'superior' and for advancement by two paypoints for those rated 'outstanding'. Employees rated 'fully effective' receive a 2% bonus but do not advance a paypoint until they receive a 'fully effective' rating for two successive appraisal cycles. Employees on the highest paypoint of their band are eligible for annual performance bonuses of 2% for 'fully effective', 8% for 'superior' and 13% for 'outstanding'.

The *Department of Finance and Administration Certified Agreement 1997-1999* provides for annual performance bonuses for employees of between 2% and 15% of salary for ratings of 'competent' or 'superior'.

Recognition and reward schemes for teams and individuals

A few agencies have also sought to recognise and reward exceptional team and/or individual performance.

The *Public Service and Merit Protection Commission Certified Agreement 1997-1999* commits to the introduction of a scheme which recognises and rewards exceptional workplace effort by teams or groups of people. Up to \$20,000 per year is available to fund the scheme with rewards in the form of non-cash benefits. Decisions about these rewards are made by the Team Leaders' Forum.

The *Australian Bureau of Statistics Certified Agreement 1998-2000* provides for a Recognition and Reward Scheme to apply in exceptional circumstances to individuals or teams. These may take various forms but the maximum is a one off bonus of up to 10% of annual salary.

Organisational performance

There are several examples of agreements that link the quantum of salary increases to corporate outcomes or the attainment of productivity savings.

The *Royal Australian Mint Agency Agreement 1998-1999* provides for a 3% payrise 12 months after certification if measurable productivity improvements in all areas of the organisation reach 3%.

The *IP Australia Agency Agreement 1998-1999* provides for two bonus payments comprising a percentage of salary equivalent to half the productivity improvement above 4% achieved by IP Australia in the financial years 1997-98 to 1998-99. The measurement used to determine the productivity improvement for the payment of the bonus is the performance indicator 'revenue weighted output/total cost' used in regular reports to the Department of Finance and Administration. The results achieved each year will be audited by the Australian National Audit Office or by a private sector audit contractor.

The *ATO (General Employees) Agreement 1998* provides for payment options that are dependent on an overall improvement in 1997/98 and 1998/99 corporate outcomes achieved at a reduced cost. How such improvement will be demonstrated and the details of specific measures and standards are included in the agreement.

SALARY SPANS

A few agencies have moved away from a series of paypoints for each classification or broadband and have opted for salary spans or a single salary point. In these scenarios Agency Heads (or their delegates) decide where an employee is paid within that band taking into account a range of factors including work value and performance assessment.

The *Department of Finance and Administration Certified Agreement 1997-1999* provides for minimum and maximum points for their broadbands. Employees access salary above the base with the addition of a skills and responsibility component and access to performance bonuses of between 2% and 15% for staff rated competent or superior.

The *Australian Taxation Office (Executive Level 2) Agreement 1998* provides for only a minimum paypoint at the EL 2 level. Payment above this level is based on relative job size and work value. The agreement also provides for performance pay of 5%, 10% or 15% of base pay, payable in a lump sum at the end of each financial year based on an assessment of performance against agreed job competencies and leadership roles.

SALARY PACKAGING

In accordance with 1997 Policy Parameter 5 agencies could provide for flexible remuneration packaging on a salary sacrifice basis in their agreements. Agreements would set the total salary available, with employees able to 'package' the remuneration in the form of pay or other benefits, taking into account all costs to the agency (including any FBT, administration and superannuation costs) and the agency's remuneration policy (eg regarding the non-salary benefits that may be 'purchased').

Almost all (over 85%) of agency agreements provide for salary packaging. Most of those agreements have a facilitative clause that outlines the principles to be applied when implementing salary packaging rather than the detail. A few agencies have gone into more detail about the menu of items that can be packaged. Most agreements limit the amount of salary that can be packaged to 50%.

The *Treasury Certified Agreement 1998* provides for flexible remuneration packaging to be available to all staff in accordance with Government policies and commits to preparing and finalising guidelines during the life of the agreement.

The *Australian Taxation Office (General Employees) Agreement 1998* limits salary packaging to the lease of a motor vehicle and commits to making the scheme available when administrative and audit trail arrangements are in place.

The *People, Leadership and Performance Improvement Agreement* for the (then) Department of Health and Family Services limits the amount of salary that can be packaged to 50% and in its Guide to the agreement outlines the range of items that can be packaged and the fringe benefits tax categories of those items.

TEMPORARY PERFORMANCE AT A HIGHER LEVEL

The majority of agreements have made changes to Higher Duties Allowance (HDA). Broadbanding has had a significant impact in this area with most agencies that have broadbanded not paying HDA within a broadband. Other agencies break away from the concept and replace it with responsibility or work value loadings.

The majority of the changes involve an increase in the minimum period of temporary performance before the allowance is payable.

The *Department of Finance and Administration Certified Agreement 1997-1999* states that HDA will no longer be paid and that short term higher duties is 'part and parcel of an employee's ongoing responsibilities'. Extended periods of work at a higher level of responsibility are reflected in the skills and responsibility component of an employee's salary. *Comcar* has the same provisions for employees who are not drivers.

The *Australian Bureau of Agricultural and Resource Economics Certified Agreement 1998-2000* provides for the concept of HDA to be phased out with 'reasonable periods of performing at a higher level' being recognised as important training and development opportunities and as a feature of employment within a career banded classification structure.

The *Defence Housing Authority Certified Agreement 1998-1999* is one of many agreements that extend the minimum period of higher duties before the allowance is paid. In this case the period is extended to 3 months with periods less than 3 months taken into account in annual performance and salary review. Other agreements extend the period to between 1 week and 3 months with 4 weeks being the most common minimum period.

CONDITIONS FEATURES

HOURS OF WORK

Span of ordinary hours (bandwidths)

Objectives such as improved client service (eg extended opening hours), enhanced operational efficiency and greater opportunity for staff to balance work and personal commitments have been linked to flexible working hours. To achieve these objectives agencies have put in place bandwidths that allow for a range of flexible working patterns. Agency bandwidths are most often 12 hours in length with a 10 hour limit on the number of hours an individual employee may be required to work in one day. The range of bandwidths, however, vary from 10 hours to around the clock spans. Most agreements make provision for bandwidths to be varied at the request of an employee, or group of employees, with a small number allowing the ordinary span of hours to be varied at the request of the employer.

The *Department of Transport and Regional Development Certified Agreement 1998-1999* allows staff to work within a flextime bandwidth that encompasses all hours of the week. While it is expected that the majority of employees will continue to work within the former bandwidth of 7:00am to 7:00pm staff may work within a 24 hour bandwidth if this is consistent with operational requirements and all parties agree. It is expected that the new arrangements will better enable employees to balance work and personal responsibilities, bring possible improvements to organisational efficiency and allow staff to accumulate time worked outside the traditional span of hours.

The *Centrelink Development Agreement 1997-98* provided for service delivery hours to be varied within a bandwidth of 7:00am to 7:00pm Monday to Friday. Staff choose an agreed pattern of 'regular hours' at any time within the bandwidth. 'Regular hours' replaced the standard 8:30am to 4:51pm day and removed core time.

The *Department of Immigration and Multicultural Affairs and Immigration Review Tribunal Certified Agreement 1998-2000* provides for flexible working hours within a bandwidth of 7:00am to 8:00pm Monday to Friday. Under a variable working hours arrangement employees may nominate a regular pattern of hours (between 3 and 10 hours per day) subject to the agreement of their supervisor. Nominated hours will normally be worked within the bandwidth but staff may request to substitute these hours for work at other times. Managers may initiate a trial variation to counter opening hours within the new bandwidth times or on Saturday mornings provided there is no increase in total opening hours for the office.

Flextime

Extended ordinary hours have been accompanied by increased flexibility in the operation of flextime. Flextime initiatives include hours banking and superflex schemes, the removal of the 'standard day' and core time, and the cashing out of flex credits.

The *Department of Parliamentary Library Certified Agreement 1998-2000* introduces new flextime arrangements to balance peaks and troughs between sitting and non sitting

periods. The agreement introduces a superflex scheme which allows employees to accumulate up to 150 hours (ie 4 weeks) credit and utilise this credit by taking up to 150 hours continuous superflex absence. Leave requires supervisors' approval and is subject to local operational requirements. Any superflex credit must be reduced to 25 hours by the commencement of new sittings for Parliament.

The *People, Leadership and Performance Improvement Agreement* (a Certified Agreement for the Staff of the Department of Health and Family Services) further devolves the management of flextime to the workplace level. Working patterns are to be agreed between staff and supervisors. Major considerations include the circumstances in which large flex credits may be cashed out, the maximum period of flex leave, and core time (if any is to apply). Staff may accumulate up to 30 hours flex credit at the end of a 4 week settlement period with the option to cash out credits in excess of 30 hours.

The *National Native Title Tribunal (NNTT) Certified Agreement 1998-2000* replaces traditional flex and overtime arrangements with a single 'additional hours' accounting system. Penalty payments will not be made for hours worked within the ordinary span of hours between 7:30am and 6:30pm Monday to Friday. Penalty rates continue to apply to work performed outside the ordinary span but will be converted to single hours for the purpose of recording an hours credit. Employees may accumulate up to 2 weeks in 'additional hours' which may be converted to annual leave or paid out at the end of a 13 week settlement period. Up to 20 hours credit may be carried from one quarter to the next.

Quantum of hours

While the quantum of hours to be worked has remained unchanged in the majority of agreements, a small number of agencies have increased average daily hours to achieve greater organisational flexibility and better meet client demands. In most instances increased hours occur in conjunction with additional paid leave during Christmas shutdown.

The *Australian Electoral Commission Agreement 1998-2000* increases standard working hours throughout the year in return for providing staff with an additional 2 days of paid leave. Staff work an average of 7 hours 30 minutes throughout the year and receive an additional 2 days leave during Christmas shutdown.

The *Department of the Senate Certified Agreement 1998-1999* increases the standard working day to 7 hours 30 minutes along with locally determined working patterns and flextime arrangements to improve the utilisation of staff.

Overtime

The majority of agreements make provision for overtime. Generally overtime (or leave in lieu of overtime) is paid in circumstances where an employee is directed to work outside standard or nominated regular hours or is directed to work more than 10 hours in one day. In some agreements overtime may only be paid outside the span of ordinary hours. Time off in lieu arrangements feature in the majority of agreements. Time off in lieu may be provided on an optional basis or as the standard form of recompense for overtime. Other

initiatives include streamlined overtime payments and the substitution flex debits for an overtime payment.

The *Department of Workplace Relations and Small Business Agency Agreement 1998-2000* provides that time off in lieu will be the standard form of recompense for overtime. Employees will receive time off in lieu at penalty rates if they are directed to work outside the ordinary span of hours or in excess of 10 hours in one day. In certain circumstances managers may authorise payment for overtime, for example, where the employee is unable to take time in lieu within 3 months of having worked overtime or where the employee has incurred costs as a result of having worked overtime.

The *Public Service and Merit Protection Commission Certified Agreement 1997-1999* introduces streamlined overtime arrangements as an agency productivity measure. Employees who are directed to work overtime within an extended bandwidth (which covers evening and weekend work and public holidays) will be entitled to a payment of \$50 and to accrue flextime credits under a flexbank scheme.

The *Department of Veterans' Affairs Enterprise Agreement 1997-99* provides that overtime will not be payable where staff have a flex debit and includes an option for time off in lieu at the overtime rate.

Public holidays

The majority of agreements make provision for public holidays. A number of these include arrangements for public holidays to be substituted for a day of cultural or religious significance to the employee.

The *Department of Immigration and Multicultural Affairs and Immigration Review Tribunal Certified Agreement 1998-2000* makes provision for a manager and employee to agree to substitute a public holiday for another day, for example, a day of cultural or religious significance to the employee. If an employee cannot work on the day for which the substitute holiday was granted make-up time can be worked.

Shiftwork

Initiatives in regard to shiftwork include the replacement of traditional shift structures with flexible working hours and streamlined penalty payments.

The *Comcar Certified Agreement 1997-1999* replaces traditional shift structures with a flexible working hours arrangement. A system of flexible working hours replaces the traditional shift structure providing drivers with a more secure and regular pattern of income. Flexible working hours operate on a quarterly cycle, based on a 38 hour week, plus an average of 4 hours overtime per week. All hours worked will be calculated on a one for one basis irrespective of the day of the week (exceptions to this are Christmas Day, Boxing Day and Good Friday when 2 hours will be counted for each hour worked).

The *Department of Foreign Affairs and Trade Certified Agreement 1998-2000* has streamlined shiftwork arrangements. The agreement provides for shiftworkers to be paid an annual taxable allowance calculated as a set percentage of salary and paid fortnightly.

Rostered Days Off

A small number of agreements make provision for Rostered Days Off (RDO). Initiatives include banking arrangements and cashing out.

The *Office of Australian War Graves (Field Staff) Agreement 1997-1999* allows staff to bank up to a maximum of 6 RDOs. Employees may accrue one RDO per month if they agree to work a standard seven and three-quarter hour day.

The *Meat Program Agreement 1997* provides that RDOs will no longer accrue and that existing RDO credits be converted to leave or paid in a lump sum.

LEAVE PROVISIONS

Streamlined leave provisions

The majority of agreements make provision for the streamlining of leave arrangements. Leave types have been combined to simplify administrative processes and provide greater flexibility for staff in balancing work and personal commitments. New arrangements typically combine leave types such as sick, personal/carers and special leave into a comprehensive 'personal' leave package. 'Personal' leave packages may also include bereavement and annual leave. Special purpose leave types are frequently included in miscellaneous leave packages.

The *Australian National Audit Office (ANAO) Certified Agreement 1998 to 2000* introduces a five week personal leave entitlement to encompass annual, carers', special and bereavement/emergency leave types. This leave may also be used for personal illness when other sick leave entitlements have been exhausted. When accessing personal leave for caring purposes staff will require documentation if taking leave for more than one week.

The *Social Security Appeals Tribunal Change and Development Agreement 1998-1999* simplifies leave arrangements by introducing a 4 week personal leave package to replace the former sick, personal/carers and special leave types. Miscellaneous leave replaces a range of leave provisions including bereavement leave.

The *Joint House Department Agency Agreement 1998-1999* provides for Discretionary Leave to be taken with or without pay for a range of purposes including bereavement, attending cultural or religious obligations and for parental responsibilities associated with the birth or adoption of a child.

Annual leave

Annual leave is generally provided as a separate leave type. Initiatives in regard to annual leave include purchased annual leave, the option to take leave at half pay and therefore extend the quantum, the daily accrual of leave and, in a small number of agreements, cashing out.

The *Defence Housing Authority Certified Agreement 1998-1999* allows employees to cash out unused annual leave credit. Employees may elect to have up to 2 weeks of their annual leave credit paid out on a once only lump sum basis if the credit has accrued at least 12 months previously and all earlier credits are exhausted.

The *Department of Finance and Administration Certified Agreement 1997-1999* provides for half pay annual leave and the daily accrual of annual leave credits so that entitlements may be taken at any time. The agreement also allows staff to cash out 1 week of their annual leave per year.

The *Australian Bureau of Statistics Certified Agreement 1998-2000* provides for a purchased annual leave scheme where staff may elect to purchase one to four weeks additional leave per year. Staff will have the additional leave deducted from their annual salary which will be averaged across the year.

Carers leave

Agreements generally provide for carers leave as part of a personal leave package although in a number of instances it is provided as a separate leave type. Carers leave initiatives include pooling arrangements, family leave without pay and the inclusion of carers leave in an emergency or special leave category.

The *ATO (General Employees) Agreement 1998* provides for paid carers leave from an annual leave pool of 246,780 hours. Leave is accessed from the pool according to the needs of employees rather than on the basis of individual entitlement. The maximum period of paid carers leave that may be granted on any single occasion will not normally exceed one week but in special circumstances leave may be extended to two weeks. Documentation is required where more than 2 consecutive days carers leave are taken or where more than 3 days are taken within a year. Unpaid carers leave may be granted up to a maximum of 30 calendar days in any year.

The *Bureau of Meteorology Certified Agreement 1998-99* provides up to two years leave without pay for employees to attend to family responsibilities. This leave does not include parental leave but may be taken in conjunction with parental and/or other leave provisions. To further assist staff with family responsibilities training will be provided to assist parents who are returning to the workplace after parental or family leave.

The *Department of the Senate Certified Agreement 1998-1999* provides assistance to staff in balancing work and personal commitments through five days paid leave for caring, cultural, religious or urgent private purposes.

Sick leave

The majority of agreements combine sick leave with other leave types as part of a personal leave package. Other sick leave initiatives include access to half pay sick leave at the employee's initiative and greater flexibility in regard to the provision of medical certificates.

The *Treasury Certified Agreement 1998* provides for 15 days personal leave per year at full pay for personal illness or caring purposes, however, employees may choose to take their personal leave at half pay for absences of at least one week. Where an employee is ill and has exhausted all personal leave credits additional leave may be approved at half pay or as unpaid leave.

The *Public Service and Merit Protection Commission Certified Agreement 1997-1999* provides that sick leave will normally be taken at full pay, however, where personal circumstances require an employee may convert full pay sick leave credits to half pay or existing half pay credits to full pay.

The *Performance, Cooperation and Change Agreement 1998* (of the Attorney-General's Department) makes provision for sick leave entitlements to be managed on the basis of reasonable needs and trust. As part of this approach the requirement to provide documentation for the purposes of sick leave will be determined by individual managers.

Bereavement leave

Bereavement leave is typically of 3 days duration with some agreements including discretion for additional leave to be granted in some instances. In the majority of agreements bereavement leave is provided for as part of a miscellaneous or personal leave package. A small number of agreements allow staff to access bereavement leave at half pay so that the quantum available may be extended. Several agencies have extended the definition of family for the purposes of granting bereavement leave.

The *People, Leadership and Performance Improvement Agreement* (a Certified Agreement for the Staff of the Department of Health and Family Services) does not specify a number of days allowed for bereavement leave purposes, rather, time required away from work is to be determined on a case by case basis. Bereavement leave will be granted on the death of a member of an employee's "family or household, close friend, partner or a person who was clearly dependant on the staff member for care, support and attention".

The *Department of the House of Representatives Certified Agreement 1998-99* provides for bereavement leave as part of a miscellaneous leave package. Normally up to 3 days bereavement leave will be granted on the occasion of a death of a close friend or family member of the employee, however, additional leave may be granted where considered necessary.

Parental leave

In recognition of the needs of staff with family responsibilities several agencies have increased flexibility in regard to parental leave. Parental leave initiatives include provision for staff to access parental leave in conjunction with special family leave without pay, paid paternity and adoption leave, and the option to access maternity leave at half pay over a period of 24 weeks.

The *Department of Transport and Regional Development* amalgamates all miscellaneous leave types into an Other Leave category. As part of the paid Other Leave package staff have access to one week's paid paternity or adoption leave (not available to employees already utilising maternity leave). Unpaid parental and adoption leave may also be utilised under the Other Leave provisions.

The *National Museum of Australia Workplace Agreement 1999-2000* provides for more flexible use of maternity leave provisions by allowing staff to take the compulsory 12 week component of paid leave over 24 weeks at half pay.

CONDITIONS ALLOWANCES

The majority of agreements make provision for conditions allowances. A number of agreements have introduced arrangements to simplify or streamline the payment of allowances to reduce processing requirements.

The *Comcar Certified Agreement 1997-1999* introduces a flexibility allowance for drivers to replace a range of payments including overtime, travelling allowance, shift penalties, meal allowances and financial allowances paid for home garaging.

The *Australian Geological Survey Organisation Certified Agreement 1998-2000* reduces allowances associated with field work from 42 to 5. Employees who perform field work are paid an Extra Duty in the Field Allowance which recognises additional time spent in the field and the various environmental conditions impacting on field work.

CATEGORY OF EMPLOYMENT

Permanent part time work/Job sharing

Agencies recognise that providing staff with access to flexible working arrangements such as part-time work and job sharing can provide them with an effective means of balancing work and family commitments. The majority of agreements include provision for part-time work.

The *National Archives of Australia Certified Agreement 1998-2000* implements more flexible part time work arrangements to make access to part time work easier for the Archives and its employees. The Agreement also makes provision for job sharing where two employees share one full time job on a regular continuing basis.

Home based work

The majority of agreements include some provision for home based work. Agencies recognise that there may be benefits to the individual and the organisation by providing this option subject to operational requirements.

The *ATO (Executive Level 2) Agreement 1998* outlines the issues to be considered in the implementation of a home based work arrangement. An employee may be allowed to work from home on a regular or short term basis subject to operational requirements continuing to be met. A consideration of operational requirements includes the impact of the home based work arrangement on individual workloads and the team as a whole. Employees may also be given approval to work from home on an ad hoc basis, for example, while they are suffering from a minor illness or injury.

WORK AND FAMILY

Agencies recognise that staff have caring responsibilities. Several of the features already noted reflect a commitment from agencies to assist staff balance work and personal commitments in addition to achieving greater operational flexibility. Other work and family initiatives include work-based child care, financial assistance with dependant care in special circumstances, school holiday care programs, information services, carers/nursing rooms for lactating mothers or employees with non-contagious sick children.

The *Department of Foreign Affairs and Trade Certified Agreement 1998-2000* provides for a range of work and family initiatives including the continued provision of work-based childcare and a baby care room for lactating mothers and parents to attend to the needs of young children. The agreement also makes commitment to establish a family room to enable parents to continue work and care for non-contagious sick children.

The *Affirmative Action Agency Certified Agreement 1998* establishes a Family Care and Mobility policy. Staff who are transferred to another geographical location within the Agency will be entitled to reimbursement of full family care (aged and child) costs for an aggregate period of one month. Staff who are required to travel away from their home base for more than 2 consecutive days as a result of work commitments will be paid an allowance of \$20 per day for any aged or child care costs arising as a result of that travel.

The *DSS Change and Development Agreement 1998-99* introduces a range of targeted work and family initiatives including access to a national childcare information and referral service, reimbursement of family care costs when, because of work commitments, employees are required to be away from home outside bandwidth hours, and occasional care rooms. The agreement also provides for a school holiday care subsidy for parents of school age children who are unable to take leave during the December/January and April school holidays because of DSS business requirements. Up to \$10 per day will be paid towards the cost of caring for each child in an accredited program with a maximum payment of \$100 per week for each employee.

REDEPLOYMENT, RETIREMENT AND REDUNDANCY (RRR)

Most agreements have streamlined the consultation process by only consulting with unions where an employee so requests or where 15 or more employees are to be declared excess.

A number of agencies (including Customs, the Australian Transaction Reports and Analysis Centre, IP Australia, National Capital Authority and the National Transmission Agency) have included an accelerated separation option (payment of up to 11 weeks pay (including payment in lieu of notice)) in order to streamline the redundancy process.

The *DEETYA Network Certified Agreement 1998* provides for streamlined redundancy arrangements, including an accelerated separation option. The agreement also provides for a cash payment of \$3,000 in certain circumstances for training and placement assistance. It should be noted that this agreement was made in the knowledge that all staff were to be declared excess because of the changes to the employment service market.

The *Defence Employees Industrial Agreement 1998-99* provides for streamlined RRR provisions with improved assistance for excess employees and a retention period of 7 months for all staff from 10 December 1998 (the date of the last scheduled salary increase under the agreement). The agreement also includes an accelerated separation option.

Whilst most agreements allow for the payment in lieu of the retention period where there is no useful work for the employee to perform and the employee and the agency agree to early separation, the *Aboriginal Hostels Ltd Certified Agreement 1998* has provision for the General Manager to pay out the balance of the retention period without the agreement of the employee where the General Manager believes there is insufficient productive work available for the excess officer.

The *Aboriginal and Torres Strait Islander Commission Certified Agreement 1998-1999* provides for a payment of 2 months salary if an employee accepts redeployment to another location following an office closure.

WORKPLACE DIVERSITY

The majority of agreements include a commitment to the principles of workplace diversity through the development, or continued operation of, a Workplace Diversity Program.

The *People, Leadership and Performance Improvement Agreement* (a Certified Agreement for the Staff of the Department of Health and Family Services) continues the operation of the 'Managing Diversity and Equity' program which focuses on initiatives to support members of the four EEO target groups and assist workers with family and cultural responsibilities, and strategies to successfully manage and value diversity. The principles of fairness, equity and managing diversity are linked to people management and accordingly each work unit is required to incorporate EEO objectives into their business plan. Likewise staff performance and assessment will include an assessment of performance in EEO.

The *Public Service and Merit Protection Commission Certified Agreement 1997-1999* makes a commitment to developing a workplace diversity program in consultation with employees.

A key element of the program will be encouragement for Aboriginal and Torres Strait Islander people, people from non-English speaking backgrounds, people with a disability and women to apply for positions and advance through all levels.

The *Centrelink Development Agreement 1997-98* built on the gains of the previous EEO program to develop a culture which supports workplace diversity. The Workplace Diversity Plan remained committed to EEO target groups along with ensuring equal opportunity for all employees in recruitment, training, skills utilisation and career development. The plan also developed strategies for Aboriginal and Torres Strait Islander people, people with a disability and youth.

CERTIFIED AGREEMENTS IN THE APS AT 3 JUNE 1999

Agency	Certified	Increases	Emp's	Agreement Duration	Increase pa.*
Aboriginal and Torres Strait Islander Commission	12/8/98	6% increase (4% from 12/8/98 and 2% from 1/11/98) plus a \$500 bonus	1250	16 months	4.5%
Aboriginal Hostels	27/1/99	3% increase from 21.1.99 plus a minimum bonus of \$500. A \$1000 bonus available to Hostel Managers from 1 July 99 where agreed performance measures have been met.	410	17 months	2.1%
Administrative Appeals Tribunal	23/3/98	1) APS Level 2-6: 5% pay increase from January 1998 2) Executive Level 1-2: 4% pay increase from January 1998	140	15 months	3.3% 2.7%
Affirmative Action Agency	30/7/98	7% increase (3.5% from 30/4/98 and 3.5% from 30/7/99) plus a 2% bonus.	18	2 years	3.1%
Attorney-General's Department (doesn't include ITSA, AGS or APS)	29/9/98	5% increase (2% from certification and 3% from July 1999) plus bonuses on certification up to \$500 net	580	21 months	2.9%
Australia New Zealand Food Authority	18/9/98	Up to 5.5% pay increase (3% from 22/5/98 and between 1% and 2.5% from 1/1/99) Second increase contingent on a satisfactory performance assessment.	68	15-16 months	3.4%
Australian Agency for International Development	11/8/98	2% increase from 11/8/98 plus 3% bonus	595	2 years	1%
Australian Antarctic Division	2/11/98	6% increase (4.5% from 25 June 98 and 1.5% from 24.6.99).	376	20 months	3%
Australian Broadcasting Authority	3/11/98	5.5% increase (3.5% from 1 August 98 and 2% from 1 July 99.) plus a one-off bonus of \$1150. On implementation of a Performance Review and Development Framework, staff will be paid a 1% bonus.	136	2 years	2.4%
Australian Bureau of Agricultural and Resource Economics	26/6/98	6% increase (3% on 26.6.98 and 3% increase on 26.12.98)	160	2 years	3%
Australian Bureau of Statistics	24/11/98	1) Below Exec Level 2 at least a 7% increase (2% from 25.6.98, 2% from 9.7.98, at least 1.5% from 8.7.98 and at least 1.5% from 6/7/2000) 2) For Exec Level 2s at least a 6.25% increase (2% from 25.6.98, 1.25% from 9/7/98, at least 1.5% from 7.1.99 and at least 1.5% from 6.1.2000) All levels - a 2% bonus on certification plus an additional one-off bonus of 1% on 7.1.99 contingent on progress with the Performance Management Scheme.	2689	20 months	3.4%
Australian Centre for International Agricultural Research	11/8/98	5% increase (3% on 11/8/98 and 2% from 1/7/99)	50	2 years	2.5%
Australian Communications Authority	25/8/98	5% increase (3% from 1 July 1998 and 2% from 1 January 1999) plus a bonus on certification ranging between \$400 and \$975 (depending on level of employee).	450	16 months	3.3%

Agency	Certified	Increases	Emp's	Agreement Duration	Increase pa.*
Australian Competition and Consumer Commission	1/6/98	6% increase (3% from certification and 3% from 31/3/99) plus an overall agency bonus of \$200,000 to be distributed among all permanent and fixed term employees pro rata for service since 1/7/97.	330	18 months	4%
Australian Customs Service – Customs Officers	7/7/98	3% from 1/3/98	3750	6 months	3%
Australian Customs Service – Senior Officers	7/7/98	3% from 1/3/98	400	6 months	3%
Australian Customs Service (Customs Lawyers)	29/10/98	3% increase from 1 July 98 plus a \$460 bonus.	16	2 months	3%
Australian Electoral Commission	12/11/98	6% increase (4% from 15/10/98 and 2% from 1 July 1999) plus a one off gross bonus of \$1000.	805	20 months	3.4%
Australian Geological Survey Organisation	3/7/98	3.5% increase (2% from 3/7/98 and 1.5% from 1/3/99)	450	2 years	1.8%
Australian Government Solicitor	2/6/99	5.06% increase from 8/7/99 plus a bonus of 4.05% of gross salary received between 2/7/98 and 26/5/99.	602	13 months	5.06%
Australian Industrial Registry	14/5/98	7% pay increase (4.5% from 19 Feb 98 and 2.5% from 14 May 99)	251	19 months	3.8%
Australian Institute of Aboriginal and Islander Studies	18/9/98	7% increase (3.5% from certification and 3.5% from September 1999) plus \$582 bonus on certification.	62	2 years	3.5%
Australian Institute of Family Studies	8/10/98	3% increase on certification plus a \$1000 bonus. An additional 2% increase from 31.12.98 for staff who have completed the requirements of the Performance Appraisal Scheme.	43	9 months	3%
Australian Institute of Health and Welfare	21/10/98	6% increase (3% from 1 July 1998 plus 3% from 1 July 1999)	100	20 months	3%
Australian National Audit Office	10/6/98	6% increase (2% from June 1998, 2% from June 1999 and 2% from June 2000)	300	28 months	2.5%
Australian National Maritime Museum	12/10/98	5 % increase (3% from 1/10/98 and 2% from 1 July 1999) plus a \$750 bonus on certification.	113	21 months	2.9%
Australian Protective Service Interim Woomera Shift work Agreement	3/5/99	No increase in base rates of pay. In recognition of revised roster arrangements staff will receive a Nurrungar Allowance of \$6,800 per annum paid fortnightly.	29	1 year	0%
Australian Quarantine Inspection Service	16/9/98	6% increase (4% from certification, 2 % from September 1999)	1200	2 years	3%
Australian Securities and Investment Commission	9/12/98	6% increase (4% from 1 Dec 1998 and 2% from 1 Jan 2000) plus a bonus of \$500.	1200	19 months	3.8%
Australian Taxation Office (Executive Level 2)	13/8/98	6% increase from 30/4/98 plus 2% bonus	800	10 months	5.1%
Australian Taxation Office (General Employees)	20/8/98	Depending on corporate outcomes employees can receive up to an 8% increase (2% from 30/4/98, 2% from 9/7/98 and 4 % from 8/7/99) plus bonuses totally approx 7.5%	16000	10 months	Up to 6.7%
Australian Transaction Reports and Analysis Centre	19/8/98	6% increase (3% from 1/7/98 and 3% from 1/7/99)	43	2 years	2.9%

<i>Agency</i>	<i>Certified</i>	<i>Increases</i>	<i>Emp's</i>	<i>Agreement Duration</i>	<i>Increase pa.*</i>
<i>Australian Valuation Office</i>	3/6/99	5% increase (2% from 3/6/99, 2% from 3/6/2000 and 1% from when certain targets are met)	140	1 year	5%
<i>Australian War Memorial</i>	5/8/98	4.5% increase (3% from 5/8/98 and 1.5% from 1/7/99) plus \$500 bonus	240	23 months	2.3%
<i>Bureau of Meteorology</i>	17/11/98	5.5% increase (3% from 25 June 98 and 2.5% from 10 June 99) plus one-off gross payment of \$700 on certification.	1430	13 -14 months	3.7%
<i>Bureau of Resource Sciences</i>	14/5/98	6% pay increase (4% from certification and 2% from 14 May 99)	200	2 years	3%
<i>Centrelink</i>	18/11/97	3.5% pay increase (initial 1.5% and 2% from mid-98) plus \$300 after tax bonus from Dec 97 (access to the bonus and 2% are conditional on improved client service performance by work groups)	26,000	1 year	3.5%
<i>Child Support Agency Executive Level 2 staff</i>	15/12/98	No increase in this agreement. Refer to ATO agreement for previous increase.	42	6-7 months	0%
<i>Child Support Agency – General Employees</i>	15/12/98	Depending on corporate outcomes employees can receive up to 4 % increase from 8/7/99 plus bonuses totally up to 4%.	2585	6-7 months	4%
<i>Comcar</i>	4/3/98	6% pay increase (3% from 1 Dec 97 and 3% from 1 July 98) plus 1.25% bonus. Conditional performance bonus available to staff – between 2%-15% of salary	111	15-16 months	3.8%
<i>COMCARE</i>	14/7/98	3.5% from 2/4/98 plus \$600 net bonus	400	12 months	2.8%
<i>Commonwealth Director of Public Prosecutions</i>	10/8/98	4% increase from certification plus \$1000 bonus	340	22 months	2.1%
<i>Commonwealth Grants Commission</i>	23/10/98	6.5% for APS 1-6 or 5.5% for Executive Officers 1 & 2 plus one-off bonus of 5.5% of salary received since 1/12/97; further 2.5% from 1/7/99 for all staff contingent on feedback scheme implementation.	50	20 months	3.9%
<i>Commonwealth Rehabilitation Service</i>	12/6/98	2% increase from 11/6/98 plus bonus of \$1000 on certification. Additional bonus up to a maximum of 2% on 30/6/99 contingent on profitability.	1631	12 months	2%
<i>Commonwealth Superannuation Administration</i>	26/5/98	4.5% pay increase (2% from 9 Apr 98 and 2.5% from May 99) plus 2% of salary bonus on certification plus 1.5% bonus paid in two instalments in Dec 98 and Dec 99. Both bonuses are paid pro rata depending on length of service.	300	19 months	2.6%
<i>Defence Housing Authority</i>	7/4/98	\$2000 increase from 7 Apr 98 plus \$700 bonus. Approx. \$775 to \$971 increase from 1 Jul 98 in lieu of a previous reimbursement scheme for family care and/or sports.	240	1 year	approx 5%
<i>Department of Communications and the Arts</i>	30/6/98	6% increase (4% from certification and 2% from June 1999) plus a \$400 bonus.	472	2 years	3%
<i>Department of Defence</i>	6/5/98	6% pay increase (3% from 11 Dec 97, 1% from 11 Jun98 and 2% from 10 Dec 98)	18,000	17 months	3.2%
<i>Department of Employment, Education Training and Youth Affairs</i>	10/7/98	5.5% increase (2% from 2/4/98, 2% from 30/9/98 and 1.5% from 30/5/99) plus a bonus of 2% of 9 months salary.	2500	14 months	3.7%

<i>Agency</i>	<i>Certified</i>	<i>Increases</i>	<i>Emp's</i>	<i>Agreement Duration</i>	<i>Increase pa.*</i>
<i>Department of Employment, Education, Training and Youth Affairs Network</i>	30/3/98	2% pay increase from April 98, plus \$500 bonus on certification	5,000	15 months	1.6%
<i>Department of Finance and Administration</i>	10/2/98	6% pay increase (3% from 1 Dec 97 and 3% from mid-98) plus 1.25% bonus. Conditional performance bonus available to staff – between 2%-15% of salary.	1,600	16-17 months	3.8%
<i>Department of Foreign Affairs and Trade</i>	14/1/98	Pay increase: 1) APS 1-6: 7% pay increase (3%, 2.5% from mid-98 in recognition of excess working hours, and 1.5% from mid-99); and; 2) Others: 4.5% pay increase (3%, then 1.5% from mid-99); plus 1.5% lump sum bonus for all staff. A lump sum (not specified) will be available for program managers to grant bonuses to teams/employees.	2,060	29-30 months	2.8% 1.8%
<i>Department of Health and Family Services</i>	8/4/98	Up to 5.5% pay increase (3% from 20 Nov 97 and between 1% and 2.5% from 1 Aug 98) Second increase contingent on a satisfactory performance assessment and establishing a performance agreement for 1998/99.	3,700	15 months	3.5%
<i>Department of Immigration and Multicultural Affairs</i>	16/7/98	7.5% increase (2.5% increase from 31 March 1998; 2.5% from 31 March 1999 and 2.5% from 30 March 2000)	3000	28 months	2.8%
<i>Department of Industry, Science and Resources</i>	25/11/98	7% increase (4% from 3.9.98 followed by 3% from 1.7.99) plus a bonus of \$1100.	1500	18 months	4
<i>Department of Primary Industries and Energy</i>	16/7/98	6% increase (4% on 1.7.98 and 2% on 1.7.99)	1000	2 years	3%
<i>Department of Prime Minister and Cabinet</i>	1/10/98	Exec Levels/PMC Band 3, a 6.5% increase (3.5% from certification and 3% from 1 July 1999) APS 1-6/PMC Bands 1&2, a 7% increase (4% from certification and 3% from 1 July 1999) All levels receive a lump-sum payment of 1.5% on certification.	330	2 years	3.4%
<i>Department of Social Security</i>	27/3/98	5% increase (2% from 17 Dec 97, 2% from mid-98 contingent on agreed proposal for new structure, remuneration policy and performance management system, 1% on implementation of agreed proposal but no later than 1 Sep 98) plus \$550 bonus on certification	650	15 months	3.3%
<i>Department of the Environment</i>	18/8/98	5% increase (3% from 18/8/98 and 2% from 10/6/99) plus \$500 bonus	1250	16 months	3.8%
<i>Department of the Treasury</i>	7/4/98	For non-SES staff a 3% increase on certification plus a bonus of 2% below Senior Officer level and 1.5% for Senior Officers. A second performance bonus for Senior Officers of \$1380 for Grade C and \$2250 for Grades A & B.	550	1 year	3%
<i>Department of Transport and Regional Development</i>	2/4/98	4.5% pay increase (3% from 5 Mar 98 and 1.5% from 1 Jan 99 contingent on intro of new classification structure. Plus \$500 bonus on certification.	780	17 months	3%

<i>Agency</i>	<i>Certified</i>	<i>Increases</i>	<i>Emp's</i>	<i>Agreement Duration</i>	<i>Increase pa.*</i>
<i>Department of Veterans Affairs</i>	21/1/98	4% pay increase (from 13 Nov 97) plus 1.5% bonus on variation of the agreement to provide for Performance Review Framework	2,600	17-18 months	2.4%
<i>Department of Workplace Relations and Small Business</i>	10/3/98	7% pay increase (3.5% from 11 Dec 97 and 3.5% from March 99)	650	2 years	3.1%
<i>Federal Court of Australia</i>	20/10/98	5% increase (4% payable from 1.7.98 and 1% from 1.2.99) plus a \$1000 lump sum payment.	320	20 months	2.5%
<i>Great Barrier Reef Marine Park Authority</i>	4/12/98	Salary increase of 7.5 or 8% (4% for APS levels 1-6 or 3.5% for Exec Levels 1 & 2 from 10 Dec 1998 and 4% for all levels from 1 July 99) plus a bonus of \$800.	45	19 months	5%
<i>House of Representatives</i>	13/5/98	4% increase from 31 Mar 98, followed by a further 2% from 31 Mar 99 contingent on a performance rating of competent or better at the first round of performance assessments.	186	19 months	2.3%
<i>Human Rights & Equal Opportunity Commission</i>	25/8/98	4% increase (2% from 1 July 1998 and 2% from 1 July 1999) plus a bonus of \$1000 on certification.	120	16 months	2.7%
<i>Insolvency and Trustee Services Australia</i>	30/6/98	5% increase (3% from certification and 2% from June 1999) plus \$455 bonus.	270	2 years	2.5%
<i>Insurance and Superannuation Commission</i>	15/5/98	4.5% pay increase on 15 May 98 plus a \$1000 bonus for all eligible employees.	450	13-14 months	4%
<i>IP Australia</i>	10/6/98	8% increase (4% from 10/6/98, 2% from 1/10/98, 2% from 1/10/99) plus a productivity improvement bonus of \$730 on certification. Further productivity improvement bonuses on 1/10/98 and 1/10/99 related to productivity improvement achieved by the organisation.	750	18 months	5.3%
<i>Joint House Department</i>	26/5/98	6% pay increase (3% from 1 Mar 98 and a further 3% from 1 Dec 98)	305	18 months	3.3%
<i>Meat Inspectors – Australian Quarantine and Inspection Service</i>	10/11/97	21% average pay increase with translation to a new classification structure (this includes 13.4% for increased hours and cashing out of overtime and allowances)	1050	1 year	21%
<i>National Archives</i>	22/9/98	6% pay increase (4% from 9 July 1998 and 2% from 24 June 1999) plus a one-off bonus of \$500 payable on certification.	324	21 months	3%
<i>National Capital Authority</i>	4/12/98	5.5% increase (4% from 9 July 1998 and 1.5% from 1 July 1999) plus a bonus of \$500 for all non-Senior Officers and equivalents as at 2 July 98.	55	13 months	3.7%
<i>National Competition Council</i>	12/2/99	7% increase (4% from certification and 3% from 1/7/99) plus a bonus of \$1000.	18	2 years	3.5%
<i>National Crime Authority</i>	2/7/98	5% increase (3% from 1 July 1998 and 2% from 1 July 1999) plus a \$600 bonus on certification.	230	18 months	3.3%
<i>National Film & Sound Archive</i>	9/9/98	6% increase (3% from certification and 3% from September 1999).	181	22 months	3.3%
<i>National Library of Australia</i>	16/10/98	6% increase (3% from 16.10.98 and 3% from 1 July 1999) plus a bonus of \$600.	500	2 years	3%
<i>National Museum of Australia</i>	12/4/99	6% increase (3% from 5.3.99 and 3% from 1.7.99) plus a bonus of \$600	102	14 months	4.5%

Agency	Certified	Increases	Emp's	Agreement Duration	Increase pa.*
National Native Title Tribunal	3/9/98	8% increase (4% from 4/3/98, 2% from 29/12/98 and 2% no earlier than 3/9/99) plus \$500 bonus.	160	2 years	3.2%
National Occupational Health & Safety Commission	7/10/98	7% increase (4% from 23 July 98 and 3% from July 99) plus a \$600 bonus.	125	2 years	3.2%
National Science and Technology Centre	14/1/99	6% increase in base rates of pay (4% on certification and 2% on 1 December 1999).	80	2 years	3%
National Transmission Agency	23/2/98	4% pay increase (2% on cert. and 2% after six months) plus productivity and performance bonuses.	105	1 year	2.8%
Office of Australian War Graves (Field Staff)	26/3/98	4% pay increase on certification, plus \$700 bonus on certification, plus 2% bonus on variation of the agreement to provide for Performance Review Framework	40	15 months	3.2%
Office of Film and Literature Classification	24/11/98	7.5% increase (3% from certification, 1.5% after the implementation of the Performance Management system, 3% after agreement on further organisational change) plus bonuses of \$500 and 1.5% of salary at the date of certification.	28	2 years	3.8%
Office of National Assessments	6/5/98	4.5% pay increase (3% from certification and 1.5% when new performance management framework is intro) plus \$500 bonus on certification. Introduces an ONA community allowance that is equivalent to 1.5% of salary.	55	2 years	2.3%
Office of Parliamentary Counsel	20/4/99	8.52% increase from certification	36	2 years	4.26%
Office of the Commonwealth Ombudsman	1/10/98	5% increase (2% from 6/8/98 and 3% from 6/8/99 contingent on new WLS, classification structure and Performance Management Scheme being introduced by 31/12/98.) plus a bonus of \$500 payable on certification.	90	24 months	2.3%
Parliamentary Library	9/6/98	4% increase from 9 June 1998 plus a \$500 bonus.	216	25 months	2%
Parliamentary Reporting Staff	26/6/98	\$2500 increase in salary from 1/1/2000 plus bonuses totalling \$5,500 between June 1998 and January 2000.	280	2 years	3.4% Average
Parliamentary Security Operational Staff	28/7/98	4% increase from 6 August 1998.	140	17 months	2.8%
Productivity Commission	10/8/98	4.5% from 18/3/98 and 2% or \$1000 bonus. Access to a further 2% increase on 1/7/99 contingent on performance rating.	239	2 years	1.9%
Professional Services Review	30/3/99	Up to 8% pay increase (5% from 16/11/98 and 1% or 3% from 1/8/99) plus a bonus of 3.5% on certification. Second increase contingent on a satisfactory performance assessment and establishing a performance agreement.	33	21 months	Up to 3.8%
Public Service and Merit Protection Commission	26/11/97	3% pay increase from September or October 1997, \$400 after tax up-front payment and annual increments of 2-4% conditional on individual performance outcomes	152	19 months	1.6%
Refugee Review Tribunal	6/11/98	7.5% increase (4% from 1/7/98 and 3.5% from 6/11/99) and an increase of \$200 per year plus a bonus of \$600 on certification.	150	2 years	3.2%

<i>Agency</i>	<i>Certified</i>	<i>Increases</i>	<i>Emp's</i>	<i>Agreement Duration</i>	<i>Increase pa.*</i>
<i>Royal Australian Mint</i>	28/4/98	6% pay increase (3% from certification and 3% 12 months later contingent on productivity improvement of at least 3%) plus \$500 bonus on certification.	128	20 months	3.6%
<i>Senate</i>	8/4/98	6% pay increase (4% from 8 Apr 98 and 2% from Nov 98 subject to the successful implementation of the Performance Communication Scheme and an individual assessment of effective or better)	239	15 months	4.8%
<i>Social Security Appeals Tribunal</i>	21/4/98	5% pay increase (2.5% from 21 Jan 98 and 2.5% from 21 Oct 98) plus a net bonus of \$570 on certification.	57	15 months	3.3%
<i>Torres Strait Regional Authority</i>	7/12/98	6% increase on certification plus a \$800 bonus.	30	19 months	3.8%
<i>Vietnam Veterans Counselling Service</i>	23/2/98	4% pay increase (from 13 Nov 97) plus 2% bonus on variation of the agreement to provide for Performance Review Framework	100	16-17 months	2.4%

*does not include bonuses and the average annualised wage increase per agreement is calculated by dividing the total payrise in the agreement by the effective duration of the agreement (taking into account any periods of retrospectivity) and then multiplying that by 12.

Appendix 2

Aggregated APS Data from SES survey

Cautionary Note

The underlying data is robust but does need to be treated with some caution – mainly stemming from use of Agency averages/estimates rather than actual individual remuneration data in key areas such as superannuation and vehicles.

In reading the attached table please note :

- total remuneration package paid was calculated for each SES officer by summing their own individual package items, excluding bonuses.
- total reward remuneration was calculated for each SES officer by summing their individual package items, including bonuses.
- the number of officers receiving a package item differed across items. For example, within SES Band 1, only 15 officers recorded a value for accompanied overseas travel.
- two proportions were calculated – one based on total remuneration package and the other based on the total reward remuneration. The proportions were calculated for each officer based on their total remuneration package and total reward remuneration.
- these individual proportions were averaged across those SES officers which received that particular item. For example, for those SES Band 1 officers that received accompanied overseas travel this item contributes 3% to their overall remuneration package.
- as the proportions are averaged across SES officers who receive each item, it is possible for the sum of average proportions for an agency to be greater than 100%.
- 'other' includes memberships other than airlines, telephone, mobile phone and other entitlements.

Survey of APS Agencies - SES Remuneration

Extract from Final Report

Aggregated APS Data

	25% Quartile	50% Quartile (Median)	75% Quartile	Mean	Average % of Package	Average % of Total Reward	No of Officers
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SES Band 1

Base Salary	\$83,464	\$87,441	\$88,902	\$86,132	72	70	826
Superannuation	\$16,243	\$17,850	\$19,311	\$17,142	14	14	826
Vehicles (including parking)	\$13,665	\$15,279	\$17,832	\$15,861	13	13	822
Air Lounge	\$174	\$175	\$185	\$172	0	0	507
Other ⁽¹⁾	\$447	\$447	\$1,347	\$1,148	1	1	379
Travel- Accompanied							
Domestic	\$1,623	\$1,623	\$1,942	\$1,970	2	2	257
Overseas	\$1,600	\$1,600	\$7,166	\$3,763	3	3	15
Total Remuneration Package	\$116,511	\$120,952	\$123,663	\$120,371	100	97	826
Bonus/Reward	\$3,138	\$4,291	\$6,484	\$4,716	4	4	565
Total Reward Remuneration	\$118,566	\$124,158	\$127,956	\$123,597	-	100	826

SES Band 2

Base Salary	\$102,597	\$106,055	\$108,766	\$105,261	73	71	242
Superannuation	\$19,022	\$21,471	\$23,500	\$20,889	14	14	242
Vehicles (including parking)	\$14,942	\$15,753	\$18,132	\$16,387	11	11	242
Air Lounge	\$175	\$175	\$185	\$176	0	0	166
Other ⁽¹⁾	\$447	\$500	\$2,378	\$1,461	1	1	87
Travel- Accompanied							
Domestic	\$1,623	\$1,623	\$3,500	\$2,224	2	1	55
Overseas	\$4,815	\$7,655	\$8,146	\$6,480	4	4	4
Total Remuneration Package	\$138,995	\$144,773	\$148,841	\$143,796	100	97	242
Bonus/Reward	\$3,942	\$5,173	\$9,080	\$6,563	5	4	179
Total Reward Remuneration	\$142,853	\$149,937	\$155,024	\$148,651	-	100	242

SES Band 3

Base Salary	\$123,723	\$127,021	\$130,193	\$127,266	74	72	67
Superannuation	\$24,107	\$26,017	\$27,650	\$25,360	15	14	67
Vehicles (including parking)	\$16,035	\$17,469	\$20,481	\$18,009	10	10	67
Air Lounge	\$175	\$175	\$185	\$184	0	0	50
Other ⁽¹⁾	\$445	\$720	\$4,000	\$1,743	1	1	22
Travel- Accompanied							
Domestic	\$1,500	\$1,942	\$3,500	\$2,367	1	1	15
Overseas	\$6,586	\$7,443	\$8,299	\$7,443	4	4	2
Total Remuneration Package	\$165,724	\$173,410	\$177,358	\$172,096	100	97	67
Bonus/Reward	\$4,711	\$5,450	\$10,000	\$7,812	4	4	47
Total Reward Remuneration	\$167,033	\$177,585	\$185,387	\$177,576	-	100	67

CONTACT INFORMATION

INTERNET SITES

- The Department of Employment, Workplace Relations and Small Business

<http://www.dewrsb.gov.au>

- Government Employment

http://www.dewrsb.gov.au/group_wr/default.htm

- APS Certified Agreements

http://www.dewrsb.gov.au/group_wr/agreemak/wrcentre/agreeonline.htm

- OSIRIS Home Page

<http://www.osiris.gov.au>

WORKPLACE PARTNERS

The information contained in this booklet provides only a sample of the strategies that agencies are using in the agreement making process.

Agencies can access more information and expertise on effective agreement making and workplace relations through DEWRSB's consultancy service, Workplace Partners.

Workplace Partners provides to agencies workplace relations assistance which meets their needs by:

- promoting and facilitating the use of the flexibilities of the new workplace relations arrangements in a manner consistent with Government policy; and
- partnering agencies and organisations to develop workplace relations outcomes tailored to the needs of each agency and its staff.

Contact Glenn Lyon, Director Workplace Partners on (02) 6121 7806 for further information.

