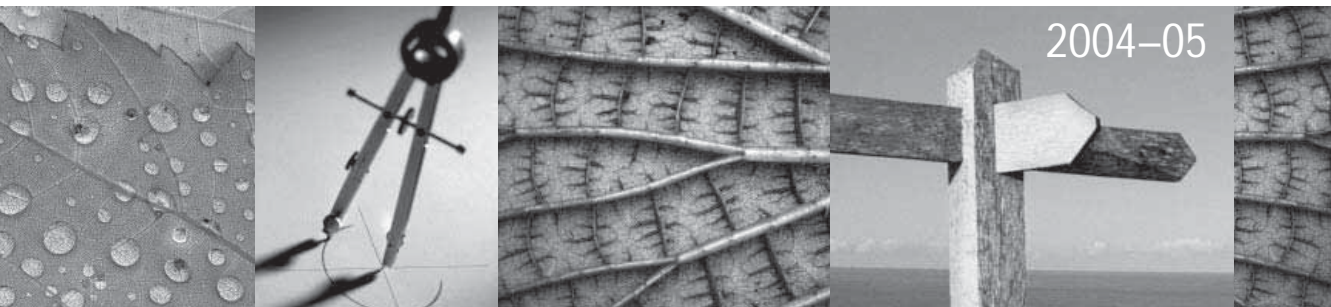




Australian Government
Australian Public Service Commission

State of the Service Report

2004-05



State of the Service Series 2004-05

Appendix 1

APS agencies (or semi-autonomous parts of agencies) and APS employees as at 14 April 2005

Agency	Total APS employees	Responded to agency survey
Aboriginal and Torres Strait Islander Services	16	
Aboriginal Hostels Limited	645	✓
Administrative Appeals Tribunal	153	✓
Attorney-General's Department	986	✓
Australian Agency for International Development	596	✓
Australian Broadcasting Authority	106	✓
Australian Bureau of Statistics	2850	✓
Australian Centre for International Agricultural Research	45	✓
Australian Communications Authority	431	✓
Australian Competition and Consumer Commission	491	✓
Australian Crime Commission	423	✓
Australian Customs Service	4963	✓
Australian Electoral Commission	844	✓
Australian Film Commission	181	✓
Australian Industrial Registry	198	✓
Australian Institute of Aboriginal and Torres Strait Islander Studies	113	✓
Australian Institute of Family Studies	75	✓
Australian Institute of Health and Welfare	217	✓
Australian National Audit Office	271	✓
Australian National Maritime Museum	116	✓
Australian Office of Financial Management (a)	34	✓
Australian Public Service Commission	186	✓

Agency	Total APS employees	Responded to agency survey
Australian Radiation Protection and Nuclear Safety Agency	122	✓
Australian Research Council	63	✓
Australian Securities and Investments Commission	1524	✓
Australian Taxation Office	22,130	✓
Australian Transaction Reports and Analysis Centre	121	✓
Australian War Memorial	278	✓
Bureau of Meteorology	1465	✓
Centrelink	25,570	✓
Child Support Agency	3241	✓
Comcare	377	✓
Commonwealth Grants Commission (a)	39	✓
Commonwealth Ombudsman	89	✓
ComSuper	401	✓
Corporations and Markets Advisory Committee	2	
CrimTrac	52	✓
CRS Australia	1980	✓
Defence Housing Authority	709	✓
Department of Agriculture, Fisheries and Forestry	4330	✓
Department of Communications, Information Technology and the Arts	799	✓
Department of Defence	18,579	✓
Department of Education, Science and Training	1866	✓
Department of Employment and Workplace Relations	2780	✓
Department of Family and Community Services	1869	✓
Department of Finance and Administration	1256	✓
Department of Foreign Affairs and Trade	2398	✓
Department of Health and Ageing	4218	✓
Department of Human Services (b)	21	✓
Department of Immigration and Multicultural and Indigenous Affairs	5442	✓
Department of Industry, Tourism and Resources	1906	✓
Department of the Environment and Heritage	1813	✓
Department of the Prime Minister and Cabinet	364	✓
Department of the Treasury	871	✓
Department of Transport and Regional Services	1125	✓
Department of Veterans' Affairs	2608	✓
Equal Opportunity for Women in the Workplace Agency	18	
Family Court of Australia	722	✓
Federal Court of Australia	405	✓
Federal Magistrates Court of Australia	88	✓

Agency	Total APS employees	Responded to agency survey
Food Standards Australia New Zealand	119	✓
Geoscience Australia	629	✓
Great Barrier Reef Marine Park Authority	166	✓
Human Rights and Equal Opportunity Commission	100	✓
Insolvency and Trustee Service Australia	269	✓
IP Australia	807	✓
Migration Review Tribunal (c)	128	✓
National Archives of Australia	486	✓
National Blood Authority	41	✓
National Capital Authority	85	✓
National Competition Council	15	
National Library of Australia	517	✓
National Museum of Australia	254	✓
National Native Title Tribunal	286	✓
National Offshore Petroleum Safety Authority	1	
National Science and Technology Centre (Questacon)	183	✓
Office of Film and Literature Classification	41	✓
Office of National Assessments	62	✓
Office of Parliamentary Counsel	46	✓
Office of the Director of Public Prosecutions	443	✓
Office of the Employment Advocate	172	✓
Office of the Privacy Commissioner	40	✓
Office of the Inspector-General of Intelligence and Security	4	
Office of the Inspector-General of Taxation	5	
Office of the Renewable Energy Regulator	12	
Productivity Commission	200	✓
Professional Services Review	25	✓
Refugee Review Tribunal (c)	189	✓
Royal Australian Mint	122	✓
Social Security Appeals Tribunal (a)	54	✓
Torres Strait Regional Authority	43	✓
Total	131,125	

Source: APSED

Notes:

- (a) For the purpose of the employee survey, these semi-autonomous parts of agencies were treated as part of their department so as not to be excluded from the employee survey.
- (b) DHS was formally established in December 2004; hence the data provided by DHS does not cover the full 2004–05 financial year.
- (c) The MRT and RRT, as semi-autonomous parts of DIMIA, submitted a combined response to the agency survey.

State of the service survey methodologies

Agency survey methodology

The scope of the agency survey was the 82 APS agencies, or semi-autonomous parts of agencies, employing at least 20 staff under the Act.

The 82 participating agencies were sent the online survey on 1 June 2005 for completion. Agencies were given six weeks to complete and submit their response. As part of their survey return, agency heads were required to 'sign off' their agency's response. All 82 agencies responded to the online agency survey. The results of the agency survey are one of the key sources of information which the Commission has relied on throughout the preparation of this report.

Employee survey methodology

The employee survey was designed to establish the views of APS employees on a range of issues, including work-life balance, the Values, the Code, job satisfaction, and learning and development. The results of the employee survey are one of the main sources of information on which the Commission has drawn during the preparation of this report.

The employee survey was also designed to complement the agency survey. The results of the employee survey were, in part, intended to act as a 'reality check' in analysing responses to the agency survey. To achieve this objective, similar questions were asked in both surveys on a range of topics. Additional questions, suitable for employees but not for agencies (such as those on job satisfaction and increasing individual productivity), were also included in the employee survey.

Scope and coverage

The scope of the employee survey was all APS employees (both ongoing and non-ongoing) in agencies with at least 100 APS employees. Employees in agencies that employed fewer than 100 APS employees were excluded on the basis that when tabulated their responses could possibly identify them.

The survey sample was drawn from APSED on 14 April 2005, at which time APSED indicated that the total number of APS employees was 131,125. The survey sample was selected from the total population of APS employees from agencies with at least 100 APS employees, which was 130,236. Appendix 1 provides information on agencies' APS employee numbers as at 14 April 2005.

Stratification

A stratified random sample of 6602 APS employees was selected from APSED. The sample was stratified by:

- level (APS 1–6, EL and SES classification groups)
- agency size (small: 100–250 APS employees; medium: 251–1000 APS employees; and large: >1000 APS employees)
- agency (for the 21 large agencies, the four medium-sized portfolio departments and the Commission)
- location (ACT and non-ACT).

To enable sound statistical inferences to be made about all APS employees, individuals were randomly selected from each of the strata. Each individual within a stratum had an equal chance of selection.

The sampling rates varied between the strata to ensure that sufficient statistical accuracy would be achieved for survey estimates from APS employees with the key characteristics captured by the stratification variables (level, location, agency and agency size). To gain the same accuracy for estimates for a small population (such as the SES) a much higher sampling rate was required than for a larger population (such as APS 1–6 employees).

The accuracy requirements varied between the demographic variables listed above, and this also led to differing sampling rates for these demographic variables.

This stratification process has not introduced a bias in the population estimates because the responses are appropriately weighted to take these differing sample rates into account. See the section 'Weighting and estimation' below for further details.

Reporting of large agency results

The survey was designed to enable the 21 large agencies, the four medium-sized portfolio departments and the Commission to receive a copy of their own results from the employee survey for internal management purposes—subject to the results satisfying a statistical accuracy benchmark. For this to occur, these 26 agencies were included separately in the stratification process (see the section 'Stratification' above).

Where relevant, and to maintain consistency with previous years, the State of the Service report includes only agency level results of large agencies that met the minimum number of weighted responses (see the section 'Measures of accuracy and error' below). The medium-sized portfolio departments and the Commission are not included in any agency level analysis in the report.

Privacy, anonymity and confidentiality

Maintaining confidentiality throughout the entire employee survey process was a primary concern to the Commission.

Privacy arrangements for APSED preclude Commission staff, other than those in the APSED Team, the Group Manager of the Evaluation Group, and the Commission's Executive, from accessing APSED data relating to individuals. This meant that the identity of those individuals selected in the sample from APSED was not available to the Commission's State of the Service Team or any other non-APSED staff involved in the survey. A small number of ORIMA Research staff had access to the sample. All responses to the survey were anonymous so individuals could not be identified.

Each person invited to participate in the employee survey was provided with a unique password. This prevented multiple responses from individual respondents.

Survey design

The employee surveys conducted in previous years were used as the basis for this year's survey. Some questions have been included on an annual basis, other questions have been cycled through on a two or three year basis, whilst others were included for the first time this year to address topical issues. To ensure the Commission maintains comparable time series data, any changes to questions repeated from previous years were kept to a minimum.

The draft employee survey was subjected to cognitive testing involving individuals at the APS 1–6 and EL classifications from the ATO, Centrelink, DEWR, Finance and Health. A further refined draft survey was then tested at a focus group session attended by individuals at the APS 1–6 and EL classifications from Centrelink, DEH, DEWR, DoTARS, FaCS, Finance and Health.

The majority of questions, 72 of 84, were asked of all respondents. Two questions were asked of SES employees only. Nine questions were asked of EL and SES employees only. One question was asked of APS 1–6 and EL employees but not of SES employees.

The questions asked of employees were not dependent on location (inside or outside the ACT) or agency size (small, medium or large).

The employee survey was delivered using two methods. The main delivery method was online via a password-protected Internet site. The majority of the sample was sent an email from ORIMA Research on behalf of the Commissioner inviting them to participate in the online survey.

A secondary, paper-based delivery method was developed and implemented for employees working in agencies that do not have access to an individual email account or do not have (or have only limited) access to the Internet. These employees received a letter from the Commissioner inviting them to participate in the survey, as well as a paper copy of the survey to complete and return to ORIMA Research.

The 6602 invitation emails and letters were sent out to the sample between 16 May and 1 June 2005.¹ Respondents were asked to complete the survey and submit or return it to ORIMA Research by Friday 10 June 2005.²

An adjustment was made to the final sample size to account for those out of scope of the survey (including repeatedly bounced emails, those 'out of office' for the entire survey period and those known to be no longer employed in the APS at the time of the survey).³ The final sample was reduced by 442 to 6160.

Weighting and estimation

The survey responses were re-weighted to reflect the characteristics of the underlying population of APS employees. This was done to ensure that the overall demographic characteristics (used for sample selection) of the survey results exactly matched the demographic characteristics of all APS employees. The re-weighting process was based on the four demographic characteristics used for selection of the sample, namely:

- level (APS 1–6, EL and SES classification groups)
- agency size (small: 100–250 APS employees; medium: 251–1000 APS employees; and large: >1000 APS employees)
- agency (for the 21 large agencies, the four medium-sized portfolio departments and the Commission)
- location (ACT and non-ACT).

There were, therefore, 168 different weights applied—level (3) multiplied by location (2) multiplied by agency size and agency (28). For this survey, the weights were calculated by dividing the populations of each stratum by the number of respondents to the survey in each stratum; for example, if there are 4000 ELs in medium-sized agencies in the ACT, and 200 responded, the weight assigned to each EL working in a medium-sized agency in the ACT is 20. If the data were not re-weighted, some strata could be over-represented and others under-represented in the total survey results.

The weighting approach is based on that taken in previous years. The application of a uniform approach to sample selection and weighting will assist in the development of times series data.

The weighting approach adopted assumes that respondents respond in the same way as non-respondents for the characteristics of interest. The weighting method above assumes that the responding persons represent the non-responding persons.

¹ At the request of DEST, invitations to participate in the survey were sent to DEST employees on Wednesday 1 June 2005 to avoid overlap with DEST's staff survey.

² The return date was extended for all participants to 15 June 2005—this allowed DEST employees two weeks to complete the survey.

³ The sample was drawn in April 2005 and this was based on the most recent data provided by agencies, which was January 2005 for the majority (over 90%) of employees.

In this survey, with a response rate of 59%, there would need to be a marked difference in the views of non-respondents from those of the respondents to alter or bias the overall results to any significant extent. For analysis presented in this report it was assumed that there was no significant bias between those who responded in the survey and those who did not respond.

The results are calculated under the assumption that responding persons answer in the same way as non-respondents. This should be considered when using the data to make inferences about the APS population.

Results have generally been presented rounded to the nearest whole percentage point (i.e. 38% not 37.7%). Due to this rounding, the percentage results for some questions may not add up to exactly 100%.

Measures of error and accuracy

Two types of error can occur in sample surveys: sampling error and non-sampling error. Sampling error arises because in a sample survey not all of the population are surveyed. Hence a measured sample statistic is not usually identical with the true population behaviour. Non-sampling errors cause bias in statistical results and can occur at any stage of a survey and can also occur with censuses (i.e. when every member of the target population is included). Sampling error can be estimated mathematically whereas estimating non-sampling error can be difficult. It is important to be aware of these errors, in particular non-sampling error, so that they can be either minimised or eliminated from the survey.

Non-sampling error

The survey received a response rate of 59%. This response rate excludes responses that were received but were insufficiently complete to provide input into the data generated. This response rate is very creditable for a voluntary survey.

Non-sampling errors can result from imperfections in reporting by respondents, errors made in recording and coding of responses, and errors made in processing the data. No quantifiable estimates are available on the effect of non-sampling errors. However, every effort was made to reduce the non-sampling errors to a minimum by careful survey design and efficient operating procedures. In particular, the online survey design minimised the possibility of errors made in recording and coding of responses, as the respondents themselves entered the data when responding to the survey.

In addition, identifiable errors made by respondents while completing the survey were removed from the results database; for example, responses made by APS 1–6 employees to an EL-only question have been removed to ensure the integrity of the data. Blank responses were generally coded to non-response categories. The exception to this practice arose where responses were needed for demographic items for weighting purposes. In instances where this occurred, survey responses were disregarded.

Sampling error

One measure of the sampling error of an estimate is the standard error. There are about 19 chances in 20 that a sample estimate will be within two standard errors of the true population value. This is known as the 95% *Confidence Interval*.

For instance, we are 95% confident that the estimate of the population that would be satisfied that their supervisor would support the use of flexible work practices is between 79.3% and 82.1% (an estimate of 80.7% and a confidence interval of +/-1.4% based on a standard error of 0.7%).

The following table illustrates the standard errors from the sample design associated with estimates from 12 key questions in the employee survey. Generally, the higher the sample size for a question, the lower the standard error; for example, questions following a 'filter' question are more likely to have a slightly higher standard error because the population size responding to that question is lower than for 'non-filtered' questions. The standard error for the performance pay question estimate, for example, is slightly higher than for many others because only employees with access to performance-related pay were asked the question, thereby reducing the sample size.

Question	95% confidence interval	Estimate result
Satisfied that supervisor would support the use of flexible work practices	+/- 1.4%	80.7%
Proud to work in the APS	+/- 1.6%	71.3%
Consider that merit is routinely applied in engagements and promotions resulting from a competitive selection process	+/- 1.7%	52.8%
Familiar with the APS Values	+/- 1.3%	85.3%
Familiar with the APS Code of Conduct	+/- 1.3%	82.9%
Faced a challenge balancing the APS Values in dealing with Ministers and/or Ministers' offices	+/- 2.1%	32.9%
Directly involved in delivering services to the public or managing employees delivering such services	+/- 1.6%	55.2%
Subjected to bullying or harassment in the workplace	+/- 1.3%	17.1%
Received formal individual performance feedback in previous 12 months	+/- 1.3%	84.7%
Agree that performance pay system operates fairly and consistently	+/- 1.8%	39.4%
Consider that an employee in work area consistently underperformed in last 12 months	+/- 1.8%	44.7%
Consider that immediate supervisor is highly or very highly effective at managing people	+/- 1.8%	50.5%

Results have not been reported for questions where the number of unweighted responses is fewer than 20. This approach has been adopted for two reasons: firstly, to eliminate the possible identification of individuals who responded to these questions; secondly, to remove less reliable results from the analysis. This approach has not affected reporting of results at the aggregate level; however, it has limited our ability to report on disaggregated data where the sample size is small—as is sometimes the case for questions following 'filter' questions.

It should also be noted that estimates relating to disaggregated data where the sample size is small will have a higher standard error because the population size responding to that question is lower than for aggregated data or disaggregated data where the sample size is large; for example, as can be seen from the following table illustrating the standard errors associated with estimates for disaggregated data, the standard error for Indigenous employees is higher than other standard errors because the population size responding to that question is small.

Question	95% confidence interval	Estimate result
Satisfied that supervisor would support the use of flexible work practices (women)	+/- 1.7%	81.5%
Satisfied that supervisor would support the use of flexible work practices (men)	+/- 1.9%	79.9%
Satisfied that supervisor would support the use of flexible work practices (people with a disability)	+/- 5.7%	79.5%
Satisfied that supervisor would support the use of flexible work practices (people without a disability)	+/- 1.3%	80.9%
Satisfied that supervisor would support the use of flexible work practices (Indigenous employees)	+/- 6.4%	90.9%
Satisfied that supervisor would support the use of flexible work practices (non-Indigenous employees)	+/- 1.3%	80.5%

Interpretation of scales

Scales were included in any question that required a respondent to measure the strength or level of a theoretical construct. In its simplest form in the survey, a scale asked a respondent to rate the level of importance, satisfaction or effectiveness of various workplace variables on a five-point scale.

The scales used in the surveys were generally balanced—that is, they allowed the respondents to express one of the two extremes of view (e.g. satisfaction and dissatisfaction). These scales were also designed with a midpoint that allowed respondents to enter a ‘neutral’ response.

When interpreting scales it is important to realise that there is not an ordinal relationship between points in a scale. That is, the strength of opinion to shift a respondent from ‘neutral’ to ‘satisfied’ may be much smaller than the strength required to shift a respondent from ‘satisfied’ to ‘very satisfied’.

Summary indexes

Summary indexes have been used to assist analysis of results of a number of survey questions comprising several parts. The indexes operate to condense a multiple response question into a single index for comparative purposes; for example, in exploring respondents’ overall level of job satisfaction, a question comprising 15 factors was summarised into a single index using a point scoring system. In this way, analysis of the 15 job satisfaction factors can be supplemented by analysis at the summary level.

Coding of open-ended responses

The employee survey questionnaire provided specified response options for each question. It also included open-ended response options for some questions, which enabled respondents to provide a text response to a question. Open-ended options were commonly provided, for example, as part of a specified response question in the form of 'other (please specify)'.

Some open-ended responses have been coded to assist analysis. Coding involved, for example, removing irrelevant and incidental comments from statistical outputs as well as counting relevant comments against the appropriate response option.

Evaluation methodology

During 2004–05, the Commission conducted an evaluation on agencies' workplace diversity programmes as part of its evaluation programme. Information on the evaluation methodology used is provided below.

Evaluation of agencies' workplace diversity programmes

The evaluation of APS agencies' workplace diversity programmes was aimed at assessing how effectively the statutory requirements for workplace diversity programmes, as set out in Chapter 3 of the Directions, have been incorporated into written programmes.

All agencies were assessed in relation to the requirements to establish and review their workplace diversity programme, and to provide a copy of their workplace diversity programme to the Commissioner (clauses 3.3 to 3.6 of the Directions). However, the degree of specificity of Chapter 3 of the Directions is such as to make it impractical, given the Commission's limited resources, to evaluate every APS agency against each aspect of the requirements. Therefore, only a sample of agencies were examined against the criteria relating to the measures required to be included in written workplace diversity programmes (as outlined in clause 3.3 of the Directions).

For the purpose of the evaluation, agencies were regarded as 'within scope' if they participated in the 2004 agency survey, but had not been included in the 2004 workplace diversity programme evaluation (see *State of the Service Report 2003–04*).¹ The sample included nine large, eight medium and seven small agencies (AAT, ABS, AEC, AHL, AIATSIS, AusAID, AUSTRAC, Centrelink, Comcare, CSA, Defence, DEH, DEWR, DFAT, DITR, DVA, EOWA, Ombudsman, Family Court of Australia, Federal Magistrates Court of Australia, HREOC, NLA, NNTT and PM&C).

¹ Australian Public Service Commission, *State of the Service Report 2003–04*, 2004, <<http://www.apsc.gov.au>>

Assessment of the workplace diversity programme of each agency in the sample included cross-referencing to relevant data from APSED and, in the case of large agencies, from the 2004 employee survey. This data was used as a point of comparison between the rhetoric of the written workplace diversity programme and the reality of the agency's workforce.

Glossary

2004 agency survey	The agency survey conducted in June 2004 for the State of the Service report
2004 employee survey	The employee survey conducted in May 2004 for the State of the Service report
2005 agency survey	The agency survey conducted in June 2005 for the State of the Service report
2005 employee survey	The employee survey conducted in May 2005 for the State of the Service report
AAT	Administrative Appeals Tribunal
AAWI	Average annualised wage increase
ABA	Australian Broadcasting Authority
ABN	Australian Business Number
ABR	Australian Business Register
ABS	Australian Bureau of Statistics
ACC	Australian Crime Commission
ACCs	Area Consultative Committees
ACMA	Australian Communications and Media Authority
Act	<i>Public Service Act 1999</i>
ACT	Australian Capital Territory
ADF	Australian Defence Force
ADR	Alternative dispute resolution
AEC	Australian Electoral Commission

AFC	Australian Film Commission
AFP	Australian Federal Police
AGD	Attorney General's Department
Agency survey	The agency survey for the <i>State of the Service Report 2004–05</i>
AGIMO	Australian Government Information Management Office
AHD-MPC	Australian Health Disaster Management Policy Committee
AHL	Aboriginal Hostels Limited
AIATSI	Australian Institute of Aboriginal and Torres Strait Islander Studies
AIFS	Australian Institute of Family Studies
AIPRD	Australian-Indonesian Partnership for Reconstruction and Development
AIRC	Australian Industrial Relations Commission
ANAO	Australian National Audit Office
ANZSOG	Australia and New Zealand School of Government
APEC	Asia-Pacific Economic Cooperation
APS	Australian Public Service
APSED	Australian Public Service Employment Database
APSEDII	Australian Public Service Employment Database Internet Interface
ASEAN	Association of Southeast Asian Nations
ASIC	Australian Securities and Investments Commission
ATAC	Australian Telework Advisory Committee
ATO	Australian Taxation Office
ATSIC	Aboriginal and Torres Strait Islander Commission
ATSIS	Aboriginal and Torres Strait Islander Services
AusAID	Australian Agency for International Development
AUSTRAC	Australian Transaction Reports and Analysis Centre
AWA	Australian workplace agreement
AWM	Australian War Memorial
BoM	Bureau of Meteorology
CA	Certified agreement
CDAC	Career Development Assessment Centre
CDEP	Community Development Employment Projects Programme

CEIs	Chief executive instructions
CEO	Chief executive officer
CIOC	Chief Information Officers' Committee
CIS	Customer Information System
CIU	Cabinet Implementation Unit
CLC	Corporate Leadership Council
CMR	Customs Cargo Management Re-engineering (CMR) Project
COAG	Council of Australian Governments
Code	APS Code of Conduct (s.13 of the <i>Public Service Act 1999</i>)
Commission	Australian Public Service Commission
Commissioner	Public Service Commissioner
Commissioner's Directions	<i>Public Service Commissioner's Directions 1999</i>
CPI	Consumer price index
CRS	CRS Australia
CSA	Child Support Agency
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSP	Competitive selection process
CSS	Commonwealth Superannuation Scheme
Customs	Australian Customs Service
Cwlth	Commonwealth
DAFF	Department of Agriculture, Fisheries and Forestry
DCITA	Department of Communications, Information Technology and the Arts
Defence	Department of Defence
DEH	Department of the Environment and Heritage
DEST	Department of Education, Science and Training
DEWR	Department of Employment and Workplace Relations
DFAT	Department of Foreign Affairs and Trade
DHS	Department of Human Services
DIMIA	Department of Immigration and Multicultural and Indigenous Affairs
Directions	<i>Public Service Commissioner's Directions 1999</i>
DITR	Department of Industry, Tourism and Resources

DMO	Defence Materiel Organisation
DoTARS	Department of Transport and Regional Services
DVA	Department of Veterans' Affairs
EEO	Equal employment opportunity
EFP	Executive Fellows Program
EL	Executive level employees
EMA	Emergency Management Australia
EMPA	Executive Master of Public Administration
Employee survey	The employee survey for the <i>State of the Service Report 2004–05</i>
EOWA	Equal Opportunity for Women in the Workplace Agency
FaCS	Department of Family and Community Services
Family Court	Family Court of Australia
Federal Court	Federal Court of Australia
Finance	Department of Finance and Administration
FTAs	Free Trade Agreements
FTE	Full-time equivalent
Gazette	<i>Public Service Gazette</i>
GBRMPA	Great Barrier Reef Marine Park Authority
GSLP	Australian-Indonesian Government Sector Linkages Program
Health	Department of Health and Ageing
HIC	Health Insurance Commission
HR	Human resources
HREOC	Human Rights and Equal Opportunity Commission
HSA	Health Services Australia
IAPSEN	Indigenous APS Employees' Network
ICC	Indigenous Coordination Centres
ICS	Integrated Cargo System
ICT	Information and communications technology
IDETF	Interdepartmental Emergency Task Force
IES	Indigenous Employment Strategy
ILO	Indigenous Liaison Officer
ILS	Integrated Leadership System

IMSC	Information Management Strategy Committee
ISACs	Independent Selection Advisory Committees
IT	Information technology
LAFIA	Leading Australia's Future in Asia
LALAC	Leadership and Learning Advisory Committee
LLO	Local Liaison Officers' Programme
MAC	Management Advisory Committee
MOU	Memorandum of Understanding
MRT	Migration Review Tribunal
NAA	National Archives of Australia
NED	Nominal expiry date
NESB	Non-English speaking background
NGOs	Non-government organisations
NICP	National Indigenous Cadetship Programme
NIEP	National Indigenous Employees' Plan
NLA	National Library of Australia
NMA	National Museum of Australia
NMI	National Measurement Institute
NNTT	National Native Title Tribunal
NOHSC	National Occupational Health and Safety Commission
NOIE	National Office for the Information Economy
NOO	National Oceans Office
NOPSA	National Offshore Petroleum Safety Authority
NT	Northern Territory
NWC	National Water Commission
NWI	National Water Initiative
OECD	Organisation for Economic Cooperation and Development
OHS	Occupational health and safety
OIPC	Office of Indigenous Policy Coordination
Ombudsman	Commonwealth Ombudsman
ONA	Office of National Assessments
OPC	Office of Parliamentary Counsel
PAC	Promotion appeal committee

PECTA	<i>Public Employment (Consequential and Transitional) Amendment Act 1999</i>
PKI	Public Key Infrastructure
PM&C	Department of the Prime Minister and Cabinet
PRC	Promotion review committee
Protective Service	Australian Protective Service
PS Act	<i>Public Service Act 1999</i>
Regulations	<i>Public Service Regulations 1999</i>
RIS	Regulation impact statement
RRT	Refugee Review Tribunal
SA	South Australia
SDSS	Standard Defence Supply System
SELC framework	Senior Executive Leadership Capability Framework
SES	Senior Executive Service
SRAs	Shared Responsibility Agreements
TFN	Tax File Number
TR	Total remuneration
Treasury	Department of the Treasury
TRP	Total remuneration package
TSRA	Torres Strait Regional Authority
Values	APS Values (s.10(1) of the <i>Public Service Act 1999</i>)
Vic	Victoria
VVCS	Vietnam Veterans' Counselling Service
WA	Western Australia