



BUDGET ESTIMATES – May/June 2024

Commissioner's Opening Statement

I would like to update the Committee on how the Australian Public Service Commission is undertaking its statutory responsibilities to strengthen the capability and integrity of the Australian Public Service, so that it can better serve the Government, Parliament and public.

In terms of the 16 referrals made to the APSC for possible code of conduct breaches related to the Robodebt Scheme, 1 investigation concluded that the individual's actions did not meet the threshold to issue a notice of suspected breach.

Of the remaining 15 for which notices of suspected breach were issued,

- 7 individuals have been issued a final determination that they have breached one or more elements of the Code. In those cases where the individual is a current public servant, employing agencies have been provided with advice regarding an appropriate sanction, and sanctions have been imposed or are in the process of being imposed,
- 1 individual has been issued a final determination that their actions did not constitute a breach of the Code, and
- the remaining inquiries are continuing.

Once all the 16 investigations have concluded, I will provide a public statement on the outcomes. I anticipate this will be in the next month or two. That statement will include a report from the Robodebt Code Taskforce on outcomes and on lessons learned.

By law, the Code of Conduct investigations are separate from other investigations like the Royal Commission, and they have their own requirements. The Commission is conducting investigations in accordance with the law, which requires procedural fairness for the individuals involved. We are mindful of the public's expectations for accountability of public servants.

With respect to integrity in the public service more generally, the Commission has developed an integrity roadmap that consolidates the gamut of integrity work underway and builds on the public service's own desire for integrity. This includes

- implementing the whole-of-service SES Performance Framework,
- implementing the new APS value of stewardship and continuing capability reviews of departments and major agencies, now that the Parliament has passed the amendments to the Public Service Act,

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- working with agencies to assess conflict of interest management,
- providing integrity training, craft and leadership through the APS Academy, and
- planning integrity reforms to the Public Service Act, including strengthening performance processes for agency heads and statutory officers and creating own-motion investigation powers for the Public Service Commissioner.

Dr Gordon de Brouwer
Australian Public Service Commissioner
30 May 2024

APS response to Robodebt Royal Commission**Subject/Issue**

The Government released its response to the report of the Royal Commission into the Robodebt Scheme on 13 November 2023 and accepted or accepted in principle all 56 of the Royal Commission’s recommendations. Findings in relation to individuals are being considered by a centralised inquiry mechanism in the Australian Public Service Commission.

Key facts and figures

- On 18 August 2022, the Government established the Royal Commission into the Robodebt Scheme.
- The Commissioner, Ms Catherine Holmes AC SC, delivered her report on 7 July 2023. The Report was tabled in Parliament and publicly released on the same day, listing 56 recommendations and one closing observation.
- The Government carefully considered the Royal Commission’s report, and accepted or accepted in principle all 56 of the Royal Commission’s recommendations in a response published on 13 November 2023.

Key points

- The Royal Commission’s findings following its inquiry into the Robodebt Scheme are serious and significant, and have broad implications – both for the relevant APS agencies impacted and the wider Commonwealth public sector.
- The Royal Commission made findings in a sealed section of the report in relation to individuals involved in the Robodebt Scheme. The relevant Chapter of the report is subject to a Direction Not to Publish. This sealed section was provided to appropriate authorities, including relevant agency

heads, the APS Commissioner, and professional and disciplinary bodies to consider relevant investigations and potential sanctions.

- The *Public Service Act 1999* empowers the APS Commissioner to conduct inquiries into alleged breaches of the APS Code of Conduct under Section 41(2)(m) and s41(2)(n).
- A centralised inquiry mechanism has been established, following endorsement by Secretaries Board, to inquire into alleged breaches of the Code of Conduct arising from the Royal Commission.
 - The mechanism is conducting inquiries in line with established processes, including the APS Commissioner's procedures, which are available on the APSC website.
 - The APS Commissioner has received 16 referrals to the APSC's centralised code of conduct mechanism.
 - Code of Conduct inquiries do not replicate or preclude the functions of other inquiry and integrity bodies and can occur at the same time that these bodies are undertaking their own investigations.
 - To maintain procedural fairness of the inquiries, it would not be appropriate to comment on any individual who may or may not be subject to a Code of Conduct inquiry or any other forms of investigation.

Further questions about the implementation of recommendations in the Royal Commission into the Robodebt Scheme Report should be directed to relevant lead Government agencies. Questions about the joint taskforce supporting the Government's response to the Royal Commission's report should be referred to the Department of the Prime Minister and Cabinet.

Background

On 18 August 2022 the Governor-General His Excellency General the Honourable David Hurley AC DSC (Retd) issued Letters Patent, establishing the Royal Commission. Letters Patent set out the Royal Commission's terms of reference. The Royal Commission examined, among other things:

- The establishment, design and implementation of the Scheme; who was responsible for it; why they considered Robodebt necessary; and, any concerns raised regarding the legality and fairness
- The handling of concerns raised about the scheme, including adverse decisions made by the Administrative Appeals Tribunal
- The outcomes of the Scheme, including the harm to vulnerable individuals and the total financial cost to government, and
- Measures needed to prevent similar failures in public administration.

The Royal Commission's final report was provided to the Governor-General and publicly released on 7 July 2023. The report lists 56 recommendations and one closing observation.

A multi-agency taskforce jointly led by the Department of the Prime Minister and Cabinet, the Attorney-General's Department, and the Australian Public Service Commission developed advice to Government on the report and recommendations. The Department of Social Services, the Department of Finance, Services Australia, and the Australian Taxation Office also contributed officers to the Taskforce.

Additional funding is being provided to support implementation of the Government response including:

- \$22.1 million in new and additional funding over four years from 2023-24, and \$4.8 million each year ongoing, to support implementation of the Commissioner's recommendations
- funding for the Commonwealth Ombudsman to boost its oversight of government agencies, and new funding to reinstate the Administrative Review Council to support better decision-making across government
- funding for Attorney-General's Department's Office of Legal Services Coordination and Office of Constitutional Law to improve how legal risk is

identified and how legal advice is provided to Cabinet, and new funding to develop a legal framework to support automated decision-making in appropriate circumstances and in a manner that is consistent with the principles recommended by the Royal Commission.

This follows the announcement of an additional \$228 million in funding for Services Australia in 2023-24 to improve frontline service delivery and \$1 billion in additional funding for Services Australia since October 2022.

Questions in relation to these measures should be referred to the relevant agencies: Services Australia, the Department of Social Services, the Attorney-General's Department, and the Office of the Commonwealth Ombudsman.

As part of the response, the APSC is progressing work within its existing funding, and partnering with other relevant APS agencies to:

- build the capability and performance of the APS through whole-of service induction training through the APS Academy
- strengthen the Australian Public Service Commissioner's powers in the *Public Service Act 1999* to enable inquiries into the conduct of former Agency Heads and allow for a disciplinary declaration to be made against former APS employees and former Agency Heads, and
- develop guidance for documenting important decisions and discussions, and deliver training on those standards.

The response aligns with the Government's commitment to put people back at the centre of the work of government and invest in better services for the Australian community.

APS Reform

The Government is continuing to implement a reform agenda to ensure, as the first of four priorities, that the APS embodies integrity in everything it does.

Minister Gallagher announced the second phase of APS Reform on 1 November 2023, which will include measures to strengthen integrity at the Secretary and agency head level, including own motion powers for the APS Commissioner to initiate inquiries into Code of Conduct breaches by current and former agency heads, including Secretaries – this is a specific recommendation of the Royal Commission report.

Centralised Code of Conduct Inquiry Mechanism

The Royal Commission's report also made various findings about the conduct, roles and responsibilities of individual public servants involved in the Robodebt Scheme. The APSC is separately overseeing an independent centralised inquiry mechanism to inquire into alleged breaches of the Code of Conduct by APS employees, former APS employees and Agency Heads arising from the Royal Commission. This process has been established under the APS Commissioner's powers in the Public Service Act 1999. It is designed to be fair, independent, and consistent.

The mechanism has been funded through an estimates variation of \$3.8 million in 2023-24 for the APSC to reflect the significant additional demand placed on this function of the APS Commissioner.

To maintain the robustness and consistency of this centralised mechanism, the APS Commissioner has engaged two reviewers and delegated his powers to conduct inquiries and make determinations.

Mr Stephen Sedgwick AO, a former Public Service Commissioner, has been appointed as an independent reviewer to make inquiries into possible breaches of the APS Code of Conduct by current and former APS employees.

Ms Penny Shakespeare, Deputy Secretary at the Department of Health and Aged Care, has been appointed as a supplementary reviewer to make inquiries into the conduct of former Agency Heads.

Two Independent Sanctions Advisers, Ms Cheryl-anne Moy and Ms Elizabeth Kelly PSM, have been appointed to make recommendations to the relevant Agency Head, should any current APS employees be found to have breached the APS Code of Conduct.

Supporting information

Questions on Notice

- No QoN's asked

Freedom of Information (FOI) Requests

- APSC FOI request LEX 521, for documents related to discussions at March 2023 Secretaries Board about the Robodebt Royal Commission. Response provided on 27 April 2023, releasing 4 documents.
- APSC FOI request LEX 607, for documents relating to referrals of individuals to the centralised inquiry mechanism. Response provided on 4 September 2023 neither confirming nor denying the existence of such documents.
- APSC FOI request LEX 608 for all documents and correspondence relating to the establishment of the centralised inquiry mechanism. Response provided on 29 August 2023 to practically refuse to process request, as the request was a substantial and unreasonable diversion of resources.

Recent Ministerial Comments

- The Minister for Government Services, the Hon Bill Shorten MP, moved a motion in the House of Representatives on 10 August 2023, which was agreed, as follows:
“That this House:
 - (1) accepts the findings of the report of the Royal Commission into the Robodebt Scheme regarding the former ministers involved in the design and implementation of the scheme;
 - (2) expresses its deep regret and apologises to the victims of the unlawful Robodebt scheme, and to front-line Centrelink staff; and
 - (3) commits to ensuring this cruel, unlawful chapter in the history of Australian public administration is never repeated.”

Relevant Media Reporting

- There has been extensive media reporting on the Royal Commission, from its commencement in August 2022, during the hearings from September 2022 to March 2023, to the release of the report on 7 July 2023, and the establishment of the centralised inquiry mechanism on 7 July 2023.

Date: 14 May 2024
Cleared by (SES): Kylie Barber
Telephone No: s47F
Group/Branch: Integrity, Performance and Employment Policy
Contact Officer: Kylie Barber
Telephone No: s47F
Consultation: Centralised Code of Conduct Inquiry Taskforce
PDR Number: SB24-000018
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Mr Pezzullo referral to APSC Commissioner

KEY MESSAGES

- It is not appropriate to comment on ongoing inquiries or the particulars of previous inquiries, including the inquiry concerning Mr Pezzullo. Such commentary may impact on individuals' privacy, prejudice those processes or jeopardise outcomes, inadvertently undermine the effectiveness of future code inquiries, or potentially affect inquiries conducted by other integrity agencies.
- While the Commission has released some information in relation to the outcome of the inquiry concerning Mr Pezzullo because of the unique circumstances of this case, the Commissioner's view is that it is not in the public interest to release further information.

TALKING POINTS

Note: Timeline in Background section

Does Mr Pezzullo continue to have obligations relating to his appointment as the Secretary of the Department of Home Affairs?

- Questions relating to the terms and conditions of Mr Pezzullo's appointment, including any post-separation obligations, should be directed to the Department of PM&C.

Do you agree with Mr Pezzullo's commentary regarding the distinction between 'political influence' and 'bureaucratic influence'?

- These terms are not defined in the Public Service Act or in the Commission's guidance on the interpretation of the APS Code of Conduct or APS Values.
- Irrespective of the definition of those terms, the obligations imposed on APS employees and Secretaries are those set out in the Public Service Act, in the APS Code of Conduct, APS Values and APS Employment Principles. In addition, Secretaries have additional obligations under section 57 of the Public Service Act.
- The behaviour of Secretaries needs to be within the parameters of those responsibilities and obligations.

Why did the Commission publicly comment on the Pezzullo inquiry (but not on other inquiries)?

- Section 72A of the Public Service Act prohibits public disclosure of information about matters relating to the exercise of the Commissioner's inquiry powers, but does provide an exception where the Commissioner is satisfied that it is in the public



interest to do so and any disclosure of personal information is fair and reasonable in all the circumstances.

- This threshold was met in the context of the inquiry involving Mr Pezzullo in which some limited information regarding the process and its outcome was publicly released.
- The public release of information in that context sought to balance the significant public interest in that matter with the need to protect the privacy of individuals and the integrity and effective operation of inquiry processes moving forward.

Why has the Commission not released Ms Briggs' inquiry report?

- The decision not to release the inquiry report was made having regard to a careful balance of considerations, including:
 - Transparency - Given the public nature of the allegations and the importance of upholding confidence in the Australian Public Service, it is in the public interest to provide a degree of proactive transparency about the overarching breach findings and the recommended sanction.
 - Confidentiality - The Public Service Act and the Privacy Act provide strict limitations on the use and disclosure of information relevant to inquiries conducted under the Commissioner's statutory powers. These protections are in place to enable constructive engagement by all parties to the process, including the subject of the inquiry and witnesses, and protect their privacy and wellbeing.
 - Procedural integrity - Providing further particulars of the inquiry would risk not only breaching legislative restrictions but also risks undermining the efficacy and integrity of future conduct investigations, including by other agencies, and impinge on the privacy of individuals who participated in the investigations in good faith. These investigations rely on the full and frank cooperation of witnesses—which may be compromised if there are concerns about public disclosure of their identity, participation or the contents of their evidence.
 - Duty of care - The APS also has a responsibility, as a model employer, to protect to a reasonable extent the privacy and wellbeing of all individuals who are the subject of conduct investigations and determinations.
- The public release of some information about the inquiry (including its outcome) seeks to balance the public interest in this matter with the need to protect the integrity and effective operation of investigation processes moving forward.

Who received a copy of the inquiry report and why? – yet to be released

- Prime Minister

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- required by Public Service Act, paragraph 41A(2)(a)
- Secretary, Department of Prime Minister and Cabinet
 - discretion under section 72A(3) Public Service Act
 - anticipated Prime Minister will wish to have advice from his Department about whether to recommend to the Governor-General that the Governor-General terminate Mr Pezzullo's appointment as Secretary under section 59(1) Public Service Act
 - before making any such recommendation, the Prime Minister must have received a report about the proposed termination from the Secretary under section 59(3) Public Service Act, prepared after consultation with Australian Public Service Commissioner under section 59(4) Public Service Act
- First Assistant Secretary, Government Division at Department of PM&C
 - discretion under section 72A(3) Public Service Act
 - to assist the Secretary, for the reasons above
- Chief of Staff to the Prime Minister
 - discretion under sections 72A(5) and (6) Public Service Act
 - to assist the Prime Minister with his consideration of this matter and any process commenced under section 59 Public Service Act
- Mr Pezzullo
 - discretion under sections 72A(5) and (6) Public Service Act
 - consistent with procedural fairness, and in Mr Pezzullo's interests to have access to the report (excluding transcripts of interviews of the people who provided evidence) in engaging in any section 59 Public Service Act process
- The Hon Minister Clare O'Neill MP, in role as Minister for Home Affairs
 - discretion under sections 72A(5) and (6) Public Service Act
 - assisting to exercise duties and functions as the relevant portfolio Minister, and enable the Minister to respond to questions about the inquiry and any impacts for that Department
- in the context of section 57 as it relates to the role of Secretaries of a Department and given that the contents of the report contain information relevant to the management of the Department, including with respect to the management of conflicts of interests
- Senator the Hon Katy Gallagher, in role as Minister for the Public Service
 - discretion under sections 72A(5) and (6) Public Service Act



- Minister responsible for the APSC
- full visibility of conduct of APSC and Ms Briggs as delegate in undertaking the inquiry, so she is able to assess the conduct and performance of the APSC and Commissioner and provide advice to the Prime Minister on sound public administration
- may be called on to answer questions (either in the Parliament or in the media) about the conduct of its inquiry (by the Agency within her portfolio)

What was your input into the consultation process required for the termination of a Secretary's appointment in Mr Pezzullo's case?

- Section 59 of the Public Service Act requires the Secretary of PM&C to consult with me before reporting to the Prime Minister on a proposed termination of a Secretary's appointment.
- The consultation process was informed by the outcome of the inquiry. Mr Pezzullo was afforded procedural fairness.
- The outcome of the section 59 process is already known by the public.
- Any further queries regarding the section 59 process should be directed to the Department of PM&C.



BACKGROUND

On 24 September 2023, Nine media reported on allegations that Mr Pezzullo had engaged with a Liberal Party powerbroker on political matters, including Ministerial and public service appointments.

The allegations were referred by the Minister for Home Affairs, the Hon Clare O’Neil MP, to the Australian Public Service Commissioner. The Commission engaged Ms Lynelle Briggs to undertake an inquiry into the allegations.

Ms Briggs found that Mr Pezzullo had breached the APS Code of Conduct in respect of five overarching allegations. Ms Briggs determined that Mr Pezzullo:

- used his duty, power, status or authority to seek to gain a benefit or advantage for himself
- engaged in gossip and disrespectful critique of Ministers and public servants
- failed to maintain confidentiality of sensitive government information
- failed to act apolitically in his employment, and
- failed to disclose a conflict of interest.

On the basis of these findings, the Secretary of PM&C and the APS Commissioner recommended to the Prime Minister that the Governor-General terminate Mr Pezzullo’s appointment.

MEDIA

- **23 April 2024** – The Mandarin - [Concessions from Mike Pezzullo five months after APS exit \(themandarin.com.au\)](https://www.themandarin.com.au)
- **22 April 2024** – ABC News - [Sacked former home affairs boss Mike Pezzullo admits to his 'mistakes', warns of China's cyber, cognitive and kinetic threats - ABC News](#)
- **22 April 2024** – ABC News - [Former Home Affairs secretary Mike Pezzullo speaks to 7.30 - ABC News](#). This webpage contains the transcript and video recorded interview between Mr Pezzullo and ABC report, Sarah Ferguson.



TIMELINE – INQUIRY

Date	Action
22 April 2024	Michael Pezzullo appears on the ABC 7.30 news program.
28 November 2023	Ms Stephanie Foster appointed as Secretary of the Department of Home Affairs.
27 November 2023	The appointment of Michael Pezzullo as Secretary of the Department of Home Affairs is terminated.
25 November 2023	The Secretary of PM&C provided a report for the purposes of section 59 of the Public Service Act to the Prime Minister.
24 November 2023	The Secretary of PM&C called Mr Pezzullo, with the APS Commissioner, to afford Mr Pezzullo procedural fairness ahead of any recommendation being made to the Prime Minister.
23 November 2023	Ms Briggs provided her report to the APS Commissioner, who provided it to the Prime Minister.
27 September 2023	Prime Minister approves miscellaneous leave with pay. APS Commissioner writes to Mr Pezzullo informing him of the commencement of the inquiry.
26 September 2023	Ms Briggs appointed by the APS Commissioner to undertake the inquiry.
25 September 2023	Allegations became a matter of a Code of Conduct inquiry to be investigated by Ms Briggs under the Public Service Act. Mr Pezzullo agrees to stand aside while the Code of Conduct inquiry is undertaken.
24 September 2023	Government becomes aware of Mr Pezzullo's conduct through media reporting. Minister O'Neil refers the allegations to the APS Commissioner.



CLEARANCE SUMMARY

Kylie Barber Assistant Commissioner	Integrity, Performance and Employment Policy	Clearance date 2 May 2024	s47F
s47F A/g Director	Integrity Investigations and Conduct	s47F	
Finance team quality assurance	N/A	N/A	
Consultation	General Counsel	Is content sensitive? ¹	Yes

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.

APS-wide Bargaining

Subject/Issue

The *Public Sector Workplace Relations Policy 2023* sets out the Government's expectations for bargaining in all Commonwealth agencies. This includes a commitment to facilitate service-wide bargaining in the APS as part of the desire to provide better pay and conditions and be a model employer.

Key facts and figures

- APS service-wide bargaining concluded on **30 November 2023**, having delivered an **11.2 per cent** pay increase and a package of **59 common conditions** included in all APS enterprise agreements.
- The final ballot closed on **3 April 2024**. All **103** agreement ballots were successful, with an average support rate of **96 per cent** across the service.
- All **103** agreements were **approved** by the Fair Work Commission and commenced operation by **9 May 2024**.

Key points

APS service-wide bargaining

- The APS service-wide bargaining process is now complete.
- The APSC's focus has now shifted to drafting of implementation guidance and policy, with consultation and focus groups underway.
- The APSC intends to provide implementation guidance for the APS on **15** priority matters including Parental Leave, Executive Level – Time off In Lieu and Flexible Working Arrangements.
- The first common pay increase under any subsequent round of APS bargaining will be due in **March 2027**.
 - It is a matter for Government to consider whether it will seek to duplicate the current bargaining process in the future, or take an alternative approach to bargaining in the APS.

Expanded eligibility for the one-off payment

- The final government pay offer included bringing forward the initial pay increase to 21 December 2023.
- A one-off payment made to employees represented the additional earnings from a **4 per cent** increase from **21 December 2023** until salary rates were formally increased on **14 March 2024**.
- Eligibility for the one-off payment arose where agencies entered their access period on or before **14 March 2024**, and attained a subsequent successful ballot.
- On **5 April 2024**, updated advice on eligibility for the one-off payment was provided to Agency Lead Negotiators.
- The advice notes that agencies can expand eligibility for the payment to employees who did not receive the payment due to the timing of a movement between APS agencies.
- This approach recognises that the intent of the payment was to encourage affirmative votes on enterprise agreements and that a key aspect of the APS-wide bargaining process was to better facilitate mobility across the APS.

APS wide bargaining process

- **66** bargaining meetings were held between unions, employee bargaining representatives and the Chief Negotiator.
- The Government made three pay offers during bargaining:
 - 16 May 2023 – initial pay offer of **10.5 per cent** over 3 years
 - 29 August 2023 – revised offer of **11.2 per cent** over 3 years, and
 - 23 November 2023 – final offer of **11.2 per cent** over 3 years and **bringing forward timing of the initial payment to 21 December 2023**.
- The Statement of Common Conditions was released **30 November 2023**.
- The Statement provides **59** APS-wide common conditions, **24** conditions that were referred to agency-level bargaining, and **22** conditions that must be maintained.

Background

The *Public Sector Workplace Relations Policy 2023* was released on **28 March 2023**. The Policy contains separate arrangements for APS and non-APS agencies.

APS agencies employ staff under the *Public Service Act 1999*. Non-APS agencies employ staff under enabling legislation other than the *Public Service Act 1999*.

APS service-wide bargaining

Since 1997, Commonwealth agencies have bargained enterprise agreements as individual enterprises, subject to provisions of the government's policy of the day. Over time, this resulted in increasing gaps in remuneration and differences in conditions between agencies.

The Government identified that addressing the discrepancies in remuneration and conditions of employment between agencies was key for re-establishing the Commonwealth as an employer of choice.

The Policy sets the Government's expectations and preferred approach for APS service-wide bargaining and provided the setting to begin addressing the disparity in pay and conditions across the APS.

Service-wide bargaining for common conditions was led by the APSC, with agencies retaining the ability to bargain on matters necessary to support their specific operating model.

The APSC commenced consultations on service-wide bargaining with employees, agencies and unions in October 2022.

Direct consultation with APS employees was facilitated through a survey distributed to all employees in the week of 23 January 2023. APS employees were updated via an APS Bargaining Newsletter with new information regularly published on the APSC's website, and distributed to Agency Lead Negotiators.

The government committed \$2.6 million under its '*An Ambitious and Enduring APS Reform Plan*' in the October 2022-23 Budget to support service-wide bargaining to address fragmentation in pay and conditions. A further \$2.8 million was made available for this work to continue into 2023-24. The funding supported the APSC's Workplace Relations Bargaining Taskforce which was responsible for the Policy and the effective implementation of service-wide bargaining.

During the Additional Estimates hearing of the Senate Finance and Public Administration Legislation Committee, held on 13 February 2024, the topic of APS bargaining was raised.

Specifically, Senator the Hon Jane Hume sought clarification as to the six APS agencies from which the Australian Public Service Commission was yet to receive a draft enterprise agreement. The question was taken on notice. The response (0063) was tabled on 16 April 2024.

Date:	30 April 2024
Cleared by (SES):	Jo Talbot
Telephone No:	s47F
Group/Branch:	Workplace Relations
Contact Officer:	James O'Reilly
Telephone No:	s47F
Consultation:	Nil
PDR Number:	SB24-000020
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Non-APS Bargaining

Subject/Issue

The *Public Sector Workplace Relations Policy 2023* sets the Government's expectations for Commonwealth agency bargaining as a model employer. The Policy contains separate arrangements for APS and non-APS agencies.

Key facts and figures

- As at 23 May 2024, non-APS employees in **20** agencies have voted in favour of new enterprise agreements.
- **9** non-APS agencies are currently bargaining.
- Non-APS agencies will continue bargaining into 2025 as their current workplace instruments become due for replacement.

Key points

Non-APS bargaining

- The APSC is supporting non-APS agencies and employees to engage in agency-level bargaining, which differs from the APS approach to negotiating common conditions through centralised bargaining.
- The *Non-APS Bargaining – Government Parameters*, released on **1 November 2023**, are informed by the outcomes of APS service-wide bargaining, including the pay offer.
- Employees in a small number of agencies have exercised their right to take protected industrial action as part of the bargaining process.
- These agencies continue to bargain with employees and their representatives in good faith.
- A small cohort of agencies, based on their commercial and competitive circumstances, including Airservices Australia, Australia Post and ASC Pty Ltd (Australian Submarine Corporation), are encouraged to apply the Policy, to the extent practicable.

Background

The *Public Sector Workplace Relations Policy 2023* was released on **28 March 2023**. The Policy contains separate arrangements for APS and non-APS agencies.

APS agencies employ staff under the *Public Service Act 1999*. Non-APS agencies employ staff under enabling legislation other than the Public Service Act.

Non-APS bargaining

Under the Policy, non-APS agencies are encouraged to engage in agency-level bargaining with employees to replace enterprise agreements that have passed their nominal expiry dates. Agencies are supported by the APSC to make remuneration and conditions adjustments to ensure enterprise agreements meet the needs of the agency and employees.

Government Business Enterprises, Public Non-financial Corporations, Public Financial Corporations, the Australian National University, the Australian Broadcasting Corporation and the Special Broadcasting Service are encouraged to apply the Policy, taking into account the commercial nature of their business operations.

On 1 November 2023, the APSC released the *Non-APS Bargaining – Government Parameters* on remuneration and conditions adjustments for non-APS agencies, informed by the outcomes of service-wide bargaining.

Industrial action

Australian Federal Police – The AFP has been bargaining with employees and their representatives since September 2023. Australian Federal Police Association members commenced a number of low-impact actions, including the periodic interruption for members to write slogans on AFP marked vehicles with non-permanent markings. The Community and Public Sector Union has also been granted a Protected Action Ballot Order. The AFP has made an ‘in principle’ offer to staff. The offer includes an 11.2 per cent wage increase, a flat payment of \$871 in lieu of a 0.92 per cent increase, a \$3000 use of force allowance and broadband improvements. The AFP enterprise agreement ballot will run from 24 May 2024 until 31 May 2024.

Airservices Australia (Aviation Rescue and Fire Fighting Enterprise Agreement) – United Firefighters Union Australia (UFUA) members commenced protected industrial action on 22 March 2024 with a range of low impact actions. The UFUA subsequently notified its intention to hold a national 4 hour stoppage on 15 April 2024. Further negotiations with the UFUA saw an ‘in-principle’ agreement reached on 11 April 2024 for the proposed enterprise agreement which includes an 11.2 per cent pay increase over 3 years; revised pay progression; increased overtime rates; one-off sign on payment of \$6000; introduction of new workplace responsibility allowances and leave arrangements consistent with the APS Statement of Common Conditions. The Airservices enterprise agreement ballot will run from 30 May 2024 until 7 June 2024.

Airservices Australia (Air Traffic Control and Supporting Air Traffic Services Enterprise Agreement) – Negotiations with the Civil Air Operations Officers’ Association of Australia (Civil Air) on terms and conditions for a new agreement commenced in November 2023. On 4 April 2024 the Fair Work Commission approved an application by Civil Air for a Protected Action Ballot Order. Members voted in support of industrial action including work stoppages of up to 24 hours; bans on overtime and air traffic controller training. Airservices is working on contingency plans to minimise disruption to the travelling public to the extent possible. Under the Fair Work Act, industrial action must commence within 30-days of the protected

BARGAINING - NON-APS

action ballot result being declared. Civil Air has applied to the Fair Work Commission for an extension of this period. Airservices has consented to this application.

Australian Submarine Corporation (ASC Pty Ltd (South Australia) Enterprise Agreement) –

The ASC has been bargaining with its South Australian employee contingent since October 2023. An application by the Australian Workers' Union for a Protected Action Ballot Order was approved by the Fair Work Commission on 8 March 2024. Members subsequently voted in support of industrial action including stop work meetings of varying times, stoppages on the performance of work anywhere between 30 minutes and 7 days duration, and bans on undertaking overtime and travel outside the local area. The main issue raised by employees and representatives is the pay disparity between the South Australian and Western Australian employee groups.

Australian Maritime Safety Authority Enterprise Agreement – AMSA is currently negotiating a new enterprise agreement with its workforce, which includes Port Marine Surveyors, represented by the Australian Institute of Marine and Power Engineers. On 19 April 2024 AIMPE members engaged by AMSA voted in favour of 13 different types of industrial action, including: bans on work outside of core hours, stoppages of up to 8 hours and bans on specific duties, including National Law Duties. The AIMPE initially provided notice of industrial action on 3 May 2024, however this notice was withdrawn after further bargaining meetings took place between AMSA and the AIMPE. A draft agreement is now being finalised for employee consideration and ballot.

Supporting information

Questions on Notice

- No QoNs asked.

Freedom of Information (FOI) Requests

One FOI request for access to:

- All documents relating to the common condition on parental leave dated on or after 1 October 2023.
- All documents relating to the discriminatory effect(s), if any, of the common condition on parental leave.
- All documents in APSC's possession that have been filed with the FWC regarding the common condition on parental leave (including filed by entities other than APSC).
- All documents expressly referencing s 351 of the Fair Work Act 2009 dated on or after 1 October 2023.
- All documents received from or sent to AFP regarding the common condition on parental leave dated on or after 1 October 2023.

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- [AFP staff handed tentative wage deal](#), Julian Bajkowski, The Mandarin, 19 April 2024
- [Non-APS unions offered +17% to halt airport strikes](#), Julian Bajkowski, The Mandarin, 18 April 2024
- [Australian Federal Police hit by industrial action](#), Julian Bajkowski, The Mandarin, 9 April 2024

Date: 23 May 2024
Cleared by (SES): Jo Talbot
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Group/Branch: Workplace Relations
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Telephone No: s47F
Consultation: Nil
PDR Number: SB24-000021
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Progress of APS Reform

Subject/Issue

The APS is implementing the Government's plan to strengthen the APS through public sector reform.

Key facts and figures

- The Government announced its APS Reform plan in October 2022. It is based on four pillars, to create an APS that:
 1. embodies integrity in everything it does
 2. puts people and business at the centre of policy and services
 3. is a model employer, and
 4. has the capability to do its job well.
- In October 2022, the Government announced \$72.9 million in funding for the APS Reform agenda over three years including:
 - \$40.8 million over three years to deliver immediate benefits for the public sector and broader Australian public
 - \$25 million to establish an APS Capability Reinvestment Fund, and
 - \$7.1 million reprioritised from existing resources, to establish the APS Net Zero Unit in the Department of Finance.
- In the 2023-24 Budget, funding to support APS Reform included:
 - \$8.4 million from the Contingency Reserve to build capability under the first round of the Capability Reinvestment Fund
 - \$10.9 million to establish an in-house consulting function, and
 - \$3.4 million to boost First Nations employment in the APS.
- On 1 November 2023, Minister Gallagher delivered the first Annual Statement on APS Reform. She released the first Annual Progress Report on APS Reform at the same time, showing 44 initiatives were underway, led by 12 departments and agencies, with 25% (11) complete.
- Minister Gallagher also announced the second stage of APS Reform focusing on 3 priority areas, where there is the greatest need for ongoing

reform to bolster integrity, build an outwardly-engaged APS, and continue to strengthen capability.

- On 16 May 2024, changes to strengthen the *Public Service Act 1999* through the *Public Service Amendment Bill 2023*, were passed in the Senate, with amendments.

Key points

- We are continuing to build a stronger public service with the Public Service Amendment Bill passing the Senate.
 - The Bill locks in key APS Reform initiatives to strengthen the core values of the APS; build APS capability and expertise; and support good governance, accountability and transparency.
- Some of the changes in the Bill include:
 - Stewardship has been added as a new APS value.
 - Making it clear that ministers cannot direct agency heads on individual APS staffing decisions.
 - Regular capability reviews have become a requirement.
 - To improve transparency, agencies will be required to publish their APS employee census results, with action plans to respond.
 - Regular long-term insight reports will be commissioned to help grapple with long-term strategic policy challenges.
- Work is continuing to build the capability of the APS so it can better serve the people, the parliament and the government, including:
 - Reducing reliance and spend on contractors and consultants through undertaking the Audit of Employment, establishing the Strategic Commissioning Framework, and standing-up Australian Government Consulting.
 - Building back capability in-house and investing in critical skills through the APS Capability Reinvestment Fund and developing capability in futures and strategic foresight, Asia and the Pacific, and evaluation.

APS REFORM PROGRESS

- Improving the skills and capability of the APS through undertaking the Capability Reviews Program and drafting the APS Digital Workforce Plan.
- The APS is ensuring its employee value proposition is attractive by:
 - Focussing on gender equality and parity in the APS through implementing the review of the Maternity Leave Act and reporting publicly on the gender pay gap.
 - Achieving better alignment of pay and conditions, completing APS-wide bargaining and agreeing common conditions in March 2023.
- We are building community trust in the APS through integrity measures including the National Anti-Corruption Commission, updating the PGPA Fraud Rule provisions and strengthening protections for whistle-blowers.
- We are making sure the APS reflects the community it serves, sets the standard for First Nations employment and cultural competency, as well as equity and inclusion, increasing the number of indigenous leaders through the SES100 program and taking actions under the APS CALD Employment Strategy.
 - As at December 2023, there are 68 First Nations SES in the APS up from 54 in June 2023 (See *Diversity in the APS – SB24-0000026*).
- We are working towards strengthening effective relationships and partnerships between Governments and First Nations peoples which will support implementation of the Priority Reforms under the National Agreement on Closing the Gap.
- The APS is delivering human and user-centred policy and service excellence by:
 - Designing better services around people, business and their needs through the announcement of the Data and Digital Government Strategy, vision for user-centred service excellence and the Government’s response to the myGov user audit.
 - Strengthening public trust through quality external engagement informed by the Charter of Partnerships and Engagement.
- The second stage of APS Reform includes 15 initiatives to further bolster the integrity of the APS. This builds on the first stage of Reform and

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focuses on initiatives that will strengthen appointments and performance of senior APS executives, strengthen the powers of the APS Commissioner, extend the APS values to other government entities, and further build pro-integrity culture and capability.

- Stage 2 of APS Reform is also focused on building an outwardly engaged APS – by building capability, resources and activities to help the APS undertake quality engagement (including with the business sector) and improve service outcomes.
- The APS is also scoping ways to further strengthen capability through exploring different ways to attract and retain talent, strengthening leadership, mobility and the APS Digital Workforce Plan.
- The APS Reform agenda draws on a broad set of source material, including the 2019 Independent Review of the APS; the Government's election commitments; lessons learned from the COVID-19 pandemic; past reform activities undertaken across the APS; elements of the National Agreement on Closing the Gap; and international experience of public sector reform, including in the UK and New Zealand.
- As of November 2023, all 40 Thodey Review recommendations are supported, either in part or in full, and a one-off explanation of their delivery is published on the APS Reform website.

If asked about in-house consulting:

- Australian Government Consulting (AGC) was established as an in-house consulting function under a Government commitment of \$10.9 million over two financial years from 2023-24. AGC has already completed three projects for APS clients. AGC will increase from 19.5 ASL in 2023-24 to 38 ASL in 2024-25.
 - AGC is aiming to complete at least 15 projects over its first two (2) years (to 30 June 2025).

Supporting information

Questions on Notice

- No QoNs asked.

Freedom of Information (FOI) Requests

- No FOIs asked.

Recent Ministerial Comments

- Nil.

Relevant Media Reporting

- Fiery debate set up over rise of APS jobs, Miriam Webber, Canberra Times, 16 May 2024
- AFR - Public servant numbers explode as contractors cut, The Australian Financial Review, 15 May 2024
- Purge of consultants heralds jobs boom, Tom Burton, The Australian, 15 May 2024
- [So-called 'reform' works against productivity objective](#), Gary Banks, Australian Financial Review, 18 April 2024
- [Secretaries board directed to maintain APS reform, hone strategic focus](#), Melissa Coade, The Mandarin, 17 April 2024.
- [Reform on roids? Up the dosage, Paddy Gourley](#), The Canberra Times, 15 April 2024
- [PM vows to mend APS' reputation in final address](#), Justine Landis-Hanley, The Canberra Times, 8 December 2023.
- [Glyn Davis wants the public service to surrender control](#), Tom Burton, Australian Financial Times, 7 December 2023.
- [Gallagher puts pedal to the metal to revive permanent public service jobs](#), Melissa Coade, The Mandarin, 1 November 2023.

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Consultation: Nil
PDR Number: SB24-000022
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Review of PS Board Appointments

Subject/Issue

Ms Lynelle Briggs AO undertook a review of public sector board appointments processes. Ms Briggs' report is being considered by Government.

Key facts and figures

- Review commenced on 5 February 2023.
- Terms of Reference are on the APS Reform website.
- Final Report is with Government for consideration.
- The Government has committed to publishing the Review Report.

Key points

- When the APS Reform agenda was announced in October 2022, a review of arrangements and processes for appointments to public sector boards was also announced.
- The Government appointed Ms Lynelle Briggs AO to undertake the Review.
- The purpose of the Review was to consider and propose appropriate standards for the processes by which board members are appointed to government boards.
- The Review focussed on:
 - clarifying the role of public sector boards and what skills and processes are needed
 - options for transparent processes to identify and recruit board members
 - how Ministers are advised on selection of board members, and
 - improving the diversity of board membership (including gender, CALD, First Nations and geographic representation on public sector boards).
- Ms Briggs also considered how arrangements and processes may be used to enhance integrity and trust in the institutions of Government.
- The Review did not examine current or past board appointments or appointment processes related to specific individuals.

Why hasn't the review been published?

- The timing of the publication of the report is a matter for Government.
 - The recommendations in the Review impact all portfolios.
 - Many boards are governed by multiple different pieces of enabling legislation.

When will it be published?

- The timing is a matter for Government.
- The Government will consider the report and all the recommendations prior to publication.

How much did the review cost?

- The contract value was \$160,000 (exc. GST) or \$176,000 (incl. GST).

***If needed* – Key information – yet to be released**

- The final Report was provided to the Government in August 2023.
- The final Report provides a comprehensive review of the existing system and is informed by conversations with current and previous Ministers, their offices, current and former public sector board members, international jurisdictions, Secretaries and APS officials.
- Due consideration is being given to these matters as part of a Government response.

Background

The Review was conducted by Ms Lynelle Briggs AO between February and August 2023.

Ms Briggs was supported by a small secretariat in the Department of the Prime Minister and Cabinet to assist with the administration of the Review. She brought extensive public sector experience in both the Commonwealth and other jurisdictions.

Ms Briggs was the CEO of Medicare Australia, overseeing the significant service reform merging Medicare, Centrelink and the Child Support Agency, and was the Australian Public Service Commissioner for 5 years. She has served on several public and private sector boards and has conducted a number of reviews for various government agencies and ministers.

How was Ms Briggs appointed?

Ms Briggs was appointed through a limited tender process. She met the specific and unique requirements needed to lead and conduct the review. The procurement process was carried out in accordance with the Commonwealth Procurement Rules. This included an assessment against objective criteria to ensure suitability to meet the requirements of the contract.

Who was consulted as part of the Review?

Ms Briggs met with over 50 individuals in her role as reviewer. She consulted across the APS, with Ministers, and with current and former Board members, and individuals from the public and private sectors with relevant insights on public sector boards to support this Review.

Supporting information

Questions on Notice

- QoN 0067. Review of Public Sector Board Appointments. Estimates on 24 October 2023. Answered on 13 December 2023.
- QiW 379. Public Sector Board Appointments Final Report. House of Reps Question on 14 November 2023. Answered on 15 December 2023.

Freedom of Information (FOI) Requests

- FOI request (LEX 744) is registered on the [APSC Website](#) FOI Disclosure Log.

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- In an article, **Reform on roids? Up the dosage**, published in the Canberra Times on **15 April 2024**, journalist Paddy Gourley refers to the appointment procedures for senior officials and the study commissioned by Minister Gallagher almost 18 months ago on how to do statutory appointments.

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PDR Number: SB24-000023
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Public Service Amendment Bill 2023**Subject/Issue**

The *Public Service Amendment Bill 2023* was introduced in the House of Representatives in June 2023. It will change the *Public Service Act 1999* to lock in key APS Reform initiatives. The Bill was passed by the Senate on 16 May 2024. It will then progress to the House of Representatives for agreement before Royal Assent.

Key facts and figures

- *Public Service Amendment Bill 2023* proposes changes to the Public Service Act 1999.
- Introduced in the House of Representatives on 14 June 2023.
- Passage in the House of Representatives on 1 August 2023, read first time in the Senate on 2 August 2023.
- Bill referred to Senate Standing Committee on Finance and Public Administration Legislation for inquiry and report.
- Committee released its report on 30 August 2023 with one recommendation that the Bill be passed in the Senate.
- On 17 October 2023, the Government circulated proposed amendments to the Bill for consideration by the Senate.
- On 16 May 2024, the Bill was passed by the Senate with amendments.

Key points

- Subject to the passage of legislation, the Bill will:
 - Enshrine Stewardship as an APS Value.
 - Establish a process for regular, evidence-based and public engagement-driven long-term insights briefings.
 - Require annual publication of agencies' aggregate APS Census results.
 - Require regular, independent and transparent capability reviews.
 - Require Agency Heads to put in place measures that enable decisions to be made by APS employees at the lowest appropriate classification.

- Reaffirm the apolitical role of the APS by making it explicit that Ministers cannot direct Agency Heads on employment matters.
- The changes will:
 - Strengthen the APS's core values.
 - Build the capability and expertise of the APS.
 - Support good governance, accountability and transparency.
- On 17 October 2023, the Government circulated proposed amendments to the Bill for consideration by the Senate.
- These proposed amendments:
 - Require that capability reviews and long-term insights reports are tabled in both houses of the Parliament.
 - Require Ministerial consultation be undertaken as part of the capability review of an agency.
 - Remove the requirement for Secretaries Board to develop an APS Purpose Statement.
- These amendments respond to the issues raised in the reports by the Finance and Public Administration Legislation Committee and the Senate Standing Committee on the Scrutiny of Bills and the accompanying commentary.
- These amendments were approved by the Senate on 16 May 2024.

Why has the Bill been criticised?

- The Bill was criticised in 2023 for not taking ambitious enough steps in response to integrity-related matters.
 - This Bill implements foundational elements of the Albanese Government's APS Reform Agenda announced in October 2022.
 - The Government's approach to achieve long-lasting reform is through a manageable and staged implementation process.
 - The Bill is a first legislative step to create a foundation that can continue to be built on in the long term.

Who was consulted?

- There have been multiple streams of consultation on the Bill:
 - **Stewardship:** Over 1,500 responses to the survey on stewardship as an APS Value during March and April 2023.
 - **Broader legislative agenda:** Consultation with APS agencies and employee representative groups on the broader legislative reform agenda.

- **Public consultation on the Bill:** During May 2023, including an overview paper, an exposure draft Bill and explanatory material.
- **Thodey Review:** More than 11,000 pieces of feedback received during the Thodey Review.

Background

In October 2022, the Government announced its APS Reform Agenda and signalled its intent to introduce changes to the *Public Service Act 1999* through the *Public Service Amendment Bill 2023*. Notwithstanding the single recommendation in the report of the Senate Standing Committee for Finance and Public Administration Legislation, the Coalition indicated the intent to introduce amendments in the Senate.

What is the rationale for the proposed Government amendments?

The amendments to the Bill respond to the issues raised in the reports by the Finance and Public Administration Legislation Committee and the Senate Standing Committee on the Scrutiny of Bills and the accompanying commentary.

Why doesn't this Bill go further?

This Bill implements foundational elements of the legislative measures of the Albanese Government's APS Reform Agenda announced in October 2022. The Government is delivering APS Reform in a staged and sequenced way. The Bill creates a foundation upon which reform can build in the long term. Additional initiatives on integrity, capability and an outwardly engaged APS were announced on 1 November 2023.

Why is legislation being introduced for measures that are already being undertaken?

Reforming an organisation as large as the APS takes time and sustained effort. The Bill aims to ensure enduring reform by clearly establishing and embedding the expectations of the APS. While legislative reform on its own is not enough to change culture, it will set in train some foundational elements to ensure a strong base from which to build over the longer term.

When are the changes proposed to commence?

The changes will commence 6 months after Royal Assent.

Why is the Government now seeking to remove the APS Purpose Statement from the Bill?

The Government is moving an amendment to remove the legislative requirement for the Secretaries Board to develop an APS Purpose Statement.

- This change responds to the Finance and Public Administration Legislation Committee Report and the accompanying commentary that raised reservations in how a legislated requirement for a purpose statement may intersect with the existing provisions in the *Public Service Act*.
- The character, purpose, and operation of the APS will continue to be subject to oversight and accountability by the Parliament.
- This will be enacted through the existing provisions in the *Public Service Act* that outline the overarching role of the APS: a Service that is apolitical, efficient and effective in serving the Government, the Parliament and the Australian public.
- Any future work to support the APS in articulating their role and purpose will align with the existing provisions under the Act and serve as an operational mechanism for the public service to develop a unifying vision for public servants.

What is achieved by introducing requirements for the tabling of capability review and long-term insights reports?

Introducing requirements for capability review and long-term insights reports to be tabled in both houses of the Parliament provides greater transparency and visibility of these reports through the parliamentary process.

- Tabling capability review reports will strengthen the accountability of public service agencies to the Parliament and further foster a culture of continuous improvement.
- Tabling long-term insights reports will provide greater transparency through each stage of the review process, and provide opportunity for open discussion in Parliament on medium and long term challenges and opportunities facing the nation.

Why was there a proposal to require consultation with Agency Ministers on Capability Reviews?

To further strengthen the capability review process and address comments made by the Finance and Public Administration Legislation Committee, the Government introduced an amendment to require consultation be undertaken with the responsible Agency Minister as part of a capability review of that Agency to better inform the review.

Why was stewardship proposed as an APS Value?

Under the *Public Service Act 1999*, Secretaries, the APS Commissioner and Secretaries Board are required to act as stewards of their departments and, in partnership, of the APS. The Thodey Review found that legislating stewardship would give it broader application to guide the enduring role of the APS.

Enshrining stewardship as an APS Value will ensure APS employees are able to see how their individual behaviours contribute to stewardship of the APS. Stewardship is defined in the Bill as ‘the APS builds its capability and institutional knowledge, and supports the public interest now and into the future, by understanding the long-term impacts of what it does.’

Why doesn't the Bill include a diversity and inclusion measure?

Currently, the APS Employment Principles in section 10A of the *Public Service Act* stipulate that the APS is a career-based public service that recognises the diversity of the Australian community and fosters diversity in the workplace.

One of the key pillars of APS Reform is for the APS to be a model employer. The APS already has a number of existing diversity and inclusion strategies in place. The APSC re-established its Diversity and Inclusion Branch on 27 November 2023 and there is significant work already underway to promote diversity in the APS. This includes the APS Culturally and Linguistically Diverse (CALD) Employment Strategy. The CALD strategy was released in April 2024.

Supporting information

Questions on Notice

- No QoNs asked

Freedom of Information (FOI) Requests

- No FOIs asked

Recent Ministerial Comments

- Joint Media Release by Minister Gallagher and Assistant Minister Gorman on 17 May 2024 announcing “Public Service Amendment Bill passes the Senate”.

Relevant Media Reporting

- **APS rehabilitation laws pass senate unmolested**, Julian Bajkowski, The Mandarin, 17 May 2024, discusses the passage of the Bill following debate on the size of the APS.
- In an article, **Reform on roids? Up the dosage**, published in the Canberra Times on 15 April 2024, journalist Paddy Gourley refers to the amendment bill as avoiding major needs and containing more trivial matters than is necessary and is wrong-headed in proposals.

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Consultation: Nil
PDR Number: SB24-000025
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Diversity in the APS

Subject/Issue

The APS needs to better reflect the community it serves including First Nations peoples, gender diversity, people with disability and culturally and linguistically diverse people. By setting the standard as a model employer and representing the diversity of the community, the APS workforce brings the richness of different backgrounds, insights and experience to policy implementation and delivery.

Key points

- The SES100 recruitment activity seeks to boost **First Nations** employment in the APS, at Senior Executive levels, to 100 by June 2025.
 - Prior to launching SES100 (6 November 2023), First Nations SES representation was 54, (1.7%) of the SES cohort (as at June 2023).
 - Following announcement of the SES100 project, there was a small increase to the number as First Nations peoples were recruited from existing merit lists. As at 31 December 2023, the number was 68.
 - The SES100 process had 209 applications, and 90 interviews were held. The merit pool at the end of the process resulted in 39 suitable applicants.
 - As at 10 May 2024, 9 candidates have accepted offers for SES roles across 6 APS agencies from the merit list.
 - We expect the number of First Nations SES to now be around 80, but won't be able to confirm until after 30 June 2024, when the next APS employment data is released.
- APS **CALD** Employment Strategy and Action Plan was launched on 30 April 2024 to improve cultural capability and awareness, promote cultural safety and implement better informed recruitment practices.
 - The APS is setting a target to increase CALD representation in the SES to 24% and lift representation from 11% (current) to 15% within 4 years.
 - Efforts in this space include capability uplift for managing diverse teams, building cultural intelligence, and eliminating racism in the workplace (for example, MOSAIC Digital Magazine).

- The APS achieved a milestone of **gender** parity at SES Band 2 classification with women comprising 50.1% of this cohort.
 - Women have reached and in most cases exceeded parity with men at every level from APS 1 to SES Band 2.
 - APS gender pay gap has reduced every year since 2015 (9.1%). It is currently 5.2%.
 - Supported by the Respect@Work guidance and framework, the APS Commission and agencies are implementing tools, education and supports for agencies for the prevention of sexual harassment and similar unlawful behaviours occurring in the first place.
- The APS Commission has established a **Disability** Royal Commission Discovery Project to support the implementation of the five recommendations focused on improving the attraction and retention of people with disability in the APS.
 - Initial focus will include an investigation into new employment targets for the sector and APS-wide workplace adjustment principles and passports.
 - In March 2024, the Department of Finance released a report on **dignified access** as a means of creating inclusive workplaces. The report highlights accessibility barriers faced by current employees, potential new employees and visitors and makes recommendations to address these challenges.
- In March 2024, the APS Commission launched **ADDRESS: An APS model for responding to psychosocial hazards**, a first-of-its-kind model to support APS agencies by providing tools to identify and respond to psychosocial hazards in the workplace that could arise from, or be caused by, **factors such as workplace behaviours**, interactions and work environments.

Background

The APS Commission has developed five key workforce and diversity strategies to drive change and create a more diverse and inclusive workforce:

- APS Workforce Strategy 2025
- Commonwealth Aboriginal and Torres Strait Islander Strategy 2020-24
- APS Disability Employment Strategy 2020-25
- APS Gender Equality Strategy 2021-26
- APS Culturally and Linguistically Diverse Employment Strategy and Action Plan.

Progress has been made in some areas through these strategies, but sustained effort is required. Over the next 12 months the APS Commission will be reviewing next steps for our diversity strategies.

Whole of APS Champions, at Secretary level, have been appointed to continue to drive change.

First Nations

The Government is committed to boosting First Nations employment in the APS to 5% by 2030. The APS Commission has established a dedicated First Nations Unit to drive efforts to increase representation in senior leadership roles and increase cultural competency.

Disability

The Government is committed to a target of 7% employees with disability by 2025.

In the de-identified 2023 APS Employee Census, 10.9 per cent of respondents identified as having disability. This indicates that at least 5.7 per cent of employees who identify as having disability in the Census, do not share that information in HR systems.

In the next couple of months, the Behavioural Economics Team in PM&C, in partnership with the APS Commission, will release a report on identification barriers and potential ways to improve identification in HR systems. While this report focused on disability, the outcomes and potential solutions are relevant to all diverse groups

To increase transparency, the mid-strategy evaluation of the APS Disability Employment Strategy 2020-25 was published on the APS Commission's website earlier this year.

CALD

Barriers to employment for CALD employees and racism has been raised in a number of estimates hearings over the last two years.

The APS is strengthening outcomes for the CALD community on a number of fronts including the APS CALD Employment Strategy, MOSAIC, Home Affairs' Multiculturalism Framework, and the Australian Human Rights Commission's National Anti-Racism Framework and Campaign.

Gender

On many metrics the APS leads the way on gender equality with very small gender pay gaps within each classification level, nonetheless, gender equality remains a focus and there is still much to do.

Respect at work and sexual harassment in the APS was raised at the last two estimates in regard to graduate cohorts. Work is underway to improve education and on-boarding of graduates with regard to values and behaviours.

The APS is working on advice to support agencies to build their understanding of workforce gender data. Information on APS gender pay gap data is publicly reported in the APS Commission's State of the Service Report.

The Workplace Gender Equality Agency (WGEA) released gender pay gaps for nearly 5,000 private sector employers with 100 or more employees on 27 February 2024. WGEA will also publish Commonwealth employer gender data by early 2025.

Mental health and wellbeing

The APS Mental Health and Suicide Prevention Unit is a centre of expertise for the APS and works closely with agencies to promote whole-of-service development of workforce literacy, capability and expertise in mental health, wellbeing, psychological safety and suicide prevention. By helping agencies increase their overall workplace psychological safety, the Unit is supporting agencies to build safe and inclusive work environments for all staff.

Supporting information

Questions on Notice

- Question reference numbers: 84, 811, 812 and 813.

Freedom of Information (FOI) Requests

- Informal FOI request LEX 728: Administrative access granted to applicant for a copy of the mid-point evaluation of the APS Disability Employment Strategy.

Recent Ministerial Comments

- [A new strategy to achieve culturally representative leadership in the APS](#), Media release from the Hon Patrick Gorman, Assistant Minister for the Public Service, 30 April 2024

Relevant Media Reporting

First Nations

- [A Cautionary Tale on SES100 - Navigating Pitfalls on Employment Initiatives](#), LinkedIn, 16 November 2023
- [APS recruitment plan to double First Nations talent in senior leadership ranks](#), Melissa Coade, The Mandarin, 6 November 2023.
- [Albanese Government set to double the amount Indigenous leadership roles in the public service](#), Brendan Foster, National Indigenous Times, 6 November 2023.

Gender

- [Secret report warns Australian Border Force's marine unit is 'not safe for women'](#), Paul Karp, The Guardian, 24 April 2024
- [Status of Women in Report Card: Australia ranked 26th globally for gender equality](#), Aisling Brennan, The Australian, 7 March 2024
- [Infrastructure 'hotties list' prompts new respectful workplace program](#), Dan Holmes, The Mandarin, 18 February 2024

Disability

- [Disability or identity: the autism divide](#), Stephen Lunn, The Australian, 8 April 2024

- [Disability royal commissioner criticises governments for slow response to final report](#), Stephen Lunn, The Australian, 6 March 2024
- [People with disability face tough odds](#), Adrian Rollins, The Canberra Times, 23 October 2023.

Cultural and Linguistic Diversity (CALD)

- [APS to set targets for diverse leadership](#), Miriam Webster, The Canberra Times, 30 April 2024.
- [Our public service needs cultural diversity targets](#), Jin Lim, The Mandarin, 25 January 2024.
- [Discrimination must be eliminated from the public service](#), Andrew Leigh, The Mandarin, 16 May 2023.

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PDR Number: SB24-000026
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CALD Strategy

Subject/Issue

The APS Culturally and Linguistically Diverse Employment Strategy and Action Plan addresses issues that affect CALD people working in the APS.

Key points

- The Strategy has five Headline Actions, which are proposed for implementation by all agencies. These are practical, tangible actions to:
 - Uphold the standard for cultural safety.
 - Develop an organisational culture that values diversity across the APS.
 - Promote individual cultural capability.
 - Improve key process points for recruitment, mobility and promotion.
 - Increase CALD employee SES representation in the APS to match that of the Australian community.
- All Actions are mandatory and interdependent. A key indicator of success will be senior CALD representation.
 - The Strategy sets a benchmark of 24% to increase CALD representation in the SES to reflect the Australian population.
 - To achieve the benchmark of 24% there are three interim benchmarks over the six year term of the Strategy: 13% in year 2, 15% in year 4 and 17% in year 6, with a clear ongoing trajectory towards 24%.
 - Non-SES CALD representation is on par with the Australian population at 25%. However, this representation drops sharply at the senior executive levels, as highlighted by data around career progression.
 - Currently the APS average for CALD representation in the SES is 11% with individual agency SES representation ranging from 4% to 19%.
- The Headline Actions target barriers and challenges that were most prominent and frequently raised throughout all consultations by:
 - Building on existing requirements by introducing an APS Statement of Leadership to Support Cultural Diversity to ensure that the standard for culturally respectful and safe workplaces is upheld.
 - Building an APS-wide Interagency CALD SES Champion Network and developing a curated collection of multi-media learning resources to build cultural capability.

- Building individuals' cultural understanding and literacy through embedded training and self-reflection.
- Improving transparency and inclusiveness to address systemic recruitment and retention issues.
- Embedding recruitment processes to build representation that matches the population.
- All agency heads will be required to report their progress on the Headline Actions and on their own Agency Action Plans to improve the experience for CALD employees.

Background

The public consultation ran between 15 November 2023 and 15 December 2023. The Consultation sought feedback on the Toolkit of actions.

185 responses were received. 84% of responses were from people within the Commonwealth public sector. Submissions were received from external organisations including the Australian Human Rights Commission, Diversity Council of Australia, Federation of Ethnic Communities' Councils of Australia, CPSU and Cultural Infusion.

Feedback on the Toolkit of actions was highly supportive: 93% of responses were in support of the goals and development of the APS CALD Employment Strategy, with 51% responses showing strong engagement by offering suggestions for refining the actions.

Supporting information

Questions on Notice

- QoN 56. Anti-racism education or training. Supplementary Budget Estimates, October 24, 2023

Freedom of Information (FOI) Requests

- No FOIs asked

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- [Elevating ethnic and cultural diversity across the APS and beyond](#), Jieh-Yung Lo, The Mandarin, 28 October 2022.
- [Faruqi to talk with Gallagher about 'unacceptable' APS CALD diversity](#), Anna Macdonald, The Mandarin, November 9, 2022.
- [Why a cultural diversity target for public sector leadership is overdue](#), Afeeya Akhand, The Mandarin, January 23 2023.
- [Discrimination must be eliminated from the public service](#), Andrew Leigh, The Mandarin, May 16 2023.
- [Our public service needs cultural diversity targets](#), Jin Lim, The Mandarin, January 25 2024.
- [APSC announces 24% CALD target for SES ranks](#), Dan Holmes, The Mandarin, April 30, 2024.
- [Australian Taxation Office ranked most culturally diverse APS agency](#), Julian Bajkowski, The Mandarin, May 2, 2024.
- [Services Australia reclaims its multicultural mojo, APSC CALD out over diversity](#) Julian Bajkowski, The Mandarin, May 6, 2024.

Date: 8/5/2024
Cleared by (SES): Subho Banerjee
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Contact Officer: s47F
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Consultation: Nil
PDR Number: SB24-000027
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APS employment data**Subject/Issue**

The Government is growing the APS workforce to rebuild internal capability and expertise as part of our plan for a stronger public sector delivering for the Australian people.

Key facts and figures

- As at 31 December 2023, there were 177,442 employees in the APS. This is a 9.9% increase (15,966 employees) from the same time in 2022.
- In the 2023 calendar year, there were:
 - 26,764 ongoing employee engagements (an increase of 38.9% from 2022)
 - 11,065 ongoing employee separations (a decrease of 5.8% from 2022).
- The number of non-ongoing employees increased by 284 over the 2023 calendar year, and as at 31 December 2023 this equated to 10.1% of the APS.
- The proportion of the APS based in Canberra was 38.1% (compared to 38.6% in 2022).
- In the past year there was little change in the working hours of APS employees:
 - 83.8% work full-time (up 1.5%)
 - 12.2% work part-time (down 0.7%)
 - 4.1% work casual hours (down 0.7%).
- The 2024-25 Federal Budget provided an estimate of the Average Staffing Level (ASL) for the General Government Sector (excluding ADF) as 209,150. Of this, the ASL estimate for APS agencies is 178,060.

Key points

- The APS workforce continues to rebuild internal capability, growing by 9.9% over the 2023 calendar year.

EMPLOYMENT DATA

Background

The Australian Public Service Commission maintains data on staff employed under the *Public Service Act 1999*. The Commission measures the headcount as a point-in-time count of overall employee numbers. It does not collect data on average staffing level (ASL).

The ASL measure is not directly comparable to headcount. ASL adjusts for hours worked, whereas headcount does not (for example, 2 x 0.5 part-time staff would be shown as an ASL of 1 and headcount of 2). Further, ASL measures average staffing over the entire reporting period, whereas headcount is a count as at a single point in time.

Location of APS employees

Location	31 December 2022		31 December 2023	
	Headcount	%	Headcount	%
ACT	62,328	38.6	67,549	38.1
VIC	26,903	16.7	29,663	16.7
NSW	26,829	16.6	29,278	16.5
QLD	20,019	12.4	22,640	12.8
SA	10,477	6.5	11,901	6.7
WA	7,668	4.7	8,570	4.8
TAS	4,116	2.5	4,415	2.5
NT	1,782	1.1	2,057	1.2
Overseas	1,354	0.8	1,369	0.8
All	161,476	100.0	177,442	100.0

The most recent employment data was released on 28 March 2024 and provides data as at 31 December 2023. The next employment data release will be on 27 September 2024 to report data as at 30 June 2024.

Supporting information

Questions on Notice

Additional Estimates 2023-24 Senate Finance and Public Administration Legislation Committee, 13 February 2024. Question Reference number 0062 (SQ24-000001):

- Senator Jane Hume requested the number of APS staff employed as at each financial year over the previous ten years, which was provided by the APSC.

Freedom of Information (FOI) Requests

- No FOIs asked.

Recent Ministerial Comments

As outlined in the below media article, Senator Katy Gallagher responded to Senator Jane Hume's questioning of the increased Average Staffing Level (ASL) announced in the Federal Budget by noting that staff are necessary for the delivery of frontline services.

Relevant Media Reporting

- [Fiery debate set up over rise of APS jobs](#). Miriam Webber. The Canberra Times. 16 May 2024. Cites Senator Jane Hume's criticism of the budgeted government workforce increase, and her view that the value of the additional workforce is unclear. Senator Gallagher responded that the increase is necessary to deliver important frontline services and is consistent with the Government's election commitment to reduce outsourced labour and rebuild public service capability.

Date: 16/5/2024
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Contact Officer: S47F
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Consultation: Nil
PDR Number: SB24-000028
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**Reducing reliance on contractors and consultants
(Strategic Commissioning Framework APS Guidance)****Subject/Issue**

The Australian Government is reducing reliance on contractors and consultants while strengthening APS capability. This includes bringing core work back in-house, as agency heads implement the Strategic Commissioning Framework.

Key facts and figures

- The APS Strategic Commissioning Framework has been released:
 - 24 October 2023 Framework released
 - 1 December 2023 Resources toolkit published (APSC website)
 - January-April 2024 Additional guidance published (APSC website) (core work, process map, targets and reporting)
- Agencies are working to implement the Framework:
 - By June 2024 Agencies will identify their core work and set targets for 2024-25. Targets to be published in corporate plans and reported to the APSC
 - End 2024 APSC report to Minister and public update
 - Second half 2025 First progress reporting against agency targets.
- The original Audit of Employment (released May 2023) found in 2021-22, 112 agencies employing staff under the *Public Service Act 1999* had an external labour workforce of 53,900 staff at a cost of \$20.8 billion. As a proportion of the total departmental expenditure, agencies spent 1 in every 4 dollars on external labour.
 - The Government will conduct a new Audit of Employment to measure how the public service is delivering on the commitment to reduce its reliance on external labour.
- Agencies are already beginning to rebalance their workforce. Currently 8,816 public service roles have been created to replace work previously undertaken by contractors and consultants: 2,502 roles in the 2024-25 Budget, 3,314 in the 2023-24 Budget, and 3,000 roles in Services Australia, as outlined in *2024-25 Budget Paper No.4*.
- In the 2024-25 Budget, the Government is delivering additional savings of \$1.0 billion over four years from 2024-25 by further reducing spending on external labour. This builds on the 2022-23 October Budget measure which provided \$3.0 billion in savings over five years from 2022-23.

CONTRACTORS AND CONSULTANTS

Key points

- The Strategic Commissioning Framework is part of a suite of initiatives to reduce APS reliance on contractors and consultants.
- The intent is to deepen APS capability and reduce the risks of excessive outsourcing to integrity, expertise and public trust.
- The concept of core work is at the heart of the framework. Core work must be done by APS employees, with some exceptions.
 - The framework lists a number of functions that are considered core work APS-wide. For example, this includes drafting Cabinet Submissions recommendations, drafting regulation, leading policy development, and occupying a role on an agency's executive board.
 - In addition, each agency must identify its agency-specific core work.
- Where core work is currently outsourced, agencies must set targets to bring it back in house. This can involve:
 - Recruiting new employees.
 - Reassigning or reskilling existing employees, based on priorities.
 - Partnering with other Commonwealth agencies to deliver the work.
- We will have visibility of agency targets in the second half of 2024.
 - High-level targets will be published in 2024 agency corporate plans.
 - The APSC will compile a service-wide picture of targets, based on agency reporting.
 - The Government has a strong expectation that agencies will reduce their spending on external labour. Targets must have a material and tangible impact.
 - The APS Commissioner will brief me on implementation at the end of 2024 and publish an update.
- Progress reporting will begin in 2025. At the end of each financial year, agencies will report progress against their targets – both in their annual report and through APSC monitoring. This will show savings from reduced outsourcing in line with agency targets.
- This is a system-level change to resourcing core work. It will take time to implement, but agencies are on their way.
- There will be circumstances where use of external labour is appropriate, particularly where the work is not core. In those instances, the framework encourages agencies to consider small business and First Nations businesses in line with the Commonwealth Procurement Rules.

CONTRACTORS AND CONSULTANTS

- There are other aligned initiatives such as:
 - the Australian Government Consulting service in the Department of the Prime Minister and Cabinet that helps reduce reliance on outsourcing to external consultants
 - the Commonwealth Supplier Code of Conduct led by the Department of Finance which will strengthen the integrity and ethical conduct of suppliers
 - the Audit of Employment
 - contractor conversions in Budget (public service roles created to replace work undertaken by contractors and consultants)
 - \$4 billion savings delivered through Budget measures by reducing spending on external labour

Background

The Strategic Commissioning Framework was released on 24 October 2023, the same day as the APSC's October estimates hearing. Senator Barbara Pocock asked high level questions about expected targets and which agencies the framework will apply to. Senator Pocock asked questions on ASL and workforce growth at Additional Estimates in February 2024.

Supporting information

Questions on Notice

- QoN 0075 (SQ24-000009), *APS workforce growth*. Additional Estimates. Asked February 2024. Response tabled 16 April 2024.
- QoN 0060 (SQ23-000136), *Agencies the APS Strategic Commissioning Framework does not apply to*. Supplementary Budget Estimates. Asked October 2023. Response tabled December 2023.

Freedom of Information (FOI) Requests

- No FOIs asked

Recent Ministerial Comments

- [Labor to achieve an additional \\$1 billion in savings from consultants and contractors](#), Minister Gallagher, Media release, 5 May 2024
- [Release of the APS Strategic Commissioning Framework](#), Minister Gallagher, Media release, 24 October 2023

Relevant Media Reporting

- [‘Public servant numbers explode as contractors cut’](#), Tom Burton, Australian Financial Review, 15 May 2024
- [‘Purge of consultants heralds jobs boom’](#), David Ross, The Australian, 15 May 2024
- [‘Public service to grow by 12,000 in budget focused on service delivery’](#), Miriam Webber, The Canberra Times, 15 May 2024
- [‘Government to continue cutting spend on consultants’](#), Dan Holmes, The Mandarin, 14 May 2024

CONTRACTORS AND CONSULTANTS

- [‘Gallagher hits APS agencies with new outsourcing tax’](#), Julian Bajkowski, The Mandarin, 5 May 2024
- [‘Labour saves \\$1 billion by bringing public servants back in-house’](#), Miriam Webber, The Canberra Times, 4 May 2024
- [‘We were told to get ready for APS reform on steroids. Time to up the dosage?’](#) Paddy Gourley, The Canberra Times, 15 April 2024.
- [‘Slash and burn’: Gallagher fires back at Coalition over APS jobs’](#), Miriam Webber, The Canberra Times, 20 March 2024.
- [‘Opposition’s new ‘waste watcher’ wants answers on 10,000 APS jobs’](#), Karen Barlow, The Canberra Times, 20 March 2024.
- [‘Simple as that: APS bosses in charge of getting consultants spend under control’](#), Miriam Webber, The Canberra Times, 6 March 2024.
- [‘It’s time to clean up the consulting sector once and for all’](#), Deborah O’Neill, Australian Financial Review, 5 March 2024.
- [‘Finance begins training bureaucrats in procurement’](#), Edmund Tadros, Australian Financial Review, 4 March 2024.
- [‘Business values are taking over the public service’](#), Dan Holmes, The Mandarin, 6 February 2024.

Date: 15 May 2024
Cleared by (SES): Dr Subho Banerjee
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Consultation: Department of Finance, Department of the Prime Minister and Cabinet
PDR Number: SB24-000029
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SES Numbers

Subject/Issue

The SES cohort policy maintains reasonable constraint on SES numbers while ensuring APS agencies have the capability they need to deliver.

Key facts and figures

- SES numbers are reported publicly via the APS Employment Database.
 - The most recent reporting date was 31 December 2023.
- The Database shows 3,336 SES employees in December 2023. This is:
 - up 130 since June 2023 (previous reporting period)
 - up 302 since the SES cohort policy was introduced in July 2022.
- SES continue to make up less than 2 per cent of all APS employees, which has remained consistent since December 2021.

	Total SES employees	Total APS employees	% of employees who are SES
APSED Dec 2021	2,959	155,796	1.9%
APSED June 2022	3,034	159,291	1.9%
APSED Dec 2022	3,114	161,645	1.9%
APSED June 2023	3,206	170,332	1.9%
APSED Dec 2023	3,336	177,442	1.9%

APS Employment Database, all employees (ongoing and non-ongoing)

- The number of SES employees has grown by 13.1 per cent since December 2021, which is less than the 14.3 per cent growth in APS employees overall during the same period.
- As at 31 December, the SES breakdown per level, is:

Classification	June 2023	Dec 2023
SES 1	2,368	2,479
SES 2	682	694
SES 3	156	163

TOTAL	3,206	3,336
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Key points

- The SES cohort policy is maintaining reasonable constraint on SES numbers. We continue to manage policy settings so this remains the case.
- The APS employed 130 additional SES between June 2023 and December 2023.
- This includes 28 SES positions for the newly established Australian Submarine Agency and 19 SES positions for the National Disability Insurance Agency consistent with Government commitments.
- This is a proportionate rise, in line with the Government's commitment to build APS capability.
- Ministerial approvals include:
 - 52.8 SES positions between June 2023 and December 2023 (the latest reporting period)
 - 157.8 additional SES positions in total from July 2022 (when the SES cohort policy began) to December 2023.
- Additional positions were approved via Budget processes.
- Agencies are expected to continue to exercise restraint in the size of their SES, and any requests will be considered on their merits.

Background

The SES cohort policy replaced the SES Cap in July 2022. The new process is intended to maintain restraint without the need for a hard cap on SES numbers.

Consistent with the previous SES Cap policy, APS agencies are approved to operate with a certain number of SES. If they need additional SES positions, the agency requires approval from the Government and must demonstrate how the position will support the Government’s priorities.

The key difference is agencies no longer need to seek government approval twice for the same SES position. They can seek approval either through Budget or through a request to the Minister for the Public Service.

On 1 October 2023, the Minister approved a change to the SES cohort policy to assess the appropriateness of all SES spans of supervision within the agency when a ministerial request is made. This came into effect on 23 October 2023 when updated Optimal Management Structures guidance was released.

Agencies are required to report to the Australian Public Service Commission on their SES cohort twice a year. This data is not published. The numbers provided through this reporting process are broadly consistent with those reported publicly through the APS Employment Database. However, they will never be identical because they count slightly different things.

The APS Employment Database counts *people*, while the SES cohort counts *positions*.

Supporting information

Questions on Notice

- No QoN’s asked.

Freedom of Information (FOI) Requests

- Nil

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- 4 January 2024 – [The Australian](#) reported that Australian Bureau of Statistics figures released in November last year revealed an almost 10 per cent jump in the number of Canberra-based public servants, driving a \$1bn lift in the annual wages bill in the year to June 2023. The article argues unrestrained growth in the number of public servants is inexorably linked to poor budget outcomes.

Date: 22/04/2024
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Consultation: People Insights Group
PDR Number: SB24-000031
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APSC Budget

Subject/Issue

Budget 2024-25 has provided additional temporary resourcing for the Australian Public Service Commission to redevelop the APS Employee Database and deliver projects to build capability back into the APS.

Key points

- The Commission has a total **departmental budget of \$92.5 million** with an **average staffing level of 378** in 2024-25 comprised of:
 - **\$67.5 million** in departmental operating appropriations.
 - **\$20.5 million** in s74 external revenues.
 - **\$4.5 million** in departmental capital budget.
- Budget 2024-25 has provided an **additional \$5.5 million in 2024-25 only** for the Commission's delivery of Government priorities for the APS.
 - The Commission will receive **\$4.8 million in 2024-25 only** to redevelop the APS Employee Database (APSED).
 - The Commission will receive **\$0.7 million in 2024-25 only** under Round 2 of the Capability Reinvestment Fund to support projects to address systemic barriers to CALD employees when navigating APS workplaces and processes, develop an integrity data framework, and build safety and integrity Capability across the APS.

The Commission is budgeting for a break-even operating result in all years (adjusted for net cash appropriation arrangements).

Supporting information

Questions on Notice

- Nil

Freedom of Information (FOI) Requests

- Nil

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- Nil

Date: 06/05/2024
Cleared by (SES): Rachel Bacon, Deputy Commissioner
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Consultation: Nil
PDR Number: SB24-000032
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Digital traineeships

Subject/Issue

The Australian Public Service Commission leads the Government commitment of 1,000 new APS Digital Traineeships.

Key facts and figures

- 78 digital trainees are at various stages of on boarding this financial year.

Key points

- In October 2022, the Government committed to investing in 1,000 new APS digital traineeships over four years arising from a commitment at the Jobs and Skills Summit.
 - Initial application process between December 2022 and July 2023.
 - Of those that applied, all targeted diversity groups were represented at levels equal to or higher than, the general population: 50% Female, 29% Culturally and linguistically diverse, 26% Over 45 years of age, 10% Disability, 6% Veterans, 5% First Nations.
 - There are 350 candidates on the order of merit.
- As at 23 April 2024, 20 participants have been employed by 8 APS Agencies, with commitments to a further 58 by the end of the financial year.
- The APSC is working to increase participation by agencies to meet government's commitments, and support agency efforts to reduce reliance on contractors and consultants overtime.
- Building APS capability in critical areas will be a key focus for the whole of government Data and Digital Workforce Plan co led by the APSC and the Digital Transformation Agency.

Background

From October 2022, the APSC co designed a Digital Traineeship program to complement existing digital entry pathway programs (the Digital Graduate Program, Digital Cadetship Program and Digital Apprenticeship Program)

Research and consistent agency support indicated strong interest for the program, in particular the approach to mentoring and focus on underrepresented groups in the digital workforce.

Detailed agency demand for Digital Trainees as at 23 April 2024

Agency	Employed Digital Trainees	Confirmed Requests 2023/2024 financial year
Australian Taxation Office	0	10
Services Australia	0	4
Home Affairs	0	10
Defence	1	15
Australian Public Service Commission	3	0
Department of Industry Science and Resources	3	3
Department of Health	2	2
Digital Transformation Agency	2	8
Department of Agriculture, Fisheries and Forestry	7	4
National Health Benefits Australia	1	0
National Indigenous Australians Agency	0	1
Department of Education	1	0
Total	20	58

Supporting information

Questions on Notice

- No QoNs asked.

Freedom of Information (FOI) Requests

- FOI request LEX937
- Digital Traineeship: relevant information regarding assessment of a candidate application, including agencies that have initiated contact regarding that application.
- Response provided on 10 May 2024

Recent Ministerial Comments

- [APS ready to bring down barriers in Digital Workforce participation | Finance Minister](#)

Relevant Media Reporting

- [My company wants to check my bag as I leave work. Is that even legal? \(smh.com.au\)](#)

Date: 23 April 2024
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Group/Branch: Professions and Pathways
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Consultation: Nil
PDR Number: SB24-000033
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APS Academy Campuses

Subject/Issue

- APS Academy Campuses are a pilot policy initiative of the Australian Government to develop a data and digital talent pipeline in regional areas
- Successful applicants work from the regional campuses and participate in the Data and Digital programs while at the same time, delivering on goals with APS policy and program teams around Australia.

Key facts and figures

Current APS Academy Campuses

- APS Academy Campuses in Newcastle and Townsville currently support 43 data and digital entry level participants (as at 23 April 2024).
- The Newcastle APS Academy Campus was officially opened by Minister Gallagher on 6 July 2023.
 - It is operated in partnership with the University of Newcastle
 - It supports 31 participants, comprising data cadets (18), digital cadets (11), digital apprentice (1) and digital trainee (1).
- The Townsville APS Academy Campus was officially opened by Assistant Minister Gorman on 27 October 2023.
 - It is operated in partnership with James Cook University
 - It supports 10 participants, comprising data cadets (5), digital cadets (3), digital trainee (1), data graduate (1).
 - The Townsville Campus Supervisor also virtually supports data cadets (2) in Darwin.
- Costs to establish the APS Academy Campuses (as at 23 April 2024, excluding property outgoings and lease payments) are:
 - Newcastle: \$428,429
 - Townsville: \$783,842.

Decisions regarding other potential APS Academy Campuses

- In July 2023, Minister for Public Service agreed to the cessation of the potential Darwin APS Academy Campus.
- In February 2024, Minister for Public Service agreed to cessation of the potential Launceston APS Academy Campus.
- The APSC has agreed to work closely with the relevant universities to continue to develop alternative pathways for students who are interested in an APS data and digital career.

Background

The measure was originally part of the former government’s [2022-23 Budget’s Supporting Regionalisation Package](#) to create unique training and employment opportunities in the APS for students in regional areas and outside of Canberra.

In the October 2022-23 Budget Cabinet decided to retain the *Growing Regional Data and Digital Talent* measure (\$18.6 million over 3 years from 2022-23).

The [minister’s media release](#) included four campuses.

Detailed placement data by agency – As at 23 April 2024

AGENCY	ROLE	Newcastle	Townsville	Total
Australian Bureau of Statistics	Data Cadet	5	4	12
	Digital Cadet	3		
Australian Digital Health Agency	Data Graduate		1	1
Australian Public Service Commission	Digital Cadet	1		3
	Digital Trainee	1	1	
Australian Research Council	Data Cadet	2		2
Australian Securities & Investments Commission	Digital Cadet	4		4
Australian Taxation Office	Data Cadet	2		4
	Digital Cadet	2		
Department of Defence	Data Cadet		2	2
Department Employment & Workplace Relations	Digital Cadet	1		1
Department of Health & Aged Care	Data Cadet	7		7
Digital Transformation Agency	Data Cadet	1		1
IP Australia	Data Cadet		1	4
	Digital Cadet		3	
Services Australia	Data Cadet	1		2
	Digital Apprentice	1		
Grand Total		31	12	43

Supporting information

Questions on Notice

No QoNs asked

Freedom of Information (FOI) Requests

No FOIs asked

Recent Ministerial Comments

Nil

Relevant Media Reporting

18/10/2022 – ‘New public service jobs for regional communities’ Media release from Senator the Hon Katy Gallagher announcing the campuses:

<https://ministers.pmc.gov.au/gallagher/2022/new-public-service-jobs-regional-communities>

16/6/2023 – ‘Launch of APS Academy in Newcastle’ Media release from Senator the Hon Katy Gallagher: [LAUNCH OF APS ACADEMY IN NEWCASTLE \(katygallagher.com.au\)](https://katygallagher.com.au/launch-of-aps-academy-in-newcastle)

27/10/2023 – ‘Launch of the APS Academy Campus in Townsville’ Media release from The Hon Patrick Gorman MP [Launch of the APS Academy Campus in Townsville | Ministers Media Centre \(pmc.gov.au\)](https://ministers.pmc.gov.au/media-centre/launch-of-the-aps-academy-campus-in-townsville)

Date: 24 April 2023
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Group/Branch: Professions and Pathways
Contact Officer: s47F
Telephone No: s47F
Consultation: Nil
PDR Number: SB24-000034
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BUDGET ESTIMATES – May 2024

Royal Commission into Robodebt Scheme

KEY MESSAGES

- The Government released its response to the report of the Royal Commission into the Robodebt Scheme on 13 November 2023.
- The Government has agreed, or agreed in principle, to 56 of the Royal Commission's recommendations.
- The Code of Conduct Inquiry Taskforce in the APSC commenced in July 2023 and is continuing inquiries into 7 of the 16 referred matters; nine investigations have been finalised.

FACTS AND FIGURES

- On 18 August 2022, the Government established the Royal Commission into the Robodebt Scheme.
- The Royal Commission's Terms of Reference asked it to examine the establishment, design and implementation of the Robodebt scheme, and provide a report including recommendations for measures to prevent a similar failure in public administration from happening again.
- The Commissioner, Ms Catherine Holmes AC SC, delivered her report on 7 July 2023. The Report was tabled in Parliament and publicly released on the same day.
- The Government has carefully considered the Royal Commission's report and recommendations and agreed to all 56 of the Royal Commission's recommendations in a response published on 13 November 2023.
- A multi-agency taskforce jointly led by the Department of the Prime Minister and Cabinet, the Attorney-General's Department and the Australian Public Service Commission developed advice to Government on the report and recommendations.
- The Code of Conduct Inquiry Taskforce in the APSC had 16 matters referred.
- To date:
 - One investigation has concluded as the individual's actions did not meet the threshold to issue a notice of suspected breach
 - Of the remaining 15 investigations:
 - one preliminary determination found no breach with no further action to be taken.
 - 7 individuals have been issued with a final determination that they have breached one or more elements of the APS Code of Conduct. Of these, 4 individuals have proceeded to sanctioning.



- All other investigations are ongoing.
- This information updates the information currently available on the APSC website.

QUESTIONS AND ANSWERS

What is the Government doing to respond to the public service failures uncovered by the Royal Commission?

Government Response

- The Royal Commission's findings following its inquiry into the Robodebt Scheme are serious and significant, and have broad implications – both for the relevant APS agencies impacted and the wider Commonwealth public sector.
- The Government has agreed, or agreed in principle, to all 56 of the Royal Commission's recommendations, fulfilling its commitment to put people back at the centre of the work of government and invest in better services for the Australian community.
- It will continue to implement reforms to strengthen the Australian Public Service and bolster the powers of oversight agencies to ensure a failure like the Robodebt Scheme can never happen again.
- As part of the Response, the APSC has specifically committed to work with other relevant APS agencies to:
 - build the capability and performance of the APS through whole-of service induction training through the APS Academy
 - strengthen the Australian Public Service Commissioner's powers in the *Public Service Act 1999* to enable inquiry into the conduct of former Agency Heads and allow for a disciplinary declaration to be made against former APS employees and former Agency Heads and
 - develop standards for documenting important decisions and discussions, and deliver training on those standards.

Response Taskforce

- The Response to the Robodebt Royal Commission Taskforce was established to provide advice to Government, and was jointly led by the Department of the Prime Minister and Cabinet, the Attorney-General's Department and the Australian Public Service Commission.
- The Department of Social Services, the Department of Finance, Services Australia and the Australian Taxation Office also contributed officers to the Taskforce.



Further questions about the Government's Response and the Response Taskforce should be directed to the Department of the Prime Minister and Cabinet.

Further questions about the Commonwealth's responses to notices and legal representations to the Royal Commission should be directed to the Attorney-General's Department.

Centralised Code of Conduct Inquiry Mechanism

- The Royal Commission into the Robodebt Scheme's report makes various findings about the conduct, roles and responsibilities of individual public servants involved in the Robodebt Scheme.
- A centralised inquiry mechanism has been established in the APSC to inquire into alleged breaches of the Code of Conduct by APS employees, former APS employees and Agency Heads arising from the Royal Commission.
- The *Public Service Act 1999* empowers the APS Commissioner to conduct inquiries into alleged breaches on the APS Code of Conduct by Agency Heads, APS employees, and former APS employees.
- The establishment of this process under these powers is designed to ensure these alleged breaches are assessed in a robust, independent and fair manner.
- Mr Stephen Sedgwick AO has been appointed as an independent reviewer to make inquiries into possible breaches of the APS Code of Conduct.
- Ms Penny Shakespeare has been appointed a supplementary reviewer to make inquiries into conduct of former agency heads.
- Ms Cheryl-anne Moy and Ms Elizabeth Kelly have been appointed as independent sanctions advisers, to make recommendations to the relevant Agency Head, should any current APS employees be found to have breached the APS code of Conduct.

Have current or former officials received legal assistance?

- Under Appendix E of the *Legal Services Direction 2017*, current and former public servants are eligible to apply for assistance in relation to their participation and engagement with the inquiries, such as the Robodebt Royal Commission.
- The approving authority is the agency where the events relevant to the assistance occurred.
- Assistance is not available for disciplinary proceedings taken against the employee by the employing body.

If asked about particular individuals' possible referrals: It is not appropriate to discuss specific individual cases.

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If asked about apologies:

- The Minister for Government Services, the Hon Bill Shorten MP, moved a motion in the House of Representatives on 10 August 2023:
 - That this House:
 - (1) accepts the findings of the report of the Royal Commission into the Robodebt Scheme regarding the former ministers involved in the design and implementation of the scheme;(2) expresses its deep regret and apologises to the victims of the unlawful robodebt scheme, and to front-line Centrelink staff; and(3) commits to ensuring this cruel, unlawful chapter in the history of Australian public administration is never repeated.
 - The motion was agreed.
- Three agency heads have also publicly apologised:
 - Secretary for Public Sector Reform, Dr Gordon de Brouwer PSM (10 April 2022, Institute of Public Administration Australia podcast)
 - Secretary of the Department of Social Services, Mr Ray Griggs AO CSC (7 July 2023 to Department of Social Services staff), and
 - Former CEO of Services Australia, Ms Rebecca Skinner PSM (8 September 2023, to current and former Services Australia staff).

Questions regarding apologies made by agency heads should be directed to that agency.

If pressed: Comments made by Secretary de Brouwer were made in advance of the findings of the Royal Commission and his appointment as APS Commissioner, and they were made in his personal capacity.



BACKGROUND

On 18 August 2022, the Governor-General His Excellency General the Honourable David Hurley AC DSC (Retd) issued Letters Patent, which established the Royal Commission. Letters Patent set out the Royal Commission's terms of reference.

The Royal Commission examined, among other things:

- The establishment, design and implementation of the Scheme; who was responsible for it; why they considered Robodebt necessary; and, any concerns raised regarding the legality and fairness;
- The handling of concerns raised about the scheme, including adverse decisions made by the Administrative Appeals Tribunal;
- The outcomes of the Scheme, including the harm to vulnerable individuals and the total financial cost to government; and
- Measures needed to prevent similar failures in public administration.

Amended Letters Patent were issued on 16 February 2023, extending the date set for the return of a report and findings from 16 April 2023 to 30 June 2023. The Letters Patent were further amended on 11 May 2023, extending the date set for the return of a final report and findings from 30 June 2023 to 7 July 2023.

The Royal Commission's final report was provided to the Governor-General and publicly released on 7 July 2023. The report lists 56 recommendations and one closing observation.

The joint-agency Robodebt Response Taskforce to assist Government to respond to the report was funded from within existing agency resources.

The Royal Commission also made findings in a sealed section of the report in relation to individuals involved in the Robodebt Scheme. The relevant Chapter of the report is subject to a Direction Not to Publish. This sealed section was provided to appropriate authorities, including agency heads, the APS Commissioner, and professional and disciplinary bodies to consider relevant investigations and potential sanctions.

MEDIA

There has been extensive media reporting on the Robodebt Royal Commission, from its commencement in August 2022, during the hearings from October 2002 to April 2023 to the release of the Report and the establishment of the Centralised Code of Conduct Inquiry Mechanism on 7 July 2023, and subsequently.

- 14/11/2023 – The Mandarin - Robodebt Response Triggers Extra Funding for Oversight Agencies

[PCU use only: Version 2]



- This article is a summary of the Government’s Response Report, highlighting the additional funding for reform of oversight agencies.
- 1/11 2023 – The Canberra Times – New Powers to Lift the Beating Heart of the Public Service
 - This article reports on reforms announced by Minister Gallagher in her 1 November 2023 Annual Statement on APS Reform, including changes to appointments, performance management, and investigation of Secretaries, and own motion powers for the APS Commissioner. The article notes that “need for APS reform is stronger than ever in light of the damning Robodebt debacle”.

OTHER RELEVANT MATERIAL

Questions on Notice

No Questions on Notice to date.

FOI Requests

LEX 521, for documents related to discussions at March 2023 Secretaries Board about the Robodebt Royal Commission. Response provided on 27 April 2023, releasing 4 documents.

LEX 607, for documents relating to referrals of individuals to the centralised Code of Conduct inquiry mechanism. Response provided on 4 September 2023 neither confirming nor denying the existence of such documents.

LEX 608 for all documents and correspondence relating to the establishment of the centralised inquiry mechanism. Response provided on 29 August 2023 to practically refuse to process request, as the request was a substantial and unreasonable diversion of resources.

CLEARANCE SUMMARY

Jamie Lowe First Assistant Commissioner	Centralised Code of Conduct Inquiry Taskforce	Clearance date 22 May 2024	s47F
Kylie Barber Assistant Commissioner	Integrity, Performance and Employment Policy Branch		s47F



s47F	Centralised Code of Conduct Inquiry Taskforce	s47F	
s47F	Integrity and Ethics	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	<Groups, or Nil>	Is content sensitive? ¹	Choose answer

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May 2024

APS Integrity Reform

KEY MESSAGES

- Trust in the APS is built on high standards of integrity and professionalism.
- As part of the Government's APS Reform Agenda, the Australian Public Service Commission continues to partner with APS agencies to deliver practical initiatives that build and support a pro-integrity culture across the APS.

FACTS AND FIGURES

- The Government's APS Reform agenda is focussed on building an APS that embodies integrity in everything it does.
- The Commission partners closely with key APS agencies including the Department of the Prime Minister and Cabinet, the Attorney-General's Department and the Department of Finance to deliver a range of integrity reform initiatives so that
 - Public sector employees act with and champion integrity
 - Public service employees are stewards of the public service.
- On 1 November 2023, Senator the Hon Katy Gallagher, Minister for the Public Service, delivered the first Annual Statement on APS Reform and the APSC published the first APS Reform Progress Report.
- This highlighted the integrity reform work already underway, and outlined a series of additional reform measures designed to further strengthen integrity across the APS.
- This second stage of APS Reform focusses on bolstering integrity through initiatives that will:
 - strengthen appointments and performance of senior APS executives,
 - strengthen the powers of the APS Commissioner,
 - extend the APS values to other government entities, and
 - further build pro-integrity culture and capability.
- The APSC is partnering with other APS agencies including the Attorney General's Department, Department of Finance and the Department of Prime Minister and Cabinet to scope and design this second stage of integrity reform.



QUESTIONS AND ANSWERS

What is the Government doing to strengthen integrity in the APS?

- The first pillar of APS Reform is to create an APS that embodies integrity in everything it does. It will seek to ensure that the APS acts with and champions integrity and fairness, and is accountable and transparent in everything it does.
- The *Public Service Amendment Bill 2023* was introduced in the House of Representatives on 14 June 2023 to lock in key APS Reform initiatives that will strengthen integrity, build the capability and expertise of the APS, and support good governance, accountability and transparency. **The Bill was passed by the House of Representatives on 1 August 2023 and on 16 May 2024 the Bill was passed by Senate with amendments. Subject to the final passage of the amended legislation through the House of Representatives,** the Bill will:
 - Enshrine Stewardship as an APS Value
 - Establish a process for regular, evidence-based and public engagement-driven long-term insights briefings
 - Require annual publication of agencies' aggregate APS Census results
 - Require regular, independent and transparent capability reviews
 - Require Agency Heads to put in place measures that enable decisions to be made by APS employees at the lowest appropriate classification, and
 - Reaffirm the apolitical role of the APS by making it explicit that Ministers cannot direct Agency Heads on employment matters.
- These changes will strengthen the APS's core values; build the capability and expertise of the APS; and support good governance, accountability and transparency.
- The second stage of APS Reform includes a range of initiatives to further bolster the integrity of the APS. This builds on the first stage of Reform and focusses on initiatives that will strengthen appointments and performance of senior APS executives, strengthen the powers of the APS Commissioner, extend the APS values to other government entities, and further build pro-integrity culture and capability.

What are the key initiatives announced in Stage 2 that underpin bolstering integrity?

- Merit-based appointments and performance of Secretaries, increasing transparency and rigour around Secretaries' performance management processes with additional power to suspend Secretaries (e.g. where they may be subject to Code of Conduct investigations).



- Expanding the APS Commissioner's powers to initiate investigations into alleged Code of Conduct breaches by current and former APS employees and Agency Heads.
- The extension of the APS Values to other Government entities, statutory and non-statutory offices covered by the PGPA Act.
- Capturing and mapping integrity data and assessing maturity levels by building on existing indicators and metrics.
- Modernising the process to review the application of merit in APS recruitment and promotion decisions.
- Implementing a balanced approach to managing post-employment conflicts of interest for Agency Heads, SES and designated APS positions.
- Continuous professional development of SES by deepening integrity capability.

How will the Government strengthen the measurement of integrity in the Commonwealth?

- Recommendation 12 of the *Louder than Words: An APS Integrity Action Plan* commits Secretaries to undertake self-assessments against the Commonwealth Integrity Maturity Framework and report back to Secretaries Board by September 2024 on plans to upscale their agency's integrity maturity.
- In addition, the Attorney-General's Department is leading the development of a Commonwealth Integrity Strategy.
- The Commonwealth Integrity Strategy will:
 - articulate a coherent narrative for the range of integrity initiatives underway across the Commonwealth;
 - improve coordination and information sharing between entities, particularly integrity agencies, and
 - harness existing sources of data and information to improve monitoring and measurement of integrity across the Commonwealth.

*For further information about APSC Integrity system activities see **SB24-000071**. For further information about APSC investigations see **SB24-000038**.*



BACKGROUND

MEDIA

- 15/04/2024, the Canberra Times, [Reform on roids? Up the dosage](#)
- 22/02/2024, [APSC website, Rebuilding Trust and Integrity in the Australian Public Service](#)
- 12/02/2024, the Mandarin, [Should we be fearless or simply ‘fear less’ in 2024](#)
- 10/01/2024, the Mandarin, [Where can we find ethical leaders?](#)
- 20/11/2023, The Mandarin, [Glyn Davis wants public service to give voice to APS integrity](#)

CLEARANCE SUMMARY

Rachel Bacon Deputy Commissioner	Integrity, Reform & Enabling Services	Clearance date 14/05/2024 (by KB)	s47F
s47F Executive Director,	Program Management Office, APS Reform Branch	Clearance date 06/05/2024	s47F
Consultation	APS Reform Office, IPEP, PM&C, AGD, Dept. Finance	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

APSC Inquiries

KEY MESSAGES

- The Public Service Act empowers the APS Commissioner to undertake inquiries into alleged breaches of the APS Code of Conduct by current and former Agency Heads, and where requested by an Agency Head, current and former APS employees.
- It is not appropriate to comment on ongoing inquiries or to comment on the particulars of previous inquiries. Such commentary may impact on individuals' privacy, prejudice those processes or jeopardise outcomes, inadvertently undermine the effectiveness of future code inquiries, or potentially affect inquiries conducted by other integrity agencies.

TALKING POINTS

How many ongoing inquiries is the Commission conducting?

- The Commission will not comment on ongoing inquiries, including the number of active matters.

Why won't the Commission comment on the details of its inquiries?

- The Commission does not comment on the details of its inquiries.
- The Public Service Act and the Privacy Act provide strict limitations on the use and disclosure of information relating to inquiries undertaken by the Commission.
- These limitations are in place to protect the privacy and wellbeing of individuals involved in inquiry processes and to protect the integrity of inquiry processes.
- Further, a Code of Conduct investigation is not a public civil or criminal investigation. Because it occurs within the APS employment relationship which is subject to both the Public Service Act and Privacy Act, there is an expectation, both at law and as the APS is a model employer, that investigations and related decision-making processes are conducted confidentially and constructively.
- This position regarding the disclosure of information is consistent with the practice of other integrity agencies, including the NACC, which is that it is not appropriate to publicly comment on conduct investigations, which are confidential and sensitive in nature.



Why did the Commission publicly comment on the Pezzullo inquiry (but not on other inquiries)?

- Section 72A of the Public Service Act prohibits public disclosure of information about matters relating to the exercise of the Commissioner's inquiry powers, but does provide an exception where the Commissioner is satisfied that it is in the public interest to do so and any disclosure of personal information is fair and reasonable in all the circumstances.
- This threshold was met in the context of the inquiry involving Mr Pezzullo in which some limited information regarding the process and its outcome was publicly released.
- The public release of information in that context sought to balance the significant public interest in that matter with the need to protect the privacy of individuals and the integrity and effective operation of inquiry processes moving forward.

What stage are the current inquiries at?

- Consistent with the Commission's obligations under the Public Service Act and the Privacy Act, the Commission does not comment on individual Code of Conduct processes. This position is also consistent with the practice across the APS, which is that it is not appropriate to publicly comment on conduct investigations, which are confidential and sensitive in nature.
- Such commentary may lead to speculation about individuals, inadvertently undermine the integrity of the process, and adversely affect the wellbeing of individuals participating in processes.
- Limited details about investigations being undertaken by the Commission are only provided in exceptional circumstance and where the Commissioner is satisfied that it is in the public interest to do so and any disclosure of personal information is fair and reasonable in all the circumstances.

Has a specific matter been referred or is it the subject of an inquiry?

- It would not be appropriate to comment on whether specific matters have been referred to the Commission or are the subject of an inquiry.
- To comment publicly on whether or not specific matters have been referred or are under investigation may compromise current or potential investigations by the Commission, or another agency, as well as the right of individuals to impartial adjudication of particular matters.



INQUIRY PROCESSES

How does the Commission receive allegations or become aware of suspected misconduct?

- While the following are not the only possible avenues, the Commission may receive reports or information from members of the public, current or former APS employees, or a formal request from an Agency Head, the relevant Minister, or the Prime Minister.

How does the Commissioner decide whether to undertake an inquiry or not?

- There are a range of matters that may inform the Commission's decision of whether or not to undertake a Code inquiry. Each matter is considered on a case by case basis.
- Where the concerns raised relate to an Agency Head, the Commission will assess the matter in accordance with the Public Service Act and the factors in section 51 of the Public Service Regulations, and decide whether an inquiry is justified in all the circumstances. Factors considered include, but are not limited to:
 - whether the allegation is vexatious, frivolous, misconceived, or lacking in substance;
 - whether sufficient detail about the allegation has been provided;
 - whether the allegation refers to specific decisions or actions by the Agency Head;
 - whether the allegation identifies conduct which, if proven, would constitute a breach of the Code of Conduct;
 - whether the allegation relates to a decision properly taken, or to policy properly adopted, by the Agency Head, with which the person making the allegation disagrees;
 - whether the cost of conducting an inquiry is justified in the circumstances.
- In relation to alleged misconduct by a current or former APS employee, the Commission may only commence an inquiry if it receives a "request" from the relevant Agency Head or the Prime Minister and the Commissioner considers it appropriate to conduct an inquiry (section 41B(1)).
 - If the Commission has not received a request, the Commission may make enquiries with the relevant agency to obtain further information and/or inform the agency of the matter if it is not aware.



- In relation to APS employees, the Commission will also consider whether or not it would be more appropriate for the employee's agency to undertake the inquiry.
- When considering the most appropriate response to a complaint or information provided to the Commission about alleged misconduct (either by an agency head or APS employee), the Commission also has regard to the considerations and factors in its published guidance on handling misconduct: *Handling Misconduct – A human resource manager's guide*.
 - Relevant considerations include, but are not limited to: the seniority of the individual; their role and duties; the nature and extent of the alleged conduct; and the likelihood that their conduct could undermine public confidence in the APS.
 - The Commission will also consider whether other action, such as local management action (such as a formal warning or counselling), may be more appropriate in the circumstances.

Who conducts the Code of Conduct inquiries undertaken by the Commission?

- The Public Service Act makes provision for the appointment of independent investigators/reviewers to undertake inquiries (see section 40(4) of the Public Service Act).
- The Commission appoints independent and appropriately qualified investigators to assist the Commission by undertaking the investigation and producing a report.
- On some occasions, the Commission may also delegate a decision making role to a third party undertaking the inquiry. There are a range of reasons for this, but it is generally in circumstances where the person who is the subject of the inquiry holds a particularly senior position and/or there may be a conflict of interest in having the Commissioner retain the decision making role.

What is the average duration of a Code of Conduct inquiry?

- The duration of an inquiry depends on a range of factors and variables, such as the number of allegations, volume and complexity of the evidence, the number of witnesses needing to be interviewed, the number of submissions and any extensions of time that may be requested by the Respondent to provide their response to the allegations. As a result, it is not possible or productive to comment on the average length of an inquiry.



ANAO AUDIT – COMMUNITY HEALTH AND HOSPITALS PROGRAM

What is the Commission doing following the ANAO audit into grants administration by the Department of Health and Aged Care?

- It is publicly known from the Joint Committee of Public Accounts and Audit Hearing on 1 February 2024 that the Department of Health and Aged Care have referred matters relating to the findings of the audit into the Administration of the Community Health and Hospitals Program to the APS Commissioner for consideration in accordance with his statutory powers.
- It is not be appropriate to comment on any referrals. To do so may compromise current or potential processes undertaken by the Commission, or another agency, as well as the right of individuals to impartial adjudication of particular matters.
- Commenting publicly may also impact individuals' privacy or unduly prejudice their reputation.

APVMA INQUIRY

Why has the APVMA matter not yet been resolved?

- It is publicly known that the Commission is conducting inquiries into senior employees at the Australian Pesticides and Veterinary Medicines Authority, but individuals have not been named.
- It is not appropriate for the Commission to comment on individual inquiries.
- Such commentary may disclose sensitive personal information, prejudice investigative processes, jeopardise outcomes, and inadvertently undermine the effectiveness of future code inquiries.



BACKGROUND

Inquiry powers

Section 14 of the PS Act stipulates that the APS Code of Conduct applies to Agency Heads, including Secretaries.

Section 41A of the PS Act empowers the APS Commissioner to conduct an inquiry into an alleged breach of the APS Code of Conduct by an Agency Head. A report on the results of the inquiry (including, if relevant, recommendations for sanction), must be provided to:

- For a Secretary - the Prime Minister
- For an Agency Head of an Executive Agency – the Agency Minister

Section 59 of the PS Act empowers the Governor-General to terminate the appointment of a Secretary on the recommendation of the Prime Minister. The Secretary of PM&C must provide a report to the Prime Minister on the proposed termination beforehand, and in doing so, must consult with the APS Commissioner.

Section 41B of the PS Act empowers the APS Commissioner to conduct an inquiry into an alleged breach of the APS Code of Conduct by a current or former APS employee where the Agency Head or the Prime Minister requests the Commissioner do so, and the Commissioner considers it would be appropriate to do so.

Pezzullo Inquiry

- See SB24-000019.

Department of Health and Aged Care Referrals

It is publicly known from the JCPAA Committee Hearing on 1 February 2024 that the Department of Health and Aged Care have referred matters relating to the audit into the Administration of the Community Health and Hospitals Program to the APS Commissioner for consideration in accordance with his statutory powers.

The concerns raised relate to alleged inappropriate administration of grants in respect of the Health-led Community Health and Hospitals Program.

APVMA Inquiries

It is publicly known that the APSC is conducting inquiries into senior employees at the Australian Pesticides and Veterinary Medicines Authority, but individuals have not been named.

Independent reviewer Mary Brennan was commissioned by the Minister for Agriculture, Fisheries and Forestry, Senator the Hon Murray Watt, in November 2022 to investigate APVMA's workplace culture, following allegations raised at November 2022 Senate Estimates

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that a senior manager was allegedly involved in an ‘urination incident’ involving a co-worker, and that other incidents of sexual harassment may have occurred at the agency, indicating poor workplace culture.

Ms Brennan delivered interim findings to Minister Watt on 8 February 2023, and Minister Watt referred allegations of suspected breaches of the APS Code of Conduct arising from these findings to the APS Commissioner. The APVMA Board also commissioned Clayton Utz to undertake a separate strategic review into the agency’s performance and governance.

The Chief Executive Officer, Ms Lisa Croft and the Board Chair, Dr Carmel Hillyard, have both resigned their APVMA positions.

Minister Watt also commissioned an evaluation of the APVMA’s structure and governance, conducted by eminent former public servant Mr Ken Matthews AO.

MEDIA

Pezzullo Inquiry

Australian media has reported extensively on the allegations against Mr Pezzullo, the outcomes of the inquiry and on the termination of his appointment.

There has recently been increased media attention on this inquiry following Mr Pezzullo’s television interview with ABC’s reporter Sarah Ferguson on 22 April 2024.

See **SB24-000019** for further information on recent media.

APVMA

- **3 October 2023** - Minister Watt Media Release – <https://minister.agriculture.gov.au/Watt/media-releases/statement-on-apvma-independent-evaluation>
- **6 November 2023** – The Canberra Times: [Public Eye: The APVMA's cultural review uncovered \(no, not that one\). \(Paywall-free copy here\).](#)
- **17 April 2024** – ABC News: [APVMA to stay in Armidale despite recommendation it return to Canberra - ABC News](#)



CLEARANCE SUMMARY

Kylie Barber Assistant Commissioner	Integrity, Performance and Employment Policy	Clearance date 17 May 2024	s47F
s47F A/g Director	Integrity Investigations and Conduct	s47F	
Finance team quality assurance	N/A	N/A	
Consultation	General Counsel	Is content sensitive? ¹	Yes

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May 2024

First Nations initiatives

KEY MESSAGES

- Priority Reforms under the National Agreement on Closing the Gap are embedded in the APS Reform agenda.
- There are six current initiatives supporting First Nations staff and communities.
- This helps elevate, align and drive a collective approach to systems change across the APS.
- To reinforce the Government's commitment to the National Agreement on Closing the Gap, a First Nations Lead has been appointed to provide dedicated leadership and to drive change across the APS.

FACTS AND FIGURES

- In the 2023-24 Budget, the APSC received \$3.4 million over two years (\$1.6 million in 2023-24 and \$1.8 million in 2024-25) to support the Boosting First Nations Employment initiative, aimed at increasing First Nations employment in the APS to 5 per cent by 2030.
 - *Please see the SB24:000044 SES100 Process for more information on implementation and costs.*
- In the 2022-23 Budget, the Department of the Prime Minister and Cabinet received \$1.26 million to support the development of the Closing the Gap Monitoring & Accountability initiative, intended to drive and measure cultural, systemic and structural transformation across the Australian Public Service.
 - No funding was provided in 2023-24.
 - *Questions on the status of this initiative should be directed to PM&C.*
- Six initiatives under APS Reform are identified as directly progressing Closing the Gap Priority Reform 1 (formal partnerships and shared decision-making) and Priority Reform 3 (transforming government).
- Additionally, two projects have been funded through the Capability Reinvestment fund to support First Nations capability building.
 - The two Round 1 Projects are:
 - Cultural competency in the application of the Commonwealth Grant Rules and Procedures
 - First Nations: Technology Design Program.
 - *Please see SB24-000072 APS Academy – Craft and Learning for more detail.*



QUESTIONS AND ANSWERS

What APS Reform initiatives are supporting First Nations people and communities?

- Under APS Reform, there are six current initiatives supporting First Nations staff and communities:
 - The ***APS First Nations cultural capability and boosting First Nations employment*** initiative is making changes to the key aspects of recruitment and the cultural capability of the APS to better employ and retain First Nations employees. A national affirmative measures round for First Nations SES Band 1 recruitment (SES100) ran from 6 November to 17 December 2023. The recruitment process was finalised in March 2024 with 39 candidates forming the SES100 merit pool. As of 20 May 2024, 12 appointments have been made and 31 candidates remain in the SES100 merit pool.
 - The ***Partnership Priorities Sub-committee of Secretaries Board*** was established in February 2023. It fosters a coordinated effort in user-centred policy and service excellence by embedding a partnership culture and behaviour across the public service (including a Closing the Gap work stream).
 - The ***Charter of Partnerships and Engagement*** was launched in November 2023. It sets APS-wide principles for engagement and partnerships and supports agencies to build capability and develop more responsive policies and programs. Good practice guidance was published in April 2024 to support agencies to build capability in engagement and partnerships including with First Nations people and communities.
 - ***Actions to support genuine partnerships with First Nations people*** are currently being scoped through engagement to identify legislative and non-legislative changes to enable formal partnerships and shared decision-making with Aboriginal and Torres Strait Islander people.
 - Under the ***National Agreement on Closing the Gap, Priority Reform One***, all Australian governments are committed to building formal partnership arrangements under Closing the Gap. To support this, the NIAA are developing the Commonwealth Aboriginal and Torres Strait Islander Partnerships and Engagement Framework.
 - Through ***Monitoring and Accountability to embed Closing the Gap Priority Reform Three***, the Government is developing a framework to measure and drive cultural, systemic and structural reform across APS agencies. The framework is currently being developed and will be piloted in 2024.

How does APS Reform relate to the Closing the Gap Agenda?

- Reform initiatives under Outcome 4 (the APS has effective relationships and partnerships with First Nations peoples) and Outcome 7 (the APS sets the standard



for First Nations employment and cultural competency) directly progress Closing the Gap Priority Reform 1 (formal partnerships and shared decision-making) and Priority Reform 3 (transforming government).

Who is the First Nations Systems Lead?

- Sam Jeffries commenced in the role on 27 November 2023 for 12 months.
- Mr Jeffries is a Moorawoori / Wiradjuri man from New South Wales with more than four decades of experience working in Aboriginal and Torres Strait Islander affairs. He has held positions at the local, regional and national level both in the community sector and government.

What is the role of the First Nations Systems lead?

- The First Nations Systems Lead role is currently being piloted in 2023-24, to ensure the APS Reform agenda reinforces the Government's commitment to the National Agreement on Closing the Gap by providing dedicated leadership across the APS.

What is the 'Legislative Amendments to the Public Service Act' initiative, identified in the 2023 Closing the Gap Implementation Plan?

- Under the APS Reform agenda, this initiative is called 'actions to support Genuine Partnerships with First Nations peoples'.
- The Genuine Partnerships initiative will support the Government's commitment to Closing the Gap, by identifying the systems changes required to transform government organisations (Priority Reform 3) that will enable formal partnerships and shared decision making (Priority Reform 1).
- In first quarter of 2024, external engagements have been led by Mr Jeffries, to define the role of government as a partner, with a focus on identifying the legislative and non-legislative barriers to working in genuine partnerships with First Nations people, and with a focus on progressing practical actions to address the barriers.
- Recommended actions to progress the Genuine Partnerships initiative are with the Minister for Public Service for consideration.



BACKGROUND

PC Yearly Review on the National Agreement on Closing the Gap

- On 7 February 2024, the Final Report of the Productivity Commission’s Three Yearly Review of the National Agreement on Closing the Gap was released.
- The Final Report contains 16 actions under four thematic recommendations to respond to its findings that there is insufficient progress under the National Agreement and all Australian Governments must do better to embed the Priority Reforms to drive improvements in the socio economic outcomes:
 1. Power needs to be shared
 2. Indigenous Data Sovereignty needs to be recognised and supported
 3. Mainstream systems and culture need to be fundamentally rethought
 4. Strong accountability is needed to drive behaviour change.
- Joint Council will provide a formal response within 6 months (August 2024).
- APSC is working with PM&C and the NIAA to inform the Commonwealth’s position to respond to Productivity Commission Final Report recommendations.

TIMELINE

Date	Action
2 February 2023	Partnerships Priorities Sub-Committee of the Secretaries Board established
7 February 2023	2023 Closing the Gap Implementation Plan released
31 August 2023	APSC Cultural Capability Hub launched
6 November to 17 December 2023	Boosting First Nation Employment SES100 - First Nations SES Band 1 recruitment round
1 November 2023	Charter of Partnerships and Engagement announced
27 November 2023	First Nations Systems Lead commenced
15 May 2024	Recommendations provided to the Minister for the Public Service for decision.



CLEARANCE SUMMARY

Anna Ryan A/g Assistant Commissioner	APS Reform Office	Clearance date 29 April 2024	s47F
s47F	Projects	s47F	



BUDGET ESTIMATES – May/June 2024

SES100 process

KEY MESSAGES

- The SES100 is a key deliverable from the Boosting First Nations Employment Package of which \$3.4 million was allocated over a two year period.
- A First Nations Unit has been stood up at the APSC to drive the change needed to meet the Government’s election commitment of 5% First Nations representation by 2030.
- The First Nations Unit in collaboration with the National Indigenous Australians Agency (NIAA) conducted an APS-wide recruitment exercise at SES Band 1 level, known as the SES100.
- Recruitment for the SES100 program is under the Affirmative Measures – Aboriginal and Torres Strait Islander, these vacancies are only available to Aboriginal and Torres Strait Islander peoples, however all other elements of merit must apply. In addition, all SES recruitment processes require the Commissioner or their representative to be a full participant in the selection process to ensure the recruitment process complies with the requirements of the PS Act and the Directions, including ensuring merit is upheld.
- The First Nations Unit is providing wrap around end to end support to candidates and SES units through the recruitment and on-boarding process, intensive leadership development program, career coaching and mentoring.
- The NIAA has been heavily engaged and is a co-sponsor of this initiative.

FACTS AND FIGURES

- The SES100 is a key deliverable from the **Boosting First Nations Employment (BFNE)** Package. SES100 seeks to attract new SES recruits and promotions to reach 100 First Nations Senior Executive Service (SES) staff within the APS by 2024-25. This aligns with the Government’s commitment to boost First Nations employment across the APS to 5% by 2030.
- \$3.4 million was allocated over a two year period to the BFNE Package. Approximately a third of the 2023-24 funding has been spent on the SES100 recruitment activity, this included the advertising campaign, communications



framework and procurement of a specialised First Nations provider to support the APSC carry out this APS-wide recruitment.

- 209 applications were received, with 103 invited to interview, 90 candidates completed interviews. A merit pool of 39 candidates established in March 2024.
- As at December 2023, there are 68 First Nations SES in the APS (up from 44 in June 2023)
- Remaining funding from the BNFE package is being utilised for the development and implementation of individualised professional career coaching and talent development to support successful candidates.

QUESTIONS AND ANSWERS

How many First Nations SES are there currently?

- As of December 2023 there are 68 First Nations SES in the APS.

209 applications were submitted, how many were from outside of the APS?

- 62% of applications were received from applicants external to the APS.

Of the 39 who progressed to the merit pool, how many were from outside of the APS?

- 12 (31%) of those in the merit pool are candidates external to the APS.

Who is the provider procured for this recruitment activity? Has this type of recruitment activity been conducted before?

- First Grade Group selected from Supply Nation. They are a majority owned First Nation provider. An APS-wide SES recruitment round has never been conducted before, the SES100 is the first of its kind seeking to increase the number of First Nations SES across the Service.

How much did you spend on the First Nations recruitment provider?

- s47(1)(b)

What are the predicted expenditures in 2024-25 for the SES100 initiative?

- [Suggest taking this on notice] – There will be ongoing costs that we are unable to currently estimate until we complete and finalise the first round of SES100.



Since the merit pool has been published, how many candidates have been placed into SES roles?

- As at 20 May 2024, 12 candidates have been placed into SES roles across 6 APS agencies. There are 31 candidates remaining in the merit pool.

What are you doing to retain these new SES recruits?

- The support that will be provided to the newly onboarded SES will include:
 - New starters new to the APS will be linked with a First Nations SES buddy,
 - Development induction coaching,
 - Group mentoring,
 - Leadership and development program.

Does the First Nations Unit intend to complete another recruitment round?

- There is scope to run another SES100 round once the current merit pool has been further utilised.

BACKGROUND

MEDIA

November 6 2023: APS recruitment plan to double First Nations talent in senior leadership ranks: [APS plan to double First Nations talent in senior leadership ranks \(themandarin.com.au\)](https://www.themandarin.com.au/aps-plan-to-double-first-nations-talent-in-senior-leadership-ranks)

- SES100 to increase the number of First Nations senior leadership employed within the APS.
- Lil Gordon remarks it is important for senior First Nations people to have a voice in the decision making across government.

November 16 2023: When Good Intentions Falter: A Cautionary Tale for SES 100: [A Cautionary Tale on SES100 - Navigating Pitfalls on Employment Initiatives \(linkedin.com\)](https://www.linkedin.com/company/aps-commission/post/7151111111111111111)

- This article discusses common pitfalls and missteps in increasing First Nations employment so that the government is making conscious decisions to not inadvertently cause harm. It applauds the government for taking a step away from tokenism recruitment to enable First Nations senior leaders to empower change for all First Nations people.
- It cautions the APSC and NIAA in the application and design of the SES100 to ensure it is designed in a culturally safe manner to enable meaningful input from agency staff. This includes valuing cultural nuances, cultural intelligence, having adequate support structures from the system and providing training packages and leadership supports to empower First Nations senior leaders within the APS.



TIMELINE

Date	Action
24/01/2024	Date Minister updated on the SES100 initiative

CLEARANCE SUMMARY

Dr Steven Munns Assistant Commissioner	Diversity & Inclusion	s47F	Clearance date 22/04/2024
s47F	Director, First Nations Unit	s47F	Clearance date
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Diversity & Inclusion	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Preventing Sexual Harassment

KEY MESSAGES

- The APS has **no tolerance for sexual harassment and related unlawful behaviours** in our virtual and physical workplaces.
- All APS agencies are expected to have **measures in place to prevent** sexual harassment and related unlawful conduct from occurring in the first place.
- APS employees and agencies have a **shared obligation to create respectful, safe workplaces** and call out negative behaviour and every day sexism in the workplace.
- The **APS Commission is supporting APS agencies** to strengthen their policies and processes and providing content within learning products and resources to support employees embed respectful behaviours in workplaces.

FACTS AND FIGURES

2023 survey item	Number	Comments
APS employees who indicated experiencing sexual harassment (Census)	453 respondents (0.4%)	Consistent with 2020, 2021, and 2022 results
Reported complaints of sexual harassment across APS Agencies (Agency Survey)*	129 complaints	59 in 2021-22

* The Agency Survey does not collect data on sexual assault – APS employees should refer to the police.

Outcomes of sexual harassment complaints	Number of complaints
Resolved outside of formal processes	35
Investigation ongoing	24
Fully upheld	17
Found not to be substantiated	16
Withdrawn by complainant	4
Partially upheld	1
Other	32
Total	129



QUESTIONS AND ANSWERS

What is the prevalence of sexual harassment and sexual assault in the APS?

- In 2022-23, APS Agencies reported **129 formal complaints** of sexual harassment. These complaints were recorded across **30 agencies**.
- Of the 129 complaints, as per data from the 2023 Agency Survey, **18 were fully or partially upheld** and **35 were resolved outside a formal process**. Investigation is ongoing with regard to 24 complaints. Evidence suggests that some complaints result in a formal code of conduct investigation.
- The remainder are either still being investigated, the claims were not substantiated due to insufficient evidence, or the claim was withdrawn by the complainant.
- It is unknown what has caused this increase in reporting, however anecdotal evidence suggests this may be due to an **improved culture and attitudes towards reporting**.

How does the APS manage sexual harassment and sexual assault allegations?

- Agencies must report all sexual harassment complaints (de-identified) and high level outcomes to the APS Commission through the **APS Agency Survey**.
- The **APS Commissioner's Directions** include a provision requiring agencies to consult with the Commissioner before disputes relating to sexual harassment are settled using agreements that include non-disclosure or confidentiality terms.
- The **Public Service Act 1999** places an obligation on all APS Agencies and employees to foster safe and respectful workplaces. Sexual harassment is inconsistent with obligations to promote and uphold the APS Values, Employment Principles, and Code of Conduct.

[Refer any further questions on the Respect at Work Act to AGD].

What is the Commission doing to ensure that APS workplaces are safe and free from harassment and assault?

- **APS Gender Equality Strategy 2021-26** includes the following key actions:
 - Agencies strengthen approaches to preventing and responding to sexual harassment.
 - Leaders reinforce respectful standards of behaviour.
 - Agencies must understand what drives their gender pay gap and gender imbalances across all levels.



- **Provision of guidance and information** to support agencies:
 - Promoting awareness of the new positive duty obligations via webinars and information sessions.
 - Hosting information on our website.
 - Risk assessment guidance for agencies to inform prevention policies and activities.
- **Data collection and reporting:**
 - **APS Agency Survey** sexual harassment complaints data.
 - **APS Employee Census** perception data on sexual harassment and violence in the workplace.
 - APS does not centrally collect data on sexual assault allegations. Such allegations are matters for the police.
 - **Workplace Gender Equality Agency (WGEA)** will publish Commonwealth gender pay gaps for APS agencies with 100 or more employees by early 2025.
- **Products supporting greater respect and integrity culture:**
 - **APS Employee Value Proposition** – positioning the APS as a model employer.
 - **DRIVE leadership values** and the whole-of-service **SES Performance Leadership Framework** - helping reinforce behavioural obligations by ensuring that behaviour is assessed as a performance metric.
 - **Psychosocial safety** - in March 2024 the Commission launched *ADDRESS: An APS model for responding to psychosocial hazards*, a first-of-its-kind model to support APS agencies by providing tools to identify and respond to psychosocial hazards in the workplace.
 - Sexual and gender-based harassment often occurs in conjunction with other psychosocial hazards. ADDRESS supports our commitment to risk mitigation and the recently released *SafeWork Australia Model Code of Practice: Sexual and gender-based harassment*.
 - **Psychological safety** - commencing work to develop a whole-of-APS approach to building psychological safety.
- **Learning products and resources:**
 - **APS Induction Pathway** – Sets out core training programs and resources available for new and returning employees. Completion of the *Integrity in the APS* module is **mandatory for all new APS employees, including graduates**. This module has recently been updated to include respectful behaviour in the workplace, including Respect@Work resources.
 - **APS Companion** – This digital magazine is a complementary resource to the Induction Pathway. The magazine has been updated to include sexual harassment context and resources.



- **Comcare training modules** – The Academy is collaborating with Comcare to add specific sexual harassment training modules into the Induction Pathway.
- **Integrity training module** – dedicated module, which is mandatory for all new APS employees, has recently been updated to include content related to respectful behaviour in the workplace. This module includes links to several sexual harassment mini-courses produced by the Australian Human Rights Commission and hosted on the Respect@Work website.
- **Graduate program** - Explicit acknowledgement of the expectation for all Graduates to behave in a way that upholds the APS Values and Code of Conduct is required at the commencement of the APS Graduate Development Program and throughout their training.

BACKGROUND

- Sexual harassment has been raised at the last two estimates hearings.
- The initial focus was on the alleged poor behaviour of the APS Graduate cohort in the Department of Infrastructure.
- As at 31 December 2023, there are 1,369 Graduates in the APS (0.77% of total APS population). The gender split is 41.6% women and 57.7% men (Note: a very small number identify as gender diverse or no data is provided).

If asked: What has be done to improve capability uplift around preventing sexual harassment for graduates in the Department of Infrastructure?

- Whilst the Department of Infrastructure does not participate in the whole of APS Graduate Development Program, the APS Academy provides specific courses and resources to set the expectations of behaviours in the APS that they can access. These have been strengthened over the last few months to include Respect@Work expectations and guidance.
- The Department of Infrastructure has run Master Classes for their SES on the new sexual harassment legislation and proposed approach. These Master Classes were facilitated by 'Intersection', a consulting firm with deep expertise in transforming organisational culture to ensure safety and respect in the workplace (Natasha de Silva, Principal Director and formerly in Australian Human Rights Commission (AHRC), and Kate Jenkins, former Sex Discrimination Commissioner).
- Infrastructure is also embedding the principles from these Master Classes into their graduate induction sessions and considering how to roll it out to the department more broadly.

[Further questions should be directed to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts]



If asked: What is being done to implement better practice to prevent sexual harassment, following the recent report into the Australian Border Force?

- A second sexual harassment issue was recently highlighted in the media following a leaked (AHRC) report into inappropriate workplace behaviours, including sexual harassment and bullying, in the Australian Border Force (ABF). [*refer to The Guardian article in media below*].
- The AHRC entered into a five-year partnership agreement (the agreement) commencing in June 2022 with the Department of Home Affairs and ABF.
- The report is a product of this agreement.
- The purpose of the partnership is to foster "a safe, equitable, diverse, and inclusive [ABF] culture," and it is led by the Sex Discrimination Commissioner, Dr. Anna Cody.
- Under the agreement, the AHRC conducts a range of activities, including:
 - Identifying opportunities to strengthen the ABF's prevention and response systems, which deal with unlawful workplace behaviours, including sexual harassment and sex discrimination.
 - Identifying barriers and enablers to promote diversity and inclusion in specialist work forces with the ABF
 - Building inclusive leadership capabilities within the ABF through workshops and training.

[Further questions should be directed to the Department of Home Affairs or the Australian Border Force]

MEDIA

There are a large number of articles around gendered violence in the community and positive duty, we have only included those that are relevant to the APS specifically and do not duplicate information. We have also included the AHRC media release as it was from Sex Discrimination Commissioner and was focussed on dispelling myths

- 24/04/2014 – The Guardian - [Secret report warns Australian Border Force's marine unit is 'not safe for women'](#)
- 16/04/2024 – AHRC Media Release – [Sex Discrimination Commissioner: Lehrmann ruling dispels rape myths](#)
- 8/03/2024 – Office for Women Media Release – [Status of Women Report Card 2024 released](#).
- 7/03/2024 – Office for Women Media Release – [Working for women – A strategy for gender equality](#)
- 12/12/2023 – AHRC Media Release – [Positive duty for employers: Commission's powers commence](#)



OTHER RELEVANT MATERIAL

Nil

TIMELINE

Date	Action
5 March 2020	Kate Jenkins (Sex Discrimination Commissioner, AHRC) report released - Respect@Work
30 November 2021	Kate Jenkins (Sex Discrimination Commissioner, AHRC) report released - ‘Set the Standard: Report on Review into Commonwealth Parliamentary Workplaces’ released.
28 November 2022	<i>Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022</i> (‘Respect at Work Act’) passed through Parliament.
13 December 2022	‘Respect at Work Act’ commenced with 12 month transition period.
13 February 2023	APSC released ‘Preventing and responding to sexual harassment in the APS’ website providing links to tools and resources to support preventing and responding to sexual harassment in APS
10 August 2023	The Australian Human Rights Commission released new resources and guidelines to help employers comply with the new positive duty in the Sex Discrimination Act.
1 September 2023	APSC, in collaboration with APS HR Professions, Attorney-General’s, Comcare and Australian Human Rights Commission, hosted a webinar on the legislative changes and expectations on agencies.
4 September 2023	The new Sex Discrimination Commissioner, Dr Anna Cody , commenced at the Australian Human Rights Commission.
12 December 2023	From 12 December 2023, the Australian Human Rights Commission has new powers of inquiry to ensure that organisations and businesses are complying with their positive duty.
28 March 2023	APSC published two new APS focused resources designed to support agencies assess and mitigate risk associated with workplace sexual harassment and to inform specific sexual harassment policies.



CLEARANCE SUMMARY

Dr Steve Munns Assistant Commissioner	Diversity and Inclusion Group	Clearance date 22/04/2024	s47F
s47F A/g Director	Inclusion Policy	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	AHRC	Is content sensitive? ¹	Yes

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

APS Disability Employment

KEY MESSAGES

- **Target of seven per cent** of people with disability employed by the APS by 2025.
- **As at December 2023, 9,233 (or 5.2 per cent)** of APS employees identified as having disability according to data collected in agency HR systems.
 - In the de-identified **2023 APS Employee Census is 10.9 per cent** of respondents identified as having disability.
 - At least 5.7 per cent of employees who identify as having disability in the Census, do not share that information in HR systems.
- The **APS Commission is responsible for implementing 5 recommendations from the Disability Royal Commission** to improve the employment of people with disability in the APS. Recommendations include setting new targets.

FACTS AND FIGURES

APS Classification Profile (APSED 30 December 2023)

Classification	Staff with Disability	Staff without Disability	No data ¹	Total APS staff	% of staff with disability	% of all APS staff
Trainee	19	618	173	810	2.35%	0.01%
Graduate	73	1,077	219	1,369	5.33%	0.04%
APS 1	101	863	1,965	2,929	3.45%	0.06%
APS 2	222	3,319	853	4,394	5.05%	0.13%
APS 3	828	8,471	5,587	14,886	5.56%	0.47%
APS 4	2,080	18,838	9,813	30,731	6.77%	1.17%
APS 5	1,472	17,045	7,177	25,694	5.73%	0.83%
APS 6	2,144	29,689	9,251	41,084	5.22%	1.21%
EL 1	1,553	28,760	6,193	36,506	4.25%	0.88%
EL 2	591	12,585	2,527	15,703	3.76%	0.33%
SES 1	114	2,055	310	2,479	4.60%	0.06%
SES 2	28	570	96	694	4.03%	0.02%
SES 3	8	139	16	163	4.91%	0.00%
Total	9,233	124,029	44,180	177,442		

¹ No data means there is no data in the system for these levels. The question wasn't answered, or is blank in the system.



QUESTIONS AND ANSWERS

What is the APS Commission doing to support the implementation of recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability?

- APS Commission has lead on **five recommendations**.
 - APS recommendations relate to reviewing and identifying new disaggregated targets, clarifying the merit principle, introducing consistent adjustment principles and adjustment passports, and publicly reporting on disability strategies and targets.
- The Commission is establishing a team to undertake a **discovery project over the next 12 months**.
 - explore practical and sustainable ways to implement recommendations through a sequenced approach to discovery, implementation, and evaluation over three phases.
 - stocktake of existing initiatives and projects across the APS will be considered including the ability to scale up any solutions
 - long term strategy to ensure capacity and capability to capture robust data, value for money and that any improvements are able to be effected.
 - Emphasises co-design, intersectionality, and sustainable reform. Solutions or initiatives will need to reflect existing policy levers available within the APS to deliver a strong result.

[Note: The lead agency on the Disability Royal Commission outcomes is the Department of Social Services. Detailed policy questions on the DRC Report and response to Government should be directed to DSS Disability Royal Commission Taskforce.]

Prior to the release of the Disability Royal Commission recommendations, what has the APS Commission being doing to improve the employment of people with disability?

- Launched the **APS Disability Employment Strategy 2020-25**, which supports agencies to attract, recruit and retain more people with disability, and to create more accessible and inclusive workplaces.
- The APS Commission is supporting or partnering with agencies across the following areas of focus:
 - **Inclusive recruitment** initiatives:
 - Affirmative Measures Disability Recruitment Hub for HR Practitioners
 - Updating recruitment policy guidance
 - Disability Contact Officer model to support employees with disability and their managers navigate the system



- Guidance on the use of a targeted recruitment platform (The Field) to remove barriers for those with disability seeking employment in the APS.
- Refreshed APSJobs website to enable employees to search for potential opportunities with flexible work arrangements that suit their needs, or search by location to keep them close to support.
- **Accessibility audit** of Government owned and rented premises highlighting accessibility barriers faced by current staff, potential new staff and visitors
- **Disability identification** in HR systems and better practice data collection
- Support **cross agency networks**:
 - APS Disability Champions Network
 - SES Disability Network – for SES who identify as a person with disability

What are agencies doing to improve the employment of people with disability?

- A number of APS agencies have been identified to be leading initiatives to improve recruitment and retention of people with disability in the following areas:
 - targeted recruitment programs focused on expanding employment opportunities for people with disability – some are open to whole of APS use.
 - improved assistive technology and workplace adjustment support
 - improved learning solutions to deliver disability awareness training to managers and staff.
- Where appropriate these will be considered for APS wide application.

IF ASKED QUESTIONS:

How is the success of the Disability Employment Strategy being measured?

- A **mid-strategy evaluation** was undertaken to assess the progress against the seven percent employment target and provides an assessment of the initiatives introduced to improve the recruitment and work experience of people with disability across the APS.
- This review highlights key opportunities that can assist with focusing efforts to drive progress and identify areas for greater collaboration, including a greater focus on inclusive recruitment practices.
- A final strategy evaluation will be undertaken in 2025.

When and how was the seven per cent target set?

- The target of seven percent target of people with disability in the APS by 2025 was a pre-election announcement by the previous Government in May 2019.



- It is our understanding that the decision on seven percent was based on a review of the different targets set by States and Territories and lobbying from peak bodies at the time.
- As an example:
 - In 2016, the Queensland Public Sector set a target of 8 percent by 2022.
 - In 2018 the Victorian Public Sector set a target of 6 percent representation by 2020 and 12 percent by 2025.

Why do APS employees not share their disability information in agency HR systems?

- reasonable adjustments are not required so there is no reason to share
- no perceived benefit in sharing
- negative experiences in workplaces
- fear of consequences of sharing on employment opportunities, and/or
- disability acquired after initial employment and HR system not updated.

What proportion of employees consider themselves to be neurodivergent?

- 2023 APS Employee Census captured data on neurodivergence for the first time.
- Results showed 7.7% of respondents considered themselves to be neurodivergent.
- APS Employee Census team continues to work with the Public Sector Neurodiversity Community of Practice and key stakeholders to improve the validity of the neurodiversity measure for future data collections.
- There is debate, even within the neurodivergent community, as to whether neurodivergence (including autism) should be captured under disability. This has an impact on whether people who are neurodivergent apply for Affirmative measures-disability recruitment.

BACKGROUND

MEDIA

- 08/04/2024 – The Australian - [Disability or identity: the autism divide](#)
- 02/04/2024 – The Australian - ['Autism-friendly society' plan](#)
- 06/03/2024 – The Australian – [Disability royal commissioner criticises governments for slow response to final report](#)
- 23/10/2023 – The Canberra Times – [People with disability face tough odds](#)
- 29/09/2023 – Media release - [Royal Commission publishes Final report with 222 recommendations](#)

OTHER RELEVANT MATERIAL

- **Informal FOI request LEX 728:** Administrative access granted to applicant for a copy of the mid-point evaluation of the APS Disability Employment Strategy.



TIMELINE

Date	Action
3 December 2020	APS Disability Employment Strategy 2020-25 launched
26 March 2021	RecruitAbility Scheme guide for applicants launched
25 November 2021	Former APS Commissioner gave evidence at Disability Royal Commission
29 June 2022	Disability Contact Officer model and guide launched
7 December 2022	Affirmative Measure – Disability Recruitment Hub launched
29 September 2023	Report of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability released
2023	Mid-point evaluation of the Disability Employment Strategy undertaken
December 2023	FOI request received for Disability Employment Strategy mid-point evaluation
February 2024	Disability Employment Strategy mid-point evaluation released publicly (available on APS Commission website)
March 2024	Dignified Access Review Report released publicly (available on Department of Finance website)

CLEARANCE SUMMARY

Steve Munns Assistant Commissioner	Diversity and Inclusion	Clearance date 22/04/2024	0421918922
Meredith Turner A/g Director	Inclusion Policy	02 6202 3967	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Nil	Is content sensitive? ²	No

² This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

APS employee data: additional detail

KEY MESSAGES

- At 31 December 2023, there were 177,442 employees in the APS, an increase of 15,966 employees (9.9%) from the same time in 2022.
- This is the largest the APS has been since 1987, when the published headcount was 177,742.
- Growth has been mostly driven by an increase in ongoing employees

FACTS AND FIGURES

Engagements and Separations

During the 2023 calendar year, there were:

- 26,764 ongoing employee engagements (an increase of 38.9% from 2022) and
- 11,065 ongoing employee separations (a decrease of 5.8% from 2022).

Location

Location	Headcount	%
ACT	67,549	38.1
VIC	29,663	16.7
NSW	29,278	16.5
QLD	22,640	12.8
SA	11,901	6.7
WA	8,570	4.8
TAS	4,415	2.5
NT	2,057	1.2
Overseas	1,369	0.8
Total	177,442	100

The proportion of the APS based in Canberra was 38.1% (compared to 38.6% in 2022).

The number of APS employees located in other capital cities increased from 77,048 (47.7%) to 86,391 (48.7%).



The number of APS employees located in the regions shifted over the calendar year from 20,746 (12.8%) to 22,133 (12.5%).

Mobility and Age

The proportion of employees who moved to another agency (transfers and promotions) in 2023 slightly increased to 5.6%, compared to 5.3% in 2022.

The average age at 31 December 2023 was 43.1 (compared to 43.4 years in 2022).

Gender and Classification

	Female	Male	X	Total
Trainee	373	427	10	810
Graduate	570	791	8	1,369
APS 1	2,089	829	11	2,929
APS 2	2,449	1,922	23	4,394
APS 3	9,262	5,434	190	14,886
APS 4	20,545	10,002	184	30,731
APS 5	16,175	9,429	90	25,694
APS 6	24,838	16,137	109	41,084
EL 1	20,742	15,718	46	36,506
EL 2	8,295	7,393	15	15,703
SES 1	1,377	1,097	5	2,479
SES 2	352	339	3	694
SES 3	80	82	1	163
Total	107,147	69,600	695	177,442

Agencies with the largest increase in APS employee numbers

Agency	Total Headcount		Total Headcount Increase
	Dec 2022	Dec 2023	
Defence	17,358	19,059	1,701
Climate Change, Energy, the Environment and Water	3,768	5,364	1,596
National Disability Insurance Agency	5,269	6,818	1,549
Australian Electoral Commission	2,094	3,478	1,384
Australian Taxation Office	19,712	21,019	1,307

Average Staffing Level for 2024-25

The 2024-25 Federal Budget provided an estimate of the Average Staffing Level (ASL) for the General Government Sector (excluding ADF) as 209,150. Of this, the ASL estimate for APS agencies is 178,060.



BACKGROUND

What is the APSC’s role in oversight of APS employee numbers?

With responsibility for continuous improvement in APS workforce management, the Commission provides oversight of APS workforce trends and guidance for agencies to promote effectiveness and performance. The approval of new ASL positions is a matter for the Department of Finance; it is done through the Budget process.

The APSC:

- monitors and reports on the workforce at an enterprise level - this includes tracking changes in the nature of the work undertaken so that we can support agencies to identify and build the capabilities they need
- has developed a Strategic Commissioning Framework, to guide agencies on the most appropriate type of labour to use (internal APS resources or external labour), when filling a new role or function
- is providing workforce planning tools and resources for agencies, to support their strategic and operational planning for the additional workforce.

Reconciliation of different workforce metrics

- The Commission measures the headcount as a point in time count of overall employee numbers.
- Other estimates of government employee numbers include Average Staffing Level published by Department of Finance, and Commonwealth Public Sector Employment Earnings data reported by the Australian Bureau of Statistics. Each differs in population included and count method used, as detailed below. Note June 2023 data is used to more accurately compare across time periods.

Measure	Counts	Includes GGS		Includes ADF	Includes PFC and PNFC	Reported data with comparable timeframes	Most recent published data
		Includes APS GGS	Includes non-APS GGS				
APSED - APSC	Headcount	Yes	No	No	No	170,332 as at 30 Jun 23	177,442 as at 31 Dec 23
Average Staffing Level estimates - DoF	ASL	Yes	Yes	No	No	181,122 FY22-23	209,150 FY24-25
Average Staffing Level estimates - DoF	ASL	Yes	Yes	Yes	No	264,825 FY22-23	294,287 FY24-25
Commonwealth Public Sector Employment Earnings - ABS	Headcount	Yes	Yes	Yes	Yes	350,300 FY22-23	350,300 FY22-23

Count methods:

Headcount: staff count not adjusted for work hours per person (2 x 0.5 part-time employees = 2). Count as at a point in time.

ASL: staff count adjusted for part-time/casual work hours (2 x 0.5 part-time employees = 1). Average over reporting period.

Government sectoral divisions:

GGS: General Government Sector (e.g. APS: Australian Taxation Office, Services Australia, Department of Home Affairs and non-APS: Commonwealth Superannuation Corporation, Australian Broadcasting Corporation, Australian Federal Police)

PFC: Public Financial Corporations (e.g. Reserve Bank of Australia, Australian Reinsurance Pool Corporation, Housing Australia)

PNFC: Public Non-Financial Corporations (e.g. Australia Post, Australian Rail Track Corporation Limited, Snowy Hydro Limited, Australian Naval Infrastructure Pty Ltd, Airservices Australia, NBN Co Limited).



APS Agencies only. Comparison of ASL estimates with APS Employment Data

Measure	Counts	Data for APS agencies* with comparable timeframes	Most recent published data for APS agencies*
APSED - APSC	Headcount	170,332 as at 30 Jun 2023	177,442 as at 31 Dec 23
Average Staffing Level estimates - DoF	ASL	152,113 FY22-23	178,060 FY24-25

*APSC estimate of ASL for APS agencies.

MEDIA

16 May 2024: The Canberra Times article [Fiery debate set up over rise of APS jobs](#) cites Senator Hume’s criticism of the APS increase. Senator Gallagher responded that the increase is necessary for frontline services and rebuilding internal capability.

15 May 2024: Australian Financial Review article [Public sector numbers explode as contractors cut](#) notes the increase in the size of the APS following removal of the ASL caps. It also cites budget papers showing current staffing levels are higher than previous estimates.

25 March 2024: The Mandarin article [Election mode shots see APS resourcing return as a hot issue](#) details Assistant Minister Patrick Gorman’s response to MP James Stevens’ questions regarding the size of the APS, noting that the government has been reinvesting in the APS, giving the example of extra staff to clear DVA backlog.

CLEARANCE SUMMARY

Nicole Steele Assistant Commissioner	People Insights Branch	Clearance date 24 May 2024	02 6202 3828
s47F	Workforce Metrics	s47F	
Finance team quality assurance	NIL	Finance QA date NIL	
Consultation	All APS agencies - workforce data	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May 2024

State of the Service Roadshow, with costs

KEY MESSAGES

- The State of the Service Roadshow is an annual event series, run by the APSC, to engage with Australian public servants and promote the State of the Service Report.
- In 2024, four events were hosted, with the launch event in Perth and Canberra being hybrid events. The Newcastle and Townsville events were in-person only.
- Total expenditure for the 2024 State of the Service Roadshow was \$64,479.40 (GST inclusive).
- There were 2,575 virtual attendees at the hybrid events, and 890 in-person attendees across the four events.

FACTS AND FIGURES

- The launch event in Perth was held on 1 March 2024, Canberra on 5 March 2024, Newcastle on 6 March 2024, and Townsville on 15 March 2024.
- The event structure consisted of a Welcome to Country, keynote speaker, and a question and answers session from the audience to a panel of senior public servants.
- Specific themes were assigned to each session based on prominent issues from the State of the Service Report.
- Audience questions that were asked of the panel were based on audience popularity. Any unanswered questions were addressed through key themes and published on the APSC website.
- Expenditure (GST inclusive) at each event was:
 - Perth - \$24,304.03
 - Canberra - \$21,764.00
 - Newcastle - \$8,384.40
 - Townsville - \$10,027.27
 - Total - \$64,479.40.
- The event was organised in-house at the Australian Public Service Commission.
- The key figures and program at each event included:

<p>Launch event – Perth Friday, 1 March, 10:30 -12:00 (AWST)</p>	<p>Specific themes of:</p> <ul style="list-style-type: none"> • bullying and harassment • rebalancing the APS • disability employment • flexible workplaces 	<p>Master of Ceremonies</p> <ul style="list-style-type: none"> • Ms Sharyn O’Neill, Public Sector Commissioner for the Western Australian Public Sector Commission <p>Keynote</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service
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		<p>Panel</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service • Dr Gordon de Brouwer PSM, Australian Public Service Commissioner • Ms Denise Craig, National Manager, Health Zone West, Services Australia • Ms Sharyn O’Neill PSM, Public Sector Commissioner, Western Australia Public Sector Commission
<p>Canberra Tuesday 5 March 13:00 – 14:30</p>	<p>Specific themes of:</p> <ul style="list-style-type: none"> • CALD strategy • bullying and harassment • changes to the Public Service Act to include Stewardship as a value • APS Reform agenda 	<p>Master of Ceremonies</p> <ul style="list-style-type: none"> • Ms Rachel Balmano, First Assistant Secretary for the Department of Health and Aged Care <p>Keynote</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service <p>Panel</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service • Dr Gordon de Brouwer PSM, Australian Public Service Commissioner • Ms Alison Frame, Secretary, Department of Veterans’ Affairs • Ms Padma Raman PSM, Executive Director, Office for Women
<p>Newcastle Wednesday 6 March 11:00 – 13:30</p>	<p>Specific themes of:</p> <ul style="list-style-type: none"> • data and digital capability and strategy • accessibility and disability • diverse workplaces • neurodiversity 	<p>Master of Ceremonies</p> <ul style="list-style-type: none"> • Mr John Shepherd, First Assistant Secretary, Digital Identity and Data Policy Division, Department of Finance <p>Keynote</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service <p>Panel</p> <ul style="list-style-type: none"> • The Hon Patrick Gorman MP, Assistant Minister for the Public Service



		<ul style="list-style-type: none"> • Dr Subho Banerjee, Deputy Commissioner, Head of APS Academy and Capability, Australian Public Service Commission • Ms Lucy Poole, General Manager, Strategy, Planning and Performance, Digital Transformation Agency
Townsville 15 March Friday 13:00 to 14:30	Specific themes of: <ul style="list-style-type: none"> • geographically dispersed • flexible workplaces and mobility • contractors and consultants 	Master of Ceremonies <ul style="list-style-type: none"> • Ms Nicole Dykstra, Assistant Commissioner, Product Strategy and Management, Client Account Services ATO Opening Remarks <ul style="list-style-type: none"> • Dr Rachel Bacon, Deputy Commissioner, Integrity, Reform and Enabling Services, Australian Public Service Commission Panel <ul style="list-style-type: none"> • Dr Rachel Bacon, Deputy Commissioner, Integrity, Reform and Enabling Services, Australian Public Service Commission • Mr Josh Thomas, Chief Executive Officer, Great Barrier Reef Marine Park Authority • Ms Kathryn Harris, Agency Lead Negotiator, Enterprise Agreement Bargaining Team, National Disability Insurance Agency

QUESTIONS AND ANSWERS

Who decides the keynote speakers, panellists and event locations for the State of the Service Roadshow?

Given the State of the Service Roadshow is an APS Commissioner owned event series, the Commissioner decides the locations, format, keynote speakers and panellists. This is informed by previous event reports and consultation with stakeholders as required.

To what extent was the Assistant Minister for the Public Service involved in deciding the event locations, particularly the Perth launch event?

The event locations were recommended to the APS Commissioner based on feedback from previous post-event surveys to expand the event series, including a launch event outside of Canberra. Qualitative feedback from this years post-event surveys showed that employees based in the selected locations, particularly in regional areas, appreciated the events were hosted in their area.

As a keynote and stakeholder in the event, the Assistant Minister was consulted.



Is this the typical process when deciding an event location?

Yes.

Were the in-person State of the Service Roadshow events at capacity?

Registrations for each event were at capacity and catered for accordingly. Consistent with most events of this size and nature, we saw a drop out rate at some locations. The people who attended in-person were highly engaged.

Did the Australian Public Service Commission use contractors to run this event series?

These events were managed and delivered in-house through the APSC Events team. They were run with the support of external suppliers such as venues and catering services as required.

What was the process for selecting audience questions, particularly around sensitive or controversial topics?

The question and answer session was run as a transparent, open forum. Questions were selected based on a voting system, with the most popular questions presented to the panel. Hard topics were encouraged to support a transparent and frank forum. Minimal filtering of questions occurred to support this. This ensured the event would drive genuine engagement with APS employees and leaders in the APS. The panel answered questions to the best of their ability.

In one of the State of the Service Roadshow events, it was asked whether the right to disconnect applied to public servants and if politicians will change their behaviour to respect this. Do you think this type of question is appropriate for an apolitical public service to be responding to?

In a transparent question and answer forum you will get questions on topics that impact audience members and their work. As the Assistant Minister for the Public Service was also on the panel, this opened up questions on key topics at the Government level, not just the senior public service level. This question was asked and answered in accordance with the APS Code of Conduct, given it did not reference a particular party or view.

During the State of the Service Roadshow, a question was raised when ministers will be held accountable to APS standards at senate estimates, especially when politicians are often unprofessional and rude. Do you think this an appropriate question to be asked by an apolitical public service?

Forums such as senate estimates allow for a robust accountable debate. The Assistant Minister for the Public Service sat on this panel and answered this question directly as was appropriate. He advised there is a ministerial code of conduct that's really clear about treating public servants with courtesy and respect.

As the Assistant Minister for the Public Service was on the panel, it did open up questions on key topics at the Government level, not just the senior public service level.

This question was asked and answered in accordance with the APS Code of Conduct, given a public servant did not reference a particular party or view.



There appeared to be a focus on workplace discrimination and bullying at this years State of the Service Roadshow, does this indicate there is a larger problem than perceived?

In the 2023 APS Employee Census, 10.4% of respondents indicated they had been subjected to discrimination during the 12 months preceding the survey in the course of their employment. Of these respondents, one in five (22.1%) said the discrimination was on the basis of race.

This proportion remains too high and is a focus for the APS Culturally and Linguistically Diverse Employment Strategy that was released on 30 April.

Increasing fairness and inclusion in the workplace is a priority, and the gender pay gap in the APS is now below 6%. The Government has passed legislation to mandate public reporting on it from 2024.

The Government has set a target of 7% employment of people with disability in the APS by 2025. In 2023, employment data shows this figure to be 5.1%.

BACKGROUND

MEDIA

The State of the Service Roadshow 2024 received 45 media mentions between 21 January 2024 and 19 April 2024. Media coverage highlighted the Government’s effort to focus on integrity and transparency as key to a functioning public service. Additionally, there were mentions of rising hot topics such as APS Bargaining, navigating flexible working arrangements and APS IT skills shortages. The roadshow emphasised the need for government action to address these issues.

Relevant media coverage can be found [here](#).

CLEARANCE SUMMARY

s47F A/g Executive Director	Engagement and Communications	Clearance date 19/04/2024	s47F
s47F	Engagement and Communications	Drafted date 19/04/2024	s47F
Finance team quality assurance	s47F	Finance QA date 24/04/2024	
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Implementation of the Strategic Commissioning Framework within the APSC

KEY MESSAGES

- The Strategic Commissioning Framework ensures core-work of the Australian Public Service is delivered by the APS.
- The Commission is implementing this policy across our own operations.
- The Commission is reviewing existing outsourcing arrangements with a view to determining which outsourced work is core work for the Commission. Targets will be set by 30 June 2024 to bring any agreed outsourced core work in house.

FACTS AND FIGURES

- The Commission is subject to the Strategic Commissioning Framework.
- The Framework requires entities to define their core work, set targets to reduce inappropriate outsourcing of core work, and ensure core work is delivered by Commission employees. Entities may still need to outsource some elements of their work, for example due to specialist, surge or independence needs, however entities should seek to limit dependence on external providers for core work.
- The Commission's senior executives were briefed on the Framework in December 2023. Since then:
 - Business areas have reviewed the work they do to determine if it should always be delivered by the APS
 - Where work is currently outsourced, an assessment has been completed to determine whether it is non-core work—and can justifiably continue to be outsourced—or core work, and should therefore be delivered by APS employees
 - Work has been mapped against job families to evidence the type of capability needed to deliver core work
 - A review of all active procurements has also commenced.
- Business area input will be used to establish targets (by 30 June 2024) to bring agreed outsourced core work in house. Our targets will be reported in the Commission's Corporate Plan and tracked internally.
- The Commission will embed the Framework's principles and targets in its planning and operational policies and procedures.



QUESTIONS AND ANSWERS

Q: What does the Commission consider core APS work?

- The Commission's purpose as reflected in our 2024-25 Portfolio Budget Statements (PBS) is that *we are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability*
- Our key activities are:
 - Promote and uphold the high standards of integrity and conduct within the APS
 - Lead and support the development of quality APS workforce management policy
 - Build APS capability and leadership for the future
 - Foster an APS that engages and partners with people, communities and business
- To deliver on these the APSC undertakes a range of activities. We are reviewing activities to determine which should be undertaken by APS employees and will be considered 'core' under the Framework. We are particularly focussed on work in the following areas:
 - workforce strategy and planning
 - workforce relations and enterprise bargaining
 - diversity and inclusion strategy and policies
 - enhancing public administration
 - administration of remuneration tribunal
- In alignment with the Framework and in keeping with our role in building public service capability and integrity, the Commission employs officials to deliver policy, advice, products and other services that meet these aims. The Commission has a need to supplement internal resourcing at times with external and independent expertise (contract or partnerships) or surge capacity.
- Similar to other APS entities, our core work further includes drafting cabinet submissions, leading policy formulation, drafting regulations, and undertaking procurement and contract management.

Q: What is the APSC itself doing to reduce outsourcing?

- Targets to reduce outsourcing of core work, will be set by 30 June 2024.
- Like other agencies, the APSC is well underway in completing the analysis of work that will inform setting those targets.
- We are using the considerations published in the resources toolkit to help determine the core work that should only be undertaken by APS employees.
- The intent is to deepen capability and reduce the risks of excessive outsourcing to maintain integrity, expertise and public trust.

[PCU use only: Version 2]



- There will be circumstances where use of external labour is appropriate, particularly where the work is not core. In those instances, consideration will be given to small business and First Nations businesses in line with the Commonwealth Procurement Rules and the Framework.

Refer to SB24-000029 for questions relating to Reducing Reliance on Contractors and Consultants (Strategic Commissioning Framework APS Guidance).

- The factors we are considering include:
 - integrity and managing risk/conflict of interest – what work is best done by public servants?
 - capability gaps – do we need to break reliance on outsourcing relating to particular skills/capabilities, in order to meet future needs?
 - legislated responsibilities, enduring functions and the expected focus of future work
 - stability and business continuity – what functions are best delivered by a stable employee base to ensure continuity of operations?
- This work is ongoing across our business areas; [happy to give you an update at the next Estimates].

If needed – example

- This review process is still underway, but I'm happy to give an example.
 - Our Talent Management area has been looking at the arrangements it has for delivering APS leadership development.
 - Much of that is core work for the APSC, including analysis of APS leadership requirements, design of assessment and development frameworks, and support for development conversations.
 - However, there are parts of the delivery process where external expertise adds value.
 - For example, talent assessments are delivered in partnership with external organisational psychologists. They provide objective and independent assessments of individual capability and deliver sensitive feedback in a psychologically safe manner.
 - Delivery of the assessments enables and supports our core work, but we do not consider the assessments themselves to be core work that must be done by APS staff.



CLEARANCE SUMMARY

Samantha Montenegro Assistant Commissioner	Enabling Services	Clearance date 30 April 2024	s47F
s47F	Enabling Services	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Workforce Strategies	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Commission departmental resourcing and contracts

KEY MESSAGES

- Total departmental resourcing for 2024-25 is **\$92.5 million**, with **378 ASL** (a decrease from **\$93.3 million** and **394 ASL** in 2023-24).
- The Commission spent **\$26.2 million** on external suppliers in the 2022-23 financial year. The average amount paid per reportable contract in 2022-23 was **\$57,429**.
- At 30 April 2024, the year-to-date spend on external suppliers is **\$25.8 million**, and the year-to-date spend on consultancies is **\$774,775**.
- As at 30 April 2024, the Commission has **three** active reportable contracts with the Big 4 firms, one with KPMG and two with Deloitte

FACTS AND FIGURES

Changes to the Commission’s resourcing from the 2024-25 Budget include new measures totalling **\$5.5 million in 2024-25 only**.

New Measures

- The Commission will receive **\$4.8 million in 2024-25 only** to redevelop the APS Employee Database (APSED). APSED is a high-value whole of government data system that contains sensitive employment data on all public servants and facilitates critical statutory functions of the Minister for the Public Service and the Australian Public Service Commissioner, such as the State of the Service Report.
- The Commission will receive **\$0.7 million in 2024-25 only** under Round 2 of the Capability Reinvestment Fund to deliver projects to address systemic barriers to CALD employees when navigating APS workplaces and processes, develop an integrity data framework, and build safety and integrity capability across the APS.

ASL Changes	2024-25	2025-26	2026-27	2027-28
<i>Redevelopment of APSED</i>	1.0	0.0	0.0	0.0
<i>Round 2 Capability Reinvestment Fund</i>	3.0	0.0	0.0	0.0
<i>PM&C Portfolio Internal Transfer*</i>	18.6	18.6	18.6	18.6
Total	22.6	18.6	18.6	18.6

*The APSC has received 18.6 unfunded ASL offset from within the PM&C Portfolio to support staffing increases on programs funded by internal government charging arrangements.



Machinery of Government Changes

- The Commission may be affected by a Machinery of Government change in 2024-25.
 - The new Parliamentary Workplace Support Service entity was established on 1 October 2023. There is no impact to the Commission's budget in 2023-24, however it is estimated that **\$12 million over four years** from 2024-25, prorated from the effective MOG date in 2024-25, will be transferred from the Commission to the new PWSS entity, with **\$3 million ongoing** and **12 ASL** from 2027-28.
 - The effects of the PWSS MOG do not currently appear in the Portfolio Budget Statements due to sequencing of finalising PBS prior to finalisation of the section 72 and section 75 determinations.

Total Resourcing

- The Commission's 2024-25 Budget includes **total departmental resourcing of \$92.5 million**, with **378 ASL** (a decrease from \$93.3 million and 394 ASL in 2023-24). This resourcing comprises:
 - \$67.5 million departmental appropriations.
 - \$20.5 million s74 external revenues.
 - \$4.5 million departmental capital budget (primarily for APSED redevelopment).
- Departmental appropriations reduce back to ongoing baseline funding of \$51 million over the forward years as temporary measures lapse, pending any future Budget decisions. Baseline funding is indexed each year and will reduce upon finalisation of the PWSS MOG.
- Retained s74 external revenue estimates increase to \$21.6 million over the forward years, reflecting indexation.
- The departmental capital budget reduces back to ongoing baseline funding of \$0.4 million from 2026-27.
- **Total administered resourcing** to deliver Judicial Office Holders' remuneration and entitlements under the *Remuneration Tribunal Act 1973* (paid by the Attorney-General's Department) is **\$4.6 million in 2024-25** and indexed each year.

Supplier Contracts

- External suppliers are engaged on a temporary basis where an independent view and/or complementary specialist capability is required.
- The Commission spent **\$26.2 million** on external suppliers in the 2022-23 financial year. The average amount paid per reportable contract in 2022-23 was **\$57,429**.



- At 30 April 2024, the year-to-date spend on external suppliers is **\$25.8 million**.
- At 30 April 2024, the year-to-date spend on consultancies is **\$774,775**.
- Consultancy contracts are at A.1 and A.2 of Factsheet A.
- Total expenditure on non-consultancy suppliers by expenditure categories at 30 April 2024:
 - Non-consultant general contract services: **\$8.8 million**
 - The most expenditure incurred on a reportable contract for non-consultant services in 2023-24 was the **PwC contract for the delivery of the APSED rebuild**, with **\$1.6 million** expensed from 1 July 2023 to 30 April 2024. This contract expired 17 November 2023.
 - Employee related suppliers (labour hire, recruitment costs etc.): **\$1.5 million**
 - The most expenditure incurred on employee related suppliers has been paid to **Hudson Global Resources** in 2023-24, with **\$182,438** expensed from 1 July 2023 to 30 April 2024 for services including labour hire staffing arrangements and recruitment support for the Data and Digital Cadet programs.
 - ICT: **\$7.8 million**
 - The most expenditure incurred on a reportable contract for ICT services in 2023-24 was the **SFDC Australia Pty Ltd contract for the provision of software licensing fees for the administration of the APS Jobs platform**, with **\$483,339** expensed from 1 July 2023 to 30 April 2024.
 - Recommend defer to Dani Schlesier for any detailed questions on this contract.
 - The majority of IT contract expenditure is related to internal government arrangements (PM&C Shared Services – \$3.8 million expensed 30 April 2024; DoF GovCMS/websites - \$1.1 million expensed 30 April 2024). Internal government arrangements are not reported publicly on AusTender i.e. are not ‘reportable’ contracts.
 - Legal: **\$3 million**
 - The most expenditure incurred on a reportable contract for legal services in 2023-24 was the **Clayton Utz contract for support in**



- **conducting Code of Conduct investigations, with \$1.4 million** expended from 1 July 2023 to 30 April 2024 on Robodebt Taskforce Code matters, and **\$384,484** expended from 1 July 2023 to 30 April 2024 on non-Robodebt Code matters.
 - Recommend defer to Kylie Barber (BAU Code) or Jamie Lowe (Robodebt Code) for any detailed questions on Clayton Utz contracts.
- **Travel: \$1.1 million**
 - The majority of travel expenditure is incurred through the use of corporate credit cards, with only three reportable contracts entered into categorised as travel services to a total value of \$54,386.
- **Venue hire and catering: \$0.9 million**
 - The most expenditure incurred on a reportable contract for venue hire and catering services in 2023-24 was the **Compass Group B&I Hospitality contract for the provision of catering services in MoAD for face to face APS Academy course deliveries, with \$284,368** expended from 1 July 2023 to 30 April 2024.
- **Total other contracts (promotional, training, printing, office supplies etc.): \$1.9 million**
- Non-consultancy contracts are at A.3, A.4 and A.5 of [Factsheet A](#)
- As at 30 April 2024, the Commission had **187** active “reportable” contracts (30 June 2023: 168). The Commission’s three biggest active reportable contracts include:
 - **Egon Zehnder International Pty Ltd (\$5 million over 2 years)** – engaged to deliver senior executive talent development services for the APS. Costs are recovered from the agencies of APS participants. (Leadership & Talent Development)
 - **Cahoot Learning (\$2.6 million over two years)** – engaged to deliver talent development services for the APS Graduate Development Program and APS Leadership Edge Program. Costs are recovered from the agencies of APS participants. (Leadership & Talent Development)
 - **Nous Group (\$2.4 million over two years)** – engaged to deliver senior executive talent development services for the APS. Costs are recovered from the agencies of APS participants. (Leadership & Talent Development)
 - Two large contracts that expired in 2023-24 include:



- Exp. 22 September 2023 – **Ventia Property Pty Ltd (\$3.9 million over 2 years)** for major capital works to upgrade the exhibition space at Old Parliament House. Costs were funded from the 2021-22 Budget measure *National Collecting Institutions - Enhancements* (MoAD).
- Exp. 17 November 2023 - **PricewaterhouseCoopers Consulting (\$3.8 million over two years)** – engaged to redevelop the APS Employment Database.
- The Commission has **three** active reportable contracts with the Big 4 firms:
 - **PricewaterhouseCoopers** – **nil** active contracts.
 - **Ernst & Young** – **nil** active contracts.
 - **KPMG** – **one** active contract.
 - Leadership Programs Delivery Support - **\$1.3 million** over two years. \$109,820 expensed in 2023-24 as at 30 April 2024.
 - **Deloitte** – **two** active contracts.
 - Salesforce Support Services (APS Jobs) - **\$1.2 million** over two years. \$416,230 expensed in 2022-23; \$472,042 expensed in 2023-24 as at 30 April 2024.
 - Backup Solution (APS Jobs) - **\$73,181** over two years. Nil expenditure to date.
- Commensurate with advice received from the Department of Finance on 30 April 2024 regarding the ongoing response to the Switkowski Review, and PwC's mutual agreement with the Commonwealth not to enter into any new contracts with the Commonwealth, the Commission has not entered into any new contracts with PwC following the expiry of the contract to deliver the APSED rebuild on 17 November 2023.
- Other APS employees (e.g. secondees) are engaged before labour-hire where possible. As at 30 April 2024, the Commission has **20** APS secondees and **2** labour-hire staff (31 December 2023: 13 APS secondees and nil labour-hire staff).



BACKGROUND

- At Additional Estimates in February 2024, the Committee queried the Commission on senior leadership models in the APS, providing an example of the Department of Agriculture’s significant supplementation of its senior management with PwC contracts in the early 2000s. The Commission responded with the implementation of the Strategic Commissioning Framework as a framework for agencies that is clear on the appropriate outsourcing of core work, which excludes the roles of senior executives in agencies.
- Factsheet A: Reportable contracts active as at 30 April 2024 published on Austender – refer to attachment.
- Factsheet B: New reportable contracts published on Austender since 1 July 2023 – refer to attachment.

CLEARANCE SUMMARY

Sam Montenegro Assistant Commissioner	Enabling Services	Clearance date 01/05/2024	s47F
s47F	Finance	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
A. Active contracts at 30 Apr 2024											
A.1 Active Consultancies > \$80k											
Stephen Thomas Sedgwick	†	2023-2309 - Independent Reviewer	CN3993692	Limited	CoC Taskforce	10/08/2023	10/07/2023	30/06/2024	\$490,000	-	\$419,687
Bellchambers Barrett*	†	Internal Audit Services	CN3937752	Panel	Commission Costs	3/01/2023	5/12/2022	5/12/2024	\$346,547	\$26,541	\$151,597
Mary Brennan	†	PWSS Workplace Reviewer	CN3942459	Limited	PWSS	25/01/2023	31/12/2022	30/06/2024	\$105,000	-	\$56,100
Lynelle Briggs	†	2023-2374 - Independent reviewer	CN4006718	Limited	Integrity	29/09/2023	26/09/2023	30/06/2024	\$88,000	-	\$96,800
Cheryl-Anne Moy	†	2023-2356 - Sanctions officer	CN4006719	Limited	CoC Taskforce	29/09/2023	25/09/2023	30/06/2024	\$87,180	-	\$29,856
A.2 Active Consultancies < \$80k											
Hilary Ruth Penfold	†	2022-2256 - PWSS Review	CN3948739	Limited	PWSS	27/02/2023	16/02/2023	30/06/2024	\$75,000	-	-
Manthorpe's Shop Pty Ltd	†	PWSS Workplace Reviewer	CN3940076	Limited	PWSS	13/01/2023	31/12/2022	30/06/2024	\$75,000	-	-
Colin Robert McKenzie Neave	†	PWSS Workplace Reviewer	CN3942460	Limited	PWSS	25/01/2023	31/01/2023	30/06/2024	\$75,000	-	-
Mary Brennan	†	2023-2410 - Independent Reviewer	CN4023543	Limited	Integrity	14/12/2023	28/11/2023	31/05/2024	\$35,405	-	\$14,135
FRANKIE NSW PTY LTD	†	2023-2375 - Independent Review	CN4012160	Limited	CoC Taskforce	26/10/2023	30/10/2023	30/06/2024	\$19,800	-	\$6,600
A.3 New and current contracts > \$200k											
Egon Zehnder International Pty Ltd		Delivery of training	CN3860620	Open	Leadership	31/03/2022	7/02/2022	31/12/2024	\$4,992,000	\$1,018,491	\$886,901
Cahoot Learning		Social Learning and Design Expertise	CN3922999	Panel	Leadership	27/10/2022	1/10/2022	31/12/2024	\$2,588,920	\$539,275	\$1,255,045
The Nous Group		2023-2367 - Program Delivery	CN4041968	Open	Leadership	22/03/2024	29/02/2024	28/02/2026	\$2,412,073	-	\$23,760
CIT Solutions		Delivery of Digital Apprenticeship Program 23-26	CN3953788	Panel	Professions	24/03/2023	22/02/2023	19/02/2026	\$2,183,068	-	\$177,662
Ventia Property Pty Ltd *		Property Services Coordinated Procurement	CN3523906	Panel	Commission Costs	12/07/2018	1/06/2018	30/06/2024	\$1,965,273	\$303,391	\$344,242
Old Parliament House *		Occupancy MOU	CN3747280	Limited	Commission Costs	8/02/2021	1/04/2021	30/03/2026	\$1,937,003	\$285,900	\$249,047
Accenture Australia PTY Ltd		Coaching for Women in Digital - DTA-GEN-346	CN3909862	Panel	Leadership	31/08/2022	31/08/2020	31/08/2024	\$1,863,400	\$746,900	\$231,000
Old Parliament House *		Occupancy MOU - additional space	CN3824993	Limited	Commission Costs	2/11/2021	15/10/2021	30/03/2026	\$1,773,330	\$443,563	\$333,219
Engine Asia Pacific Pty Ltd		APS Employee Census & APS Agency Survey	CN3852259	Panel	People Insights	28/02/2022	17/01/2022	31/12/2024	\$1,569,154	\$637,261	\$331,386
Clayton Utz		2023-2325 - Legal Services	CN3992141	Panel	CoC Taskforce	4/08/2023	27/06/2023	26/06/2024	\$1,565,000	-	\$1,421,137
GPT Funds Management 2 Pty Ltd		Office rental, George Street, Sydney	CN3948755	Limited	Commission Costs	28/02/2023	2/02/2023	31/01/2028	\$1,397,000	\$154,374	\$179,982
SFDC AUSTRALIA PTY LTD		2023-2340 - Salesforce License and Support Renewal	CN4005474	Panel	Professions	26/09/2023	9/09/2023	8/09/2026	\$1,318,198	-	\$483,339
Corporate Travel Management Group Pty Ltd		Travel management services	CN4040731	Panel	Commission Costs	15/03/2024	5/02/2024	30/06/2027	\$1,270,000	-	-
KPMG		2023-2406 - Program Delivery	CN4030135	Open	Leadership	24/01/2024	12/12/2023	12/12/2025	\$1,254,489	-	\$109,820
People Measures P/L *		SES Band 2 Leadership	CN3804182	Open	Leadership	11/08/2021	5/08/2021	30/06/2024	\$1,237,032	\$229,087	\$143,437
Deloitte Touche Tohmatsu		Salesforce Support Services	CN3917604	Panel	Professions	30/09/2022	9/09/2022	9/09/2024	\$1,194,610	\$416,230	\$472,042
Compass Group B&I Hospitality		Catering Services - MoAD	CN3922998	Limited	Craft	27/10/2022	17/10/2022	7/04/2025	\$1,175,339	\$205,610	\$284,368
People Measures P/L		2023-2391 - Delivery of Program	CN4023548	Open	Leadership	14/12/2023	1/11/2023	31/10/2025	\$1,142,350	-	\$293,397
Centre For Public Impact ANZ		Training and Delivery	CN3917605	Open	Leadership	30/09/2022	8/07/2022	6/07/2024	\$652,252	\$380,864	\$261,785
Define Potential Pty Ltd		Program Delivery	CN3800206	Panel	Leadership	29/07/2021	8/07/2021	30/06/2024	\$645,760	\$139,488	\$98,764
Pursuit Technology Australia		LMS Set up and ongoing licenses	CN3820456	Panel	Craft	15/10/2021	1/10/2021	30/09/2024	\$601,909	\$181,060	\$265,177
Newcast Pty Ltd		AV production	CN3889853	Panel	Executive	30/06/2022	27/05/2022	20/05/2024	\$550,000	\$151,204	\$34,527
UNIVERSITY OF MELBOURNE (ASIALINK)		2023-2351 - Program Delivery	CN4002356	Open	Leadership	12/09/2023	28/08/2023	30/06/2024	\$547,250	-	\$541,200
ETHAN INDIGENOUS PTY LTD		2024-2450 - Desktop Refresh 2023	CN4037398	Panel	Asset	29/02/2024	5/02/2024	4/02/2028	\$471,515	-	-
MCINNES WILSON LAWYERS PTY LTD		2023-2242 - Additional Legal Services	CN3992140	Panel	CoC Taskforce	4/08/2023	24/07/2023	30/06/2024	\$450,000	-	\$370,369
JCU CPB Pty as trustee for the CPB trust		Property lease Townsville campus	CN3993674	Limited	Commission Costs	10/08/2023	18/05/2023	28/02/2025	\$444,000	-	\$255,572
SFIA Foundation		2024-2497 - SFIA License	CN4050409	Limited	Professions	1/05/2024	1/07/2024	30/06/2027	\$443,000	-	-
The SFIA Foundation		SFIA License	CN3788300	Limited	Professions	6/07/2021	30/06/2021	30/06/2024	\$411,867	-	-
Amnesium Pty Ltd		End user computing - laptops	CN3873556	Panel	Asset	16/05/2022	9/05/2022	9/05/2026	\$391,769	-	-
OECD		Assessment and Evaluation Services	CN3976758	Limited	APS Reform	22/06/2023	1/07/2023	31/01/2025	\$380,000	-	-
Clayton Utz		2024-2443 - LEX773 - Legal Services	CN4031727	Panel	Integrity	31/01/2024	10/01/2024	30/09/2024	\$370,700	-	\$50,880

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
Clayton Utz		2023-2379 - LEX656 - Legal Services	CN4010220	Panel	Integrity	16/10/2023	29/09/2023	30/06/2024	\$350,000	-	\$293,082
Telstra Corporation		Telephony and Mobiles Services	CN3810952	Panel	Commission Costs	8/09/2021	2/09/2021	1/09/2024	\$325,000	\$91,637	\$92,999
Comcare Australia		Comcare premium 2024	CN3999723	Limited	Commission Costs	31/08/2023	16/08/2023	30/06/2024	\$299,420	-	\$299,420
Acendre		2024-2446 - eRecruit contract	CN4041967	Panel	Commission Costs	22/03/2024	11/03/2024	11/03/2027	\$285,369	-	\$60,099
Best Practice Consulting Pty Ltd		Provision of Learning & Development Programs	CN3852262	Panel	Professions	28/02/2022	4/02/2022	5/02/2025	\$282,175	\$116,279	\$78,486
OBVIOUS CHOICE PTY LTD		2023-2312 - APS Induction and re-development of courses	CN3973438	Panel	Craft	14/06/2023	7/06/2023	7/06/2024	\$260,810	\$65,890	\$161,040
Qualtrics LLC		2023-2297 - Licenses for APS Surveys	CN3965088	Panel	People Insights	12/05/2023	3/05/2023	2/01/2025	\$245,314	\$122,657	\$122,657
JY AUSTRALIA PTY LTD		2024-2485 - Delivery of Service	CN4050410	Limited	Leadership	1/05/2024	24/04/2024	30/06/2025	\$228,500	-	-
Winc Australia Pty Ltd		Stationery and office supplies - estimate	CN3452607	Panel	Commission Costs	4/09/2017	7/09/2017	6/09/2024	\$220,000	\$36,456	\$23,886
Higher Logic LLC		Delivery of a Member Management Solution	CN3768605	Limited	Professions	10/05/2021	1/04/2021	23/01/2025	\$218,419	-	\$67,903
JY AUSTRALIA PTY LTD		2024-2486 - Delivery of Services	CN4050411	Limited	Leadership	1/05/2024	22/04/2024	21/04/2025	\$211,270	-	-
A.4 New and current contracts between \$80k to \$200k											
Reserve Bank of Australia		Transactional Banking Services	CN3778378	Limited	Commission Costs	7/06/2021	27/04/2021	30/06/2025	\$197,000	\$47,600	\$43,400
Kyocera Document Solutions Australi		MFDs	CN3933754	Panel	Asset	9/12/2022	15/11/2022	15/11/2025	\$196,481	\$106,481	\$7,392
The University of New South Wales		2023-2400 - Delivery of services	CN4019715	Open	Craft	30/11/2023	13/11/2023	30/06/2027	\$192,750	-	\$60,000
Talent Risk Management		Program Delivery	CN3868857	Limited	Craft	30/04/2022	22/04/2022	29/12/2024	\$183,700	\$62,174	\$19,800
OBVIOUS CHOICE PTY LTD		2023-2409 - MOSAIC Manager Digital Learning package	CN4023542	Panel	Workforce Strategies	14/12/2023	13/11/2023	15/11/2024	\$180,532	-	\$153,032
University of Newcastle		Property lease	CN3967236	Limited	Commission Costs	25/05/2023	5/04/2023	28/02/2025	\$178,000	-	\$96,702
FIRST GRADE GROUP PTY LTD		2023-2408 - Recruitment and Search Services	CN4019714	Panel	Diversity	30/11/2023	15/11/2023	30/09/2024	\$156,200	-	\$156,200
Tailored HR Solutions		Program Delivery	CN3873560	Limited	Craft	16/05/2022	29/04/2022	29/12/2024	\$138,596	\$30,415	\$19,993
Data#3 Pty Ltd		Miro License and Support	CN3917606	Panel	Commission Costs	30/09/2022	20/09/2022	19/09/2025	\$133,982	\$44,661	\$44,661
Athru Solutions Pty Ltd		2024-2458 - External committee member	CN4050408	Limited	Commission Costs	1/05/2024	28/02/2024	31/12/2026	\$130,000	-	-
Qualtrics LLC		2023-2415 - Qualtrics Subscription License and support	CN4023549	Panel	People Insights	14/12/2023	25/11/2023	24/11/2026	\$126,689	-	\$42,230
Clayton Utz		2023-2439 - LEX 745 - Legal Services	CN4026130	Panel	Commission Costs	31/12/2023	18/12/2023	30/06/2024	\$126,500	-	\$60,703
ALLYGROUP		2023-2344 - LEX603 - Legal Services	CN3999725	Panel	Commission Costs	31/08/2023	2/08/2023	3/11/2023	\$120,384	-	\$80,763
LIZA CARROLL CONSULTING		2023-2389 - Capability Review	CN4019713	Limited	Workforce Strategies	30/11/2023	13/11/2023	30/04/2024	\$115,000	-	\$102,854
IJ WATT PTY LTD		2023-2388 - Independent Reviewer	CN4019717	Limited	Workforce Strategies	30/11/2023	15/11/2023	30/04/2024	\$115,000	-	\$93,539
CARMEL MCGREGOR CONSULTING		2024-2462 - Capability review	CN4043719	Limited	Workforce Strategies	31/03/2024	1/04/2024	31/10/2024	\$115,000	-	-
GEOFFREY JAMES LEEPER		2024-2463 - Capability review	CN4043720	Limited	Workforce Strategies	31/03/2024	1/04/2024	31/10/2024	\$115,000	-	-
WISDOM LEARNING PTY LTD		2023-2428 - Delivery of program	CN4034503	Panel	Craft	14/02/2024	17/01/2024	30/06/2024	\$113,691	-	-
Clayton Utz		2024-2445 - LEX780 - Legal Services	CN4030136	Panel	Commission Costs	24/01/2024	16/01/2024	30/06/2024	\$111,100	-	\$43,053
Kinship Digital Pty Ltd		Social media management and listening platform	CN3901001	Panel	Executive	29/07/2022	30/06/2022	30/06/2024	\$110,000	\$58,300	\$51,700
Ethos CRS Consulting Pty Ltd		2023-2419 - Delivery of programs	CN4028036	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$107,874	-	\$49,788
Shane Carroll & Associates Pty Ltd		2023-2407 - Program Delivery	CN4030137	Open	Leadership	24/01/2024	20/11/2023	20/11/2025	\$105,465	-	\$24,190
ALLYGROUP		2024-2455 - LEX 803 - Legal Services	CN4034505	Panel	General Counsel	14/02/2024	6/03/2024	7/06/2024	\$105,000	-	-
Sparke Helmore Lawyers		2024-2481 - LEX826 - Legal Services	CN4047828	Panel	Integrity	19/04/2024	8/04/2024	9/08/2024	\$103,302	-	-
Message Stick Communications Pty Lt		Video Conferencing equipment	CN3917594	Panel	Asset	30/09/2022	31/08/2022	30/08/2025	\$102,153	\$102,153	-
Ethos CRS Consulting Pty Ltd		2023-2420 - Delivery of programs	CN4028032	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$99,576	-	\$66,384
Australian National University		Delivery of Data Leadership program	CN3923000	Panel	Craft	27/10/2022	30/09/2022	30/06/2024	\$99,137	-	\$87,974
Flinders University of South Australia		2023-2394 - Delivery of services	CN4019718	Open	Craft	30/11/2023	13/11/2023	30/06/2027	\$98,549	-	\$48,543
CHALFONT CONSULTING PTY LTD		2023-2321 - Support Services to assist with re-alignment of Peop	CN3989153	Limited	Enabling	26/07/2023	10/07/2023	21/12/2023	\$97,152	-	\$97,085
Ashurst		2023-2346 - LEX601 - Legal Services	CN3993690	Panel	Integrity	10/08/2023	14/06/2023	30/06/2024	\$95,000	-	\$95,000
National Convention Centre Intercontinental Hotels Group		2024-2476 - Venue hire and catering 08-09 Apr 2024	CN4041965	Limited	Leadership	22/03/2024	12/03/2024	9/04/2024	\$91,210	-	\$91,070
ABT Associates Pty Ltd		Restructure procurement services	CN4034501	Panel	International	14/02/2024	27/10/2023	30/11/2023	\$82,490	-	\$82,490
Rydges Capital Hill		2024-2456 - Venue Hire and Catering 01-02 Oct 2024	CN4037400	Limited	Leadership	29/02/2024	14/02/2024	2/10/2024	\$81,000	-	\$24,300
A.5 New contracts between \$10k to \$80k											

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
Institute of Public Administration Australia (ACT) Ltd		Sponsorship	CN3996509	Limited	APS Reform	22/08/2023	31/07/2023	31/07/2024	\$79,750	-	-
CHALFONT CONSULTING PTY LTD		2023-2333 - Support Services	CN3992143	Limited	Enabling	4/08/2023	18/07/2023	13/10/2023	\$78,936	-	\$77,129
ContentGroup		2023-2385 - Creative Services	CN4012158	Panel	Executive	26/10/2023	1/10/2023	30/06/2024	\$77,000	-	\$28,149
AUSTRALIAN COMPUTER SOCIETY INC.		2024-2457 - Membership and training	CN4037399	Limited	Professions	29/02/2024	11/02/2024	10/02/2025	\$76,381	-	-
Dalla Costa Pty Ltd t/a MSDC Consul		2024-2444 - Audit Risk Committee	CN4041959	Limited	Commission Costs	22/03/2024	27/02/2024	31/12/2025	\$75,000	-	\$5,000
Dell Australia Pty Limited		2023-2288 - Delivery of WITEM 2023	CN3968119	Panel	Leadership	25/05/2023	15/05/2023	30/06/2024	\$75,000	-	\$75,000
Ethos CRS Consulting Pty Ltd		2023-2422 - Delivery of programs	CN4028033	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$74,579	-	\$48,257
Hudson Global Resources		2024-2470 - Delivery of Services	CN4041961	Panel	Professions	22/03/2024	5/03/2024	5/07/2024	\$73,345	-	\$35,316
Deloitte		2024-2472 - Backup Solution	CN4047824	Limited	Professions	19/04/2024	9/03/2024	8/09/2025	\$73,181	-	-
HARTKNOWLEDGE CONSULTING		2023-2353 - Records Manager	CN3999722	Limited	Enabling	31/08/2023	21/08/2023	21/12/2023	\$72,600	-	\$67,348
CHARTERTECH PTY LTD		2023-2362 - TM1 Support Services	CN4005475	Panel	Commission Costs	26/09/2023	8/09/2023	6/06/2024	\$71,995	-	\$48,521
Excelerated Consulting		2023-2382 - TM1 license and support	CN4010217	Panel	Commission Costs	16/10/2023	1/10/2023	30/09/2024	\$68,652	-	\$68,652
Clayton Utz		2024-2482 - LEX 878 - Legal Services	CN4044691	Panel	Commission Costs	5/04/2024	28/03/2024	30/06/2024	\$62,000	-	-
CSIRO		2023-2365 - Program Delivery	CN4010221	Limited	Leadership	16/10/2023	19/09/2023	18/10/2023	\$58,358	-	\$58,358
CHAMPIONS OF CHANGE COALITION		Annual membership	CN3992139	Limited	Executive	4/08/2023	1/08/2023	29/02/2024	\$55,000	-	\$55,000
Hudson Global Resources		2023-2372 - Recruitment Services	CN4010215	Panel	Professions	16/10/2023	27/09/2023	22/12/2023	\$54,066	-	\$38,058
National Convention Centre Intercontinental Hotels Group		2023-2437 - Venue hire and Catering 21-22 Feb 2024	CN4028041	Limited	Leadership	12/01/2024	21/02/2024	22/02/2024	\$52,930	-	\$52,930
DYNATA GLOBAL AU PTY LTD		2023-2360 - Trust Survey for 2023-24	CN4002354	Limited	People Insights	12/09/2023	4/09/2023	28/06/2024	\$50,710	-	\$35,409
BENESTAR GROUP PTY LTD		2023-2338 - EAP Services 2023-2025	CN3999724	Panel	Commission Costs	31/08/2023	1/08/2023	31/07/2025	\$50,000	-	\$18,014
Norton Rose Fulbright		2023-2320 - LEX574 - MicroCredential	CN3977743	Panel	Craft	25/06/2023	15/06/2023	14/06/2024	\$48,268	-	\$27,080
National Convention Centre Intercontinental Hotels Group		2023-2344 - Venue hire and catering - 17-18 October 2023	CN3993686	Limited	Leadership	10/08/2023	1/08/2023	18/10/2023	\$46,720	-	\$42,363
Commonwealth Superannuation Corporation		Superannuation Administration 2023-24	CN4010222	Limited	Commission Costs	16/10/2023	25/07/2023	30/06/2024	\$45,747	-	\$45,747
Clayton Utz		2024-2442 - LEX733 - Legal Services	CN4029687	Panel	Integrity	22/01/2024	20/12/2023	30/06/2024	\$44,000	-	\$40,522
Universal McCann		2023-2387 - Advertising	CN4012163	Panel	Professions	26/10/2023	13/11/2023	31/10/2024	\$44,000	-	\$28,727
SAS Institute Australia Pty Ltd		2024-2449 - SAS License	CN4034504	Limited	People Insights	14/02/2024	1/03/2024	28/02/2025	\$42,636	-	\$37,378
Universal McCann		2023-2440 - Advertising	CN4028031	Panel	Professions	12/01/2024	15/12/2023	15/12/2024	\$42,559	-	\$42,559
Clayton Utz		2024-2462 - LEX827 - Legal Secondment	CN4041962	Panel	CoC Taskforce	22/03/2024	26/02/2024	19/04/2024	\$40,762	-	\$22,928
Yellow Edge Pty Ltd		2023-2414 - Delivery of programs	CN4028040	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$37,532	-	\$9,196
Morpht Pty Ltd		2023-2390 - Migrate APS reform website to Gov CMS	CN4012162	Panel	Executive	26/10/2023	3/11/2023	3/02/2024	\$37,312	-	\$37,312
SALLI COHEN CONSULTING PTY LTD		2024-2465 Delivery of Great Policy Suite of Products	CN4044690	Limited	Craft	5/04/2024	20/03/2024	30/06/2024	\$35,200	-	\$3,740
Ashurst		2023-2348 - LEX606 - Legal Services	CN3993689	Panel	Integrity	10/08/2023	3/07/2023	30/06/2024	\$34,500	-	\$15,409
CSIRO		2024-2484 - Delivery of event	CN4044693	Limited	Leadership	5/04/2024	3/04/2024	19/04/2024	\$33,637	-	-
Universal McCann		2023-2404 - Recruitment advertising	CN4023545	Panel	Diversity	14/12/2023	6/11/2023	18/12/2023	\$33,006	-	\$31,832
The Australia and New Zealand School of Government		2023-2411 - Research & Advisory Research Subscription - Oct 20	CN4019720	Limited	Commission Costs	30/11/2023	13/11/2023	30/09/2024	\$33,000	-	\$33,000
DAMA AUSTRALIA		2023-2405 - Data Management Services	CN4028035	Limited	Professions	12/01/2024	8/01/2024	6/01/2025	\$33,000	-	-
Cinden Lester Communications		2023-2311 - Editing Services for Capability Review	CN3968118	Panel	Workforce Strategies	25/05/2023	22/05/2023	30/06/2024	\$33,000	-	\$14,032
Institute of Public Administration Australia (ACT) Limited		Sponsorship	CN3978985	Limited	APS Reform	28/06/2023	9/06/2023	9/06/2024	\$33,000	-	-
DFORE PTY LTD		2024-2490 - Assurance Services	CN4047829	Panel	Commission Costs	19/04/2024	10/04/2024	9/06/2024	\$32,725	-	-
ENCORE EVENT TECHNOLOGIES PTY LTD		2024-2477 - AV Services - Grad Hack 2024	CN4044692	Limited	Leadership	5/04/2024	8/04/2024	10/04/2024	\$32,000	-	-
CRITERIA AUSTRALIA PTY LTD		2023-2310 - Aptitude testing and video interviewing	CN3968120	Limited	Professions	25/05/2023	19/05/2023	19/05/2024	\$31,515	\$31,515	-
Emma Ralph		2023-2435 - Case Management Services for the People Team	CN4028039	Limited	Commission Costs	12/01/2024	5/01/2024	31/03/2024	\$30,000	-	\$6,336
TPG NETWORK PTY LTD		2023-2305 - Internet Services for NC and TN Campuses	CN3980550	Panel	Commission Costs	30/06/2023	23/06/2023	20/06/2025	\$29,754	-	\$5,780
Hays Personnel Services (Aust) P/L		2024-2447 - Placement Services	CN4034507	Panel	Enabling	14/02/2024	29/01/2024	30/06/2024	\$29,077	-	\$21,508
Norton Rose Fulbright		2024-2495 - LEX682 - Legal advice and support	CN4047825	Panel	Commission Costs	19/04/2024	12/04/2024	30/06/2024	\$26,290	-	-
Ionize Pty Ltd		2023-2361 - Penetration testing	CN4010216	Panel	People Insights	16/10/2023	9/10/2023	8/11/2023	\$25,740	-	\$25,740
ALTA PETE PTY LTD		2024-2460 - Leading Hybrid Teams	CN4041958	Panel	Craft	22/03/2024	6/03/2024	30/06/2024	\$25,278	-	-
Iron Mountain Australia Group Pty L Cust 17029126		2023-2326 - External Records Management Services	CN3989151	Panel	Commission Costs	26/07/2023	3/07/2023	29/02/2024	\$25,000	-	\$4,011
National Convention Centre Intercontinental Hotels Group		2023-2343 - Venue hire and catering - 09 October 2023	CN3993687	Limited	Leadership	10/08/2023	1/08/2023	9/10/2023	\$24,860	-	\$24,860

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
Rydges Capital Hill		2024-2474 - Venue hire and catering 21 Mar 2024	CN4041966	Limited	Professions	22/03/2024	11/12/2023	21/03/2024	\$24,280	-	\$19,280
Australia Post		Postal and small parcel services	CN4002359	Limited	Commission Costs	12/09/2023	1/08/2023	31/08/2023	\$23,791	-	\$23,791
INTERNATIONAL ASSOCIATION FOR PUBLI		2024-2469 - Delivery of training	CN4050407	Limited	APS Reform	1/05/2024	18/03/2024	28/06/2024	\$23,443	-	-
ALTA PETE PTY LTD		2023-2393 - Adaptation and delivery of leading hybrid teams; pr	CN4015614	Panel	Craft	10/11/2023	30/10/2023	31/12/2023	\$23,078	-	-
MESSAGE STICK COMMUNICATIONS PTY LT		2023-2430 - Audio Visual Equipment for Campuses	CN4023546	Panel	Asset	14/12/2023	1/12/2023	31/01/2026	\$22,621	-	-
Team HR (Australia) Pty Ltd		2023-2424 - Program Delivery	CN4031726	Panel	Craft	31/01/2024	1/01/2024	30/06/2024	\$22,440	-	-
Capital Recruit Pty Ltd		2023-2392 - Scribing Services	CN4013516	Panel	Craft	1/11/2023	16/10/2023	30/11/2023	\$21,734	-	\$20,013
HWL Ebsworth Lawyers		2023-2432 - LEX736 - Legal Services	CN4023547	Panel	Integrity	14/12/2023	9/11/2023	30/06/2024	\$21,500	-	\$11,803
UCX LTD		2023-2396 - Venue Hire/Catering 14-16 May 2024	CN4019719	Limited	Leadership	30/11/2023	14/05/2024	30/05/2024	\$21,180	-	\$2,118
NOVOTEL GEELONG		2024-2487 - Catering & Conference - 20-23 May 2024	CN4047827	Limited	Leadership	19/04/2024	9/04/2024	23/05/2024	\$20,669	-	\$20,669
Event Audio Visual Services		2023-2358 - AV Services -17-18 Oct 2023	CN4012159	Limited	Leadership	26/10/2023	17/10/2023	18/10/2023	\$20,226	-	\$20,226
Spotless Facility Services Pty Ltd		2024-2451- Venue Hire 01 Mar 2024	CN4034506	Limited	Executive	14/02/2024	2/02/2024	1/03/2024	\$20,000	-	\$17,044
KKP Enterprises Pty Ltd		2023-2359 - Printing Services	CN4002355	Panel	Leadership	12/09/2023	30/08/2023	3/09/2024	\$20,000	-	\$9,689
The Australia and New Zealand School of Government		2023-2378 - Analysis of COVID 19 Pulse Survey	CN4023550	Limited	People Insights	14/12/2023	15/11/2023	14/11/2024	\$20,000	-	\$20,000
Rydges Capital Hill		2023-2363 - Venue hire and catering - 14 Dec 2023	CN4002357	Limited	Professions	12/09/2023	6/09/2023	14/12/2023	\$19,560	-	\$18,582
Ashurst		2023-2345 - LEX602 - Legal Advice	CN3992142	Panel	PWSS	4/08/2023	28/07/2023	31/10/2023	\$19,000	-	\$13,642
Institute of Public Administration Aust. ACT Division Inc.		IPAA ACT Annual Membership Fee - Membership for 2023-24	CN3973437	Limited	Commission Costs	14/06/2023	1/07/2023	30/06/2024	\$18,920	\$18,920	-
ENCORE EVENT TECHNOLOGIES PTY LTD		2023-2438 - AV Services 21-22 Feb 2024	CN4028034	Limited	Leadership	12/01/2024	21/02/2024	22/02/2024	\$18,803	-	\$21,495
LinkedIn Singapore Pte Ltd		2022-2298 - Linked-in Insights	CN3980548	Limited	Workforce Strategies	30/06/2023	15/06/2023	30/06/2024	\$18,425	-	\$18,425
LinkedIn Singapore Pte Ltd		2024-2292 - Linked-in Insights	CN4047826	Limited	Workforce Strategies	19/04/2024	1/07/2024	30/06/2025	\$18,425	-	-
Ashurst		2023-2399 - Legal Services - PWSS	CN4013517	Panel	PWSS	1/11/2023	23/09/2023	3/11/2023	\$18,026	-	\$17,924
Cornerstone		2023-2343 - SPSS License Renewal for one year	CN3993691	Limited	Commission Costs	10/08/2023	1/08/2023	31/08/2024	\$17,725	-	\$17,725
MCGRATHNICOL ADVISORY		2023-2436 - Independent Assessment of Internal Audit Functio	CN4034502	Panel	Commission Costs	14/02/2024	22/01/2024	5/02/2024	\$17,255	-	\$17,255
SIR STAMFORD AT CIRCULAR QUAY		2024-2493 - Catering Services - 22-25 Jul 2024	CN4047830	Limited	Leadership	19/04/2024	22/07/2024	25/07/2024	\$16,891	-	\$5,067
THE SEBEL KIAMA		2023-2334 - Venue and Catering - 28-31 Aug 2023	CN3989156	Limited	Leadership	26/07/2023	17/07/2023	31/08/2023	\$16,759	-	\$16,866
BLUEFIN RESOURCES PTY LIMITED		2024-2454 - Placement of candidate	CN4041963	Panel	Enabling	22/03/2024	12/02/2024	11/02/2025	\$16,625	-	\$16,625
BLUEFIN RESOURCES PTY LIMITED		2023-2373 - Recruitment services	CN4006720	Panel	Enabling	29/09/2023	22/09/2023	21/09/2024	\$16,625	-	\$16,625
Ethos CRS Consulting Pty Ltd		2023-2421 - Delivery of programs	CN4028037	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$16,596	-	\$12,447
UNIQUE TEAM BUILDING PTY LTD		2024-2453 - Training services	CN4037401	Limited	Professions	29/02/2024	21/02/2024	21/03/2024	\$16,280	-	\$16,280
NOVOTEL SYDNEY WEST HQ EVENTS		2023-2327 - Venue Hire/Catering Residential - 17-21 Jul 2023	CN3989152	Limited	Leadership	26/07/2023	15/06/2023	21/07/2023	\$16,152	-	\$9,358
APH Catering and Events		2023-2429 - Venue hire and Catering - 09 Nov and 04 Dec 2023	CN4025172	Limited	Leadership	20/12/2023	9/11/2023	4/12/2023	\$15,400	-	\$15,950
CROWNE PLAZA HAWKESBURY VALLEY		2023-2330 - Venue Hire - 27 Aug - 01 Sep 2023	CN3989154	Limited	Leadership	26/07/2023	27/08/2023	1/09/2023	\$15,250	-	\$22,903
NOVOTEL GEELONG		2023-2355 - Venue Hire and Catering - 18-21 Sep 2023	CN4002358	Limited	Leadership	12/09/2023	17/08/2023	21/09/2023	\$15,248	-	\$15,163
Data#3 Pty Ltd		2023-2402 - Articulate 360 Team Licenses	CN4015612	Panel	Craft	10/11/2023	24/11/2023	23/11/2024	\$14,655	-	\$14,655
Cornerstone		2023-2343 A - SPSS license	CN4010219	Limited	Commission Costs	16/10/2023	30/09/2023	29/09/2024	\$14,406	-	\$14,406
WESTERN SYDNEY UNIVERSITY		2023-2383 - Bystander Anti-Racism Training	CN4012161	Limited	PWSS	26/10/2023	12/10/2023	12/10/2023	\$13,891	-	\$13,891
Mike Pieloor and Associates Consulting		2023-2427 - Plain English Suite of Products	CN4029688	Panel	Craft	22/01/2024	15/01/2024	30/06/2024	\$13,679	-	\$8,208
Ethos CRS Consulting Pty Ltd		2023-2423 - Delivery of programs	CN4028038	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$13,161	-	\$4,149
Craigieburn Resort Bowral		2023-2384 - Venue Hire & Catering	CN4010214	Limited	Leadership	16/10/2023	10/10/2023	24/11/2023	\$12,685	-	\$13,850
Capital Recruit Pty Ltd		2023-2386 - Placement fee	CN4015613	Panel	Executive	10/11/2023	6/11/2023	5/05/2024	\$12,500	-	\$12,500
Jeff Whalan Learning Group		2024-2489 - Membership Fee	CN4047823	Limited	Commission Costs	19/04/2024	4/04/2024	3/04/2025	\$12,375	-	-
FRESH CATERING PTY LTD		2023-2395 - Venue Hire/Catering	CN4019716	Limited	Leadership	30/11/2023	10/11/2023	5/12/2023	\$12,320	-	\$11,500
Ethos CRS Consulting Pty Ltd		2023-2403 - Delivery of program	CN4023544	Panel	Craft	14/12/2023	1/01/2024	30/06/2024	\$12,033	-	\$16,044
CLICKS RECRUIT (AUSTRALIA) PTY LTD		2024-2454-A - Placement services fee	CN4041960	Panel	Enabling	22/03/2024	26/02/2024	25/02/2025	\$12,000	-	-
Ashurst		2024-2441 - Legal Services	CN4029689	Panel	PWSS	22/01/2024	21/11/2023	21/12/2023	\$11,500	-	\$10,986
Jeff Whalan Learning Group		Annual Membership Fee	CN4005473	Limited	PWSS	26/09/2023	15/08/2023	14/08/2024	\$11,440	-	\$11,440
WHON Pty Limited		Training and Development Services	CN4006995	Limited	APS Reform	29/09/2023	23/11/2023	24/10/2024	\$11,440	-	-
KAYANNIE MARGARET DENIGAN		2023-2418 - RAP artwork	CN4037402	Limited	Asset	29/02/2024	1/02/2024	30/08/2024	\$11,300	-	-

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
Event Audio Visual Services		2023-2357 - AV Services - 09 Oct 2023	CN4010218	Limited	Leadership	16/10/2023	9/10/2023	9/10/2023	\$11,013	-	\$11,013
Executive Intelligence Group		2023-2331 - Professional Recruitment Support Services	CN3989150	Panel	Commission Costs	26/07/2023	14/07/2023	13/08/2023	\$11,000	-	\$11,000
BORDER RANGERS CONTRACTORS PTY LTD		Spirit of Service exhibition at the Museum of Australian Democr.	CN4002360	Limited	APS Exhibition	12/09/2023	4/05/2023	4/05/2023	\$11,000	-	\$11,000
iCognition Pty Ltd		2023-2323 - OpenText License and Support	CN3980549	Panel	Commission Costs	30/06/2023	1/07/2023	30/06/2024	\$10,868	-	\$10,868
FRESH CATERING PTY LTD		2023-2433 - Venue hire and catering - 30 April 2024	CN4023541	Limited	Workforce Strategies	14/12/2023	7/11/2023	30/04/2024	\$10,100	-	\$1,100
CLICKS RECRUIT (AUSTRALIA) PTY LTD		2024-2454-B - Placement services fee	CN4041964	Panel	Enabling	22/03/2024	19/02/2024	18/02/2025	\$10,000	-	-

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
B. Expired contracts											
B.1 Expired consultancies											
Axiom Associates Pty Ltd	†	Internal audit services	CN3502708	Panel	Commission Costs	7/05/2018	18/04/2018	30/06/2022	\$336,500	\$18,253	-
Michelina Ranieri*	†	Consultancy Services	CN3783040	Limited	APS Exhibition	17/06/2021	9/06/2021	30/09/2022	\$197,120	\$30,800	-
Grosvenor Performance Group	†	Consultancy Services	CN3816710	Limited	Craft	30/09/2021	25/08/2021	30/12/2022	\$151,565	\$94,671	-
Hilary Ruth Penfold*	†	2023-2285 - Independent Reviewer	CN3955531	Limited	Integrity	3/04/2023	15/03/2023	31/01/2024	\$135,000	\$56,702	\$70,785
Andragogy Pty Limited*	†	Evaluation of APS Regulatory Training Pilot	CN3778367	Limited	Craft	7/06/2021	22/05/2021	30/06/2023	\$91,128	\$48,746	-
Hilary Ruth Penfold	†	Parliamentary Service Commissioner Workplace Reviews for the	CN3820458	Limited	PWSS	15/10/2021	5/10/2021	30/12/2022	\$75,000	\$880	-
Bethomas Consulting Pty Ltd	†	Committee Chair	CN3839104	Limited	Commission Costs	23/12/2021	14/12/2021	31/12/2023	\$60,478	\$25,300	\$23,210
Neatbooks Pty Ltd	†	External Audit Committee member	CN3661498	Limited	Commission Costs	21/02/2020	6/01/2020	31/03/2023	\$40,700	\$8,140	-
KPMG*	†	Develop MPC Business Continuity Plan	CN3917593	Panel	MPC	30/09/2022	29/08/2022	30/12/2022	\$29,815	\$29,815	-
Minter Ellison*	†	Legal Services	CN3842163	Panel	Craft	17/01/2022	7/01/2022	30/06/2022	\$22,000	\$20,507	-
Maddocks Lawyers	†	Legal Services	CN3842162	Panel	Leadership	17/01/2022	10/01/2022	31/12/2022	\$18,500	\$3,592	-
B.2 High value contracts that expired after 30 June											
Ventia Property Pty Ltd*		Exhibition Space Upgrade at Old Parliament House	CN3818544	Panel	Commission Costs	11/10/2021	6/09/2021	22/09/2023	\$3,888,500	\$2,224,741	\$1,194,333
PricewaterhouseCoopers Consulting		Redevelopment of APSED	CN3933757	Open	People Insights	9/12/2022	17/11/2022	17/11/2023	\$3,830,200	\$2,079,063	\$1,751,137
Ventia Property Pty Ltd		Major Capital Works - APS Campuses	CN3953776	Panel	Commission Costs	24/03/2023	4/11/2022	31/10/2023	\$1,952,053	\$520,205	\$908,927
Old Parliament House*		Partnership Agreement - role of the APS phase 2	CN3868868	Limited	APS Exhibition	30/04/2022	24/03/2022	31/08/2023	\$1,871,100	\$1,168,488	\$10,135
Canberra Institute of Technology CIT		Learning and development training	CN3474047	Panel	Professions	18/12/2017	1/01/2018	31/12/2023	\$1,387,350	\$401,625	\$27,600
AOT Group Limited		Accommodation Program Management Services	CN3483957	Panel	Commission Costs	9/02/2018	16/10/2017	31/03/2024	\$1,080,000	\$157,320	\$224,390
People Measures P/L		Deputy Secretaries Talent Council - Round 7	CN3889851	Panel	Leadership	30/06/2022	27/05/2022	31/10/2023	\$868,340	\$645,501	\$66,176
People Measures P/L *		Delivery of training	CN3718655	Open	Leadership	21/09/2020	27/08/2020	22/02/2024	\$849,359	\$291,503	\$119,236
Vantage Point Consulting Pty Ltd		SES Band 1; Leadership Delivery	CN3718654	Open	Leadership	21/09/2020	3/09/2020	25/02/2024	\$847,619	\$24,997	\$203,120
Painted Dog Research Pty Ltd		Research Services	CN3993688	Panel	People Insights	19/10/2022	1/10/2022	30/09/2023	\$758,362	-	\$69,174
Ethos CRS Consulting Pty Ltd		Program Delivery	CN3739704	Panel	Craft	23/12/2020	17/12/2020	31/12/2023	\$540,408	\$156,960	\$120,330
Future Friendly Team Pty Ltd		ICT services - APS Career Pathfinder	CN3861451	Panel	Professions	5/04/2022	11/03/2022	30/06/2023	\$510,224	\$303,204	-
Ethos CRS Consulting Pty Ltd		Program Delivery	CN3739706	Panel	Craft	23/12/2020	17/12/2020	31/12/2023	\$491,946	\$166,140	\$160,440
Beasley Intercultural Pty Ltd		Program Delivery	CN3800213	Panel	Leadership	29/07/2021	6/07/2021	22/03/2023	\$474,252	\$227,397	-
SFDC Australia Pty Ltd		Salesforce Support Services	CN3917599	Panel	Professions	30/09/2022	9/09/2022	8/09/2023	\$464,463	\$464,463	-
Beasley Intercultural Pty Ltd		Program Delivery - SES Orientation	CN3953783	Panel	Leadership	24/03/2023	6/03/2023	12/02/2024	\$382,395	\$152,305	\$230,090
Hudson Global Resources		Labour Hire	CN3852257	Panel	Leadership	28/02/2022	23/02/2022	8/03/2024	\$340,292	\$144,477	\$91,633
University of Canberra		Regulatory Foundations Training Suite	CN3778374	Open	Craft	7/06/2021	11/05/2021	30/06/2023	\$336,300	\$165,800	-
NTT AUSTRALIA DIGITAL PTY LTD		ICT Labour Hire – Drupal Developer	CN3909859	Panel	Professions	31/08/2022	22/08/2022	12/05/2023	\$320,539	\$269,537	\$16,072
Interaction Consulting Group P/L		Facilitation of Courses	CN3751389	Panel	Craft	26/02/2021	21/01/2021	31/12/2023	\$313,500	\$89,805	\$49,500
PARBERY CONSULTING PTY LTD		Procurement assistance	CN3889866	Panel	Craft	30/06/2022	21/06/2022	23/12/2022	\$313,400	\$313,325	-
Mike Pieloor and Associates		Facilitation services	CN3732962	Panel	Craft	26/11/2020	1/01/2021	31/12/2023	\$298,280	\$89,086	\$32,326
Comcare Australia		Workers Compensation Premium 2022-23	CN3917608	Limited	Commission Costs	30/09/2022	29/08/2022	30/06/2023	\$288,591	\$288,591	-
Ethos CRS Consulting Pty Ltd		Program Delivery	CN3739709	Panel	Craft	23/12/2020	18/12/2020	1/01/2024	\$287,840	\$64,480	\$62,550
CHARTERTECH PTY LTD		TM1 Upgrade	CN3889872	Panel	Commission Costs	30/06/2022	23/06/2022	10/02/2023	\$287,650	\$287,626	-
A Montage Unique Pty Ltd TA Ellis		Education and Training Services	CN3904628	Panel	Executive	11/08/2022	1/08/2022	30/07/2023	\$270,424	\$270,424	-
Chandler Macleod		Labour hire	CN3868870	Panel	Craft	30/04/2022	30/03/2022	30/06/2023	\$262,785	\$176,756	\$25,047
CIT Solutions		Program Delivery	CN3648372	Panel	Craft	17/12/2019	27/11/2019	31/12/2023	\$203,500	\$60,500	\$31,000
Northside Consulting Pty Ltd		Professional Services	CN3923002	Limited	Workforce Strategies	27/10/2022	1/10/2022	30/06/2023	\$199,800	\$140,954	\$6,930
Michelina Ranieri		Project Management	CN3917609	Limited	APS Exhibition	30/09/2022	1/10/2022	31/08/2023	\$197,997	\$151,800	\$46,196
Athru Solutions Pty Ltd		Labour hire	CN3873561	Limited	Craft	16/05/2022	13/04/2022	18/04/2024	\$193,600	\$10,808	\$4,620
Emma Ralph		Case Management Services	CN3943384	Limited	Commission Costs	31/01/2023	17/12/2022	16/12/2023	\$193,050	\$53,295	\$37,785
Hudson Global Resources		Labour Hire	CN3927592	Panel	Leadership	15/11/2022	31/10/2022	27/10/2023	\$172,293	\$97,957	\$17,431

APSC departmental contracts (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published (new in bold)	Start	End	Maximum total value (GST inc.)	2022-23 expenditure (GST inc.)	2023-24 expenditure (GST inc.)
Northside Consulting Pty Ltd		2023-2322 - Professional Services	CN3989155	Limited	Enabling	26/07/2023	30/06/2023	31/01/2024	\$167,400	-	\$112,723
Ignite Limited		Temporary personnel services	CN3923006	Panel	Professions	27/10/2022	26/09/2022	22/09/2023	\$159,696	\$87,327	\$36,715
Team HR (Australia) Pty Ltd		Program Delivery	CN3709171	Panel	Craft	11/08/2020	27/07/2020	31/12/2023	\$159,126	\$25,113	\$28,578
Minter Ellison		LEX233 – Legal Services	CN3933756	Panel	Craft	9/12/2022	23/09/2022	31/12/2023	\$153,319	\$17,822	-
Chandler Macleod		Labour Hire	CN3948738	Panel	Professions	27/02/2023	20/02/2023	23/02/2024	\$148,422	\$10,062	-
SALLI COHEN CONSULTING PTY LTD		Delivery of Policy programs	CN3953780	Limited	Craft	24/03/2023	20/03/2023	14/03/2024	\$148,400	\$62,575	\$31,222
Capital Recruit Pty Ltd		Labour hire	CN3937756	Panel	Enabling	3/01/2023	8/12/2022	30/06/2023	\$147,927	\$121,283	\$27,363
Australian National University		Delivery of Leading Regulation for SES and EL2	CN3948741	Panel	Craft	27/02/2023	23/12/2022	31/12/2023	\$144,062	-	-
Shane Carroll & Associates Pty Ltd		Program Delivery	CN3693056	Limited	Leadership	23/06/2020	2/06/2020	1/01/2024	\$140,800	\$42,801	\$24,085
Hays Personnel Services (Aust) P/L		Labour Hire	CN3943385	Panel	Craft	31/01/2023	16/01/2023	15/01/2024	\$128,669	\$40,408	\$22,814
CHARTERTECH PTY LTD		Ongoing support of TM1	CN3942457	Panel	Commission Costs	25/01/2023	23/01/2023	7/09/2023	\$121,668	\$73,384	\$25,602
Hays Personnel Services (Aust) P/L		Labour Hire	CN3948744	Panel	Professions	28/02/2023	20/02/2023	17/11/2023	\$118,770	\$47,716	\$43,107
Excelerated Consulting		Software Subscription and Support	CN3820465	Panel	Commission Costs	15/10/2021	29/09/2021	30/09/2023	\$116,896	\$30,191	-
Qualtrics LLC		Software	CN3736642	Panel	People Insights	11/12/2020	24/06/2022	24/11/2023	\$105,659	\$54,098	-
Synergy Group Australia Pty Limited		2023-2315 - Review of Corporate Plan	CN3990160	Panel	Commission Costs	28/07/2023	19/06/2023	31/08/2023	\$104,500	-	\$104,500
Magical Learning Pty Ltd		Facilitation services	CN3732964	Panel	Craft	26/11/2020	1/01/2021	31/12/2023	\$99,000	\$30,800	\$17,600
Andrew Tongue and Associates		2022-2261 - Capability Review	CN3961440	Limited	Workforce Strategies	1/05/2023	10/01/2023	29/06/2023	\$99,000	\$97,515	-
Hays Personnel Services (Aust) P/L		Labour Hire	CN3953784	Panel	Craft	24/03/2023	15/03/2023	9/02/2024	\$97,133	\$29,811	\$44,693
Horizon One Recruitment		2023-2296 - Labour Hire	CN3956910	Panel	Executive	9/04/2023	17/04/2023	17/10/2023	\$96,211	\$30,066	\$45,757
QBT Pty Ltd		Travel Management Services - estimate	CN3003312	Panel	Commission Costs	22/04/2015	1/07/2015	31/03/2024	\$96,000	\$106,806	\$169,147
R C K TRADING PTY LTD		2023-2304 - Capability Review of the Department of Agriculture	CN3973441	Limited	Workforce Strategies	14/06/2023	11/05/2023	30/09/2023	\$93,000	\$22,924	\$46,408
CHALFONT CONSULTING PTY LTD		2023-2272 – Support Services to re-align functions	CN3948740	Limited	Enabling	27/02/2023	6/02/2023	5/07/2023	\$89,056	\$29,222	\$19,608
RCK Trading P/L		Capability Review - Infrastructure	CN3942461	Limited	Workforce Strategies	25/01/2023	10/01/2023	31/08/2023	\$88,000	\$81,195	\$6,600
The Australia and New Zealand		Capability Review	CN3948746	Limited	Workforce Strategies	28/02/2023	1/02/2023	31/08/2023	\$88,000	\$69,520	\$3,763
Larry Kamener		2022-2262 - Capability Review	CN3961439	Limited	Workforce Strategies	1/05/2023	10/01/2023	30/06/2023	\$88,000	\$88,000	-
Ethos CRS Consulting Pty Ltd		Program Delivery	CN3751383	Panel	Craft	26/02/2021	11/02/2021	31/12/2023	\$86,820	\$19,890	\$18,165
Acendre		eRecruitment Management System	CN3759858	Panel	Commission Costs	7/04/2021	24/03/2021	21/03/2024	\$85,047	\$29,191	-
LIZA CARROLL CONSULTING		Capability Review of the Department of Agriculture Fisheries and	CN3973442	Limited	Workforce Strategies	14/06/2023	11/05/2023	30/09/2023	\$84,000	\$28,875	\$32,007
Biotext Pty Ltd		Program Delivery	CN3800209	Panel	Craft	29/07/2021	13/07/2021	31/12/2023	\$83,490	\$10,890	\$7,260
AUSTRALIAN COMPUTER SOCIETY INC.		2023-2290 - ACS Memberships 2023	CN3955534	Limited	Professions	3/04/2023	20/03/2023	30/12/2023	\$80,136	\$35,900	\$38,478

New APSC departmental contracts published on Austender (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published	Start	End	Maximum total value (GST inc.)	2023-24 expenditure (GST inc.)
New contracts published from 1 July 2023										
A.1 New Consultancies > \$80k										
Stephen Thomas Sedgwick	†	2023-2309 - Independent Reviewer	CN3993692	Limited	CoC Taskforce	10/08/2023	10/07/2023	30/06/2024	\$490,000	\$419,687
Lynelle Briggs	†	2023-2374 - Independent reviewer	CN4006718	Limited	Integrity	29/09/2023	26/09/2023	30/06/2024	\$88,000	\$96,800
Cheryl-Anne Moy	†	2023-2356 - Sanctions officer	CN4006719	Limited	CoC Taskforce	29/09/2023	25/09/2023	30/06/2024	\$87,180	\$29,856
A.2 New Consultancies < \$80k										
Mary Brennan	†	2023-2410 - Independent Reviewer	CN4023543	Limited	Integrity	14/12/2023	28/11/2023	31/05/2024	\$35,405	\$14,135
FRANKIE NSW PTY LTD	†	2023-2375 - Independent Review	CN4012160	Limited	CoC Taskforce	26/10/2023	30/10/2023	30/06/2024	\$19,800	\$6,600
MCGRATHNICOL ADVISORY	†	2023-2436 - Independent Assessment of Internal Audit Function	CN4034502	Panel	Commission Costs	14/02/2024	22/01/2024	5/02/2024	\$17,255	\$17,255
A.3 New contracts > \$200k										
The Nous Group		2023-2367 - Program Delivery	CN4041968	Open	Leadership	22/03/2024	29/02/2024	28/02/2026	\$2,412,073	\$23,760
Clayton Utz		2023-2325 - Legal Services	CN3992141	Panel	CoC Taskforce	4/08/2023	27/06/2023	26/06/2024	\$1,565,000	\$1,421,137
SFDC AUSTRALIA PTY LTD		2023-2340 - Salesforce License and Support Renewal	CN4005474	Panel	Professions	26/09/2023	9/09/2023	8/09/2026	\$1,318,198	\$483,339
Corporate Travel Management Group Pty		Travel management services	CN4040731	Panel	Commission Costs	15/03/2024	5/02/2024	30/06/2027	\$1,270,000	-
KPMG		2023-2406 - Program Delivery	CN4030135	Open	Leadership	24/01/2024	12/12/2023	12/12/2025	\$1,254,489	\$109,820
People Measures P/L		2023-2391 - Delivery of Program	CN4023548	Open	Leadership	14/12/2023	1/11/2023	31/10/2025	\$1,142,350	\$293,397
UNIVERSITY OF MELBOURNE (ASIALINK)		2023-2351 - Program Delivery	CN4002356	Open	Leadership	12/09/2023	28/08/2023	30/06/2024	\$547,250	\$541,200
ETHAN INDIGENOUS PTY LTD		2024-2450 - Desktop Refresh 2023	CN4037398	Panel	Asset	29/02/2024	5/02/2024	4/02/2028	\$471,515	-
MCINNES WILSON LAWYERS PTY LTD		2023-2242 - Additional Legal Services	CN3992140	Panel	CoC Taskforce	4/08/2023	24/07/2023	30/06/2024	\$450,000	\$370,369
JCU CPB Pty as trustee for the CPB trust		Property lease Townsville campus	CN3993674	Limited	Commission Costs	10/08/2023	18/05/2023	28/02/2025	\$444,000	\$255,572
SFIA Foundation		2024-2497 - SFIA License	CN4050409	Limited	Professions	1/05/2024	1/07/2024	30/06/2027	\$443,000	-
Clayton Utz		2024-2443 - LEX773 - Legal Services	CN4031727	Panel	Integrity	31/01/2024	10/01/2024	30/09/2024	\$370,700	\$50,880
Clayton Utz		2023-2379 - LEX656 - Legal Services	CN4010220	Panel	Integrity	16/10/2023	29/09/2023	30/06/2024	\$350,000	\$293,082
Comcare Australia		Comcare premium 2024	CN3999723	Limited	Commission Costs	31/08/2023	16/08/2023	30/06/2024	\$299,420	\$299,420
Acendre		2024-2446 - eRecruit contract	CN4041967	Panel	Commission Costs	22/03/2024	11/03/2024	11/03/2027	\$285,369	\$60,099
JY AUSTRALIA PTY LTD		2024-2485 - Delivery of Service	CN4050410	Limited	Leadership	1/05/2024	24/04/2024	30/06/2025	\$228,500	-
JY AUSTRALIA PTY LTD		2024-2486 - Delivery of Services	CN4050411	Limited	Leadership	1/05/2024	22/04/2024	21/04/2025	\$211,270	-
A.4 New contracts between \$80k to \$200k										
The University of New South Wales		2023-2400 - Delivery of services	CN4019715	Open	Craft	30/11/2023	13/11/2023	30/06/2027	\$192,750	\$60,000
OBVIOUS CHOICE PTY LTD		2023-2409 - MOSAIC Manager Digital Learning package	CN4023542	Panel	Workforce Strategies	14/12/2023	13/11/2023	15/11/2024	\$180,532	\$153,032
Northside Consulting Pty Ltd		2023-2322 - Professional Services	CN3989155	Limited	Enabling	26/07/2023	30/06/2023	31/01/2024	\$167,400	\$112,723
FIRST GRADE GROUP PTY LTD		2023-2408 - Recruitment and Search Services	CN4019714	Panel	Diversity	30/11/2023	15/11/2023	30/09/2024	\$156,200	\$156,200
Athru Solutions Pty Ltd		2024-2458 - External committee member	CN4050408	Limited	Commission Costs	1/05/2024	28/02/2024	31/12/2026	\$130,000	-
Qualtrics LLC		2023-2415 - Qualtrics Subscription License and support	CN4023549	Panel	People Insights	14/12/2023	25/11/2023	24/11/2026	\$126,689	\$42,230
Clayton Utz		2023-2439 - LEX 745 - Legal Services	CN4026130	Panel	Commission Costs	31/12/2023	18/12/2023	30/06/2024	\$126,500	\$60,703
ALLYGROUP		2023-2344 - LEX603 - Legal Services	CN3999725	Panel	Commission Costs	31/08/2023	2/08/2023	3/11/2023	\$120,384	\$80,763
LIZA CARROLL CONSULTING		2023-2389 - Capability Review	CN4019713	Limited	Workforce Strategies	30/11/2023	13/11/2023	30/04/2024	\$115,000	\$102,854
IJ WATT PTY LTD		2023-2388 - Independent Reviewer	CN4019717	Limited	Workforce Strategies	30/11/2023	15/11/2023	30/04/2024	\$115,000	\$93,539
CARMEL MCGREGOR CONSULTING		2024-2462 - Capability review	CN4043719	Limited	Workforce Strategies	31/03/2024	1/04/2024	31/10/2024	\$115,000	-
GEOFFREY JAMES LEEPER		2024-2463 - Capability review	CN4043720	Limited	Workforce Strategies	31/03/2024	1/04/2024	31/10/2024	\$115,000	-
WISDOM LEARNING PTY LTD		2023-2428 - Delivery of program	CN4034503	Panel	Craft	14/02/2024	17/01/2024	30/06/2024	\$113,691	-
Clayton Utz		2024-2445 - LEX780 - Legal Services	CN4030136	Panel	Commission Costs	24/01/2024	16/01/2024	30/06/2024	\$111,100	\$43,053
Ethos CRS Consulting Pty Ltd		2023-2419 - Delivery of programs	CN4028036	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$107,874	\$49,788
Shane Carroll & Associates Pty Ltd		2023-2407 - Program Delivery	CN4030137	Open	Leadership	24/01/2024	20/11/2023	20/11/2025	\$105,465	\$24,190

New APSC departmental contracts published on Austender (Program 1.1)

Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published	Start	End	Maximum total value (GST inc.)	2023-24 expenditure (GST inc.)
ALLYGROUP		2024-2455 - LEX 803 - Legal Services	CN4034505	Panel	General Counsel	14/02/2024	6/03/2024	7/06/2024	\$105,000	-
Synergy Group Australia Pty Limited		2023-2315 - Review of Corporate Plan	CN3990160	Panel	Commission Costs	28/07/2023	19/06/2023	31/08/2023	\$104,500	\$104,500
Sparke Helmore Lawyers		2024-2481 - LEX826 - Legal Services	CN4047828	Panel	Integrity	19/04/2024	8/04/2024	9/08/2024	\$103,302	-
Ethos CRS Consulting Pty Ltd		2023-2420 - Delivery of programs	CN4028032	Panel	Capability-Craft	12/01/2024	1/01/2024	30/06/2024	\$99,576	-
Flinders University of South Australia		2023-2394 - Delivery of services	CN4019718	Open	Capability-Craft	30/11/2023	13/11/2023	30/06/2027	\$98,549	\$27,698
CHALFONT CONSULTING PTY LTD		2023-2321 - Support Services to assist with re-alignment of People Team and Af	CN3989153	Limited	Enabling	26/07/2023	10/07/2023	21/12/2023	\$97,152	\$87,285
Ashurst		2023-2346 - LEX601 - Legal Services	CN3993690	Panel	Integrity	10/08/2023	14/06/2023	30/06/2024	\$95,000	\$95,000
National Convention Centre										
Intercontinental Hotels Group		2024-2476 - Venue hire and catering 08-09 Apr 2024	CN4041965	Limited	Leadership	22/03/2024	12/03/2024	9/04/2024	\$91,210	\$91,070
ABT Associates Pty Ltd		Restructure procurement services	CN4034501	Panel	International	14/02/2024	27/10/2023	30/11/2023	\$82,490	\$82,490
Rydges Capital Hill		2024-2456 - Venue Hire and Catering 01-02 Oct 2024	CN4037400	Limited	Leadership	29/02/2024	14/02/2024	2/10/2024	\$81,000	\$24,300
A.5 New contracts between \$10k to \$80k										
Institute of Public Administration Australia (ACT) Ltd		Sponsorship	CN3996509	Limited	APS Reform	22/08/2023	31/07/2023	31/07/2024	\$79,750	-
CHALFONT CONSULTING PTY LTD		2023-2333 - Support Services	CN3992143	Limited	Enabling	4/08/2023	18/07/2023	13/10/2023	\$78,936	\$77,129
ContentGroup		2023-2385 - Creative Services	CN4012158	Panel	Executive	26/10/2023	1/10/2023	30/06/2024	\$77,000	\$28,149
AUSTRALIAN COMPUTER SOCIETY INC.		2024-2457 - Membership and training	CN4037399	Limited	Professions	29/02/2024	11/02/2024	10/02/2025	\$76,381	-
Dalla Costa Pty Ltd t/a MSDC Consul		2024-2444 - Audit Risk Committee	CN4041959	Limited	Commission Costs	22/03/2024	27/02/2024	31/12/2025	\$75,000	\$5,000
Ethos CRS Consulting Pty Ltd		2023-2422 - Delivery of programs	CN4028033	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$74,579	\$48,257
Hudson Global Resources		2024-2470 - Delivery of Services	CN4041961	Panel	Professions	22/03/2024	5/03/2024	5/07/2024	\$73,345	\$35,316
Deloitte		2024-2472 - Backup Solution	CN4047824	Limited	Professions	19/04/2024	9/03/2024	8/09/2025	\$73,181	-
HARTKNOWLEDGE CONSULTING		2023-2353 - Records Manager	CN3999722	Limited	Enabling	31/08/2023	21/08/2023	21/12/2023	\$72,600	\$67,348
CHARTERTECH PTY LTD		2023-2362 - TM1 Support Services	CN4005475	Panel	Commission Costs	26/09/2023	8/09/2023	6/06/2024	\$71,995	\$48,521
Excelerated Consulting		2023-2382 - TM1 license and support	CN4010217	Panel	Commission Costs	16/10/2023	1/10/2023	30/09/2024	\$68,652	\$68,652
Clayton Utz		2024-2482 - LEX 878 - Legal Services	CN4044691	Panel	Commission Costs	5/04/2024	28/03/2024	30/06/2024	\$62,000	-
CSIRO		2023-2365 - Program Delivery	CN4010221	Limited	Leadership	16/10/2023	19/09/2023	18/10/2023	\$58,358	\$58,358
CHAMPIONS OF CHANGE COALITION		Annual membership	CN3992139	Limited	Executive	4/08/2023	1/08/2023	29/02/2024	\$55,000	\$55,000
Hudson Global Resources		2023-2372 - Recruitment Services	CN4010215	Panel	Professions	16/10/2023	27/09/2023	22/12/2023	\$54,066	\$38,058
National Convention Centre										
Intercontinental Hotels Group		2023-2437 - Venue hire and Catering 21-22 Feb 2024	CN4028041	Limited	Leadership	12/01/2024	21/02/2024	22/02/2024	\$52,930	\$52,930
DYNATA GLOBAL AU PTY LTD		2023-2360 - Trust Survey for 2023-24	CN4002354	Limited	People Insights	12/09/2023	4/09/2023	28/06/2024	\$50,710	\$35,409
BENESTAR GROUP PTY LTD		2023-2338 - EAP Services 2023-2025	CN3999724	Panel	Commission Costs	31/08/2023	1/08/2023	31/07/2025	\$50,000	\$18,014
vention Centre Intercontinental Hotels Group		2023-2344 - Venue hire and catering - 17-18 October 2023	CN3993686	Limited	Leadership	10/08/2023	1/08/2023	18/10/2023	\$46,720	\$42,363
Commonwealth Superannuation		Superannuation Administration 2023-24	CN4010222	Limited	Commission Costs	16/10/2023	25/07/2023	30/06/2024	\$45,747	\$45,747
Universal McCann		2023-2387 - Advertising	CN4012163	Panel	Professions	26/10/2023	13/11/2023	31/10/2024	\$44,000	\$28,727
Clayton Utz		2024-2442 - LEX733 - Legal Services	CN4029687	Panel	Integrity	22/01/2024	20/12/2023	30/06/2024	\$44,000	\$40,522
SAS Institute Australia Pty Ltd		2024-2449 - SAS License	CN4034504	Limited	People Insights	14/02/2024	1/03/2024	28/02/2025	\$42,636	\$37,378
Universal McCann		2023-2440 - Advertising	CN4028031	Panel	Professions	12/01/2024	15/12/2023	15/12/2024	\$42,559	\$42,559
Clayton Utz		2024-2462 - LEX827 - Legal Secondment	CN4041962	Panel	CoC Taskforce	22/03/2024	26/02/2024	19/04/2024	\$40,762	\$22,928
Yellow Edge Pty Ltd		2023-2414 - Delivery of programs	CN4028040	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$37,532	\$9,196
Morphpt Pty Ltd		2023-2390 - Migrate APS reform website to Gov CMS	CN4012162	Panel	Executive	26/10/2023	3/11/2023	3/02/2024	\$37,312	\$37,312
SALLI COHEN CONSULTING PTY LTD		2024-2465 Delivery of Great Policy Suite of Products	CN4044690	Limited	Craft	5/04/2024	20/03/2024	30/06/2024	\$35,200	\$3,740
Ashurst		2023-2348 - LEX606 - Legal Services	CN3993689	Panel	Integrity	10/08/2023	3/07/2023	30/06/2024	\$34,500	\$15,409
CSIRO		2024-2484 - Delivery of event	CN4044693	Limited	Leadership	5/04/2024	3/04/2024	19/04/2024	\$33,637	-
Universal McCann		2023-2404 - Recruitment advertising	CN4023545	Panel	Diversity	14/12/2023	6/11/2023	18/12/2023	\$33,006	\$31,832

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Contract type / Supplier	Consultant	Description	AusTender contract number	Method	Branch	Published	Start	End	Maximum total value (GST inc.)	2023-24 expenditure (GST inc.)
The Australia and New Zealand School of Government		2023-2411 - Research & Advisory Research Subscription - Oct 2023 to Sep 2024	CN4019720	Limited	Commission Costs	30/11/2023	13/11/2023	30/09/2024	\$33,000	\$33,000
DAMA AUSTRALIA		2023-2405 - Data Management Services	CN4028035	Limited	Professions	12/01/2024	8/01/2024	6/01/2025	\$33,000	-
DFORE PTY LTD		2024-2490 - Assurance Services	CN4047829	Panel	Commission Costs	19/04/2024	10/04/2024	9/06/2024	\$32,725	-
ENCORE EVENT TECHNOLOGIES PTY LTD		2024-2477 - AV Services - Grad Hack 2024	CN4044692	Limited	Leadership	5/04/2024	8/04/2024	10/04/2024	\$32,000	-
Emma Ralph		2023-2435 - Case Management Services for the People Team	CN4028039	Limited	Commission Costs	12/01/2024	5/01/2024	31/03/2024	\$30,000	\$6,336
Hays Personnel Services (Aust) P/L		2024-2447 - Placement Services	CN4034507	Panel	Enabling	14/02/2024	29/01/2024	30/06/2024	\$29,077	\$21,508
Norton Rose Fulbright		2024-2495 - LEX682 - Legal advice and support	CN4047825	Panel	Commission Costs	19/04/2024	12/04/2024	30/06/2024	\$26,290	-
Ionize Pty Ltd		2023-2361 - Penetration testing	CN4010216	Panel	People Insights	16/10/2023	9/10/2023	8/11/2023	\$25,740	\$25,740
ALTA PETE PTY LTD		2024-2460 - Leading Hybrid Teams	CN4041958	Panel	Craft	22/03/2024	6/03/2024	30/06/2024	\$25,278	-
Mountain Australia Group Pty L Cust 17029126		2023-2326 - External Records Management Services	CN3989151	Panel	Commission Costs	26/07/2023	3/07/2023	29/02/2024	\$25,000	\$4,011
Convention Centre Intercontinental Hotels Group		2023-2343 - Venue hire and catering - 09 October 2023	CN3993687	Limited	Leadership	10/08/2023	1/08/2023	9/10/2023	\$24,860	\$24,860
Rydges Capital Hill		2024-2474 - Venue hire and catering 21 Mar 2024	CN4041966	Limited	Professions	22/03/2024	11/12/2023	21/03/2024	\$24,280	\$19,280
Australia Post		Postal and small parcel services	CN4002359	Limited	Commission Costs	12/09/2023	1/08/2023	31/08/2023	\$23,791	\$23,791
INTERNATIONAL ASSOCIATION FOR PUBLIC AFFAIRS		2024-2469 - Delivery of training	CN4050407	Limited	APS Reform	1/05/2024	18/03/2024	28/06/2024	\$23,443	-
ALTA PETE PTY LTD		2023-2393 - Adaptation and delivery of leading hybrid teams; programs	CN4015614	Panel	Craft	10/11/2023	30/10/2023	31/12/2023	\$23,078	-
MESSAGE STICK COMMUNICATIONS PTY LTD		2023-2430 - Audio Visual Equipment for Campuses	CN4023546	Panel	Asset	14/12/2023	1/12/2023	31/01/2026	\$22,621	-
Team HR (Australia) Pty Ltd		2023-2424 - Program Delivery	CN4031726	Panel	Craft	31/01/2024	1/01/2024	30/06/2024	\$22,440	-
Capital Recruit Pty Ltd		2023-2392 - Scribing Services	CN4013516	Panel	Craft	1/11/2023	16/10/2023	30/11/2023	\$21,734	\$20,013
HWL Ebsworth Lawyers		2023-2432 - LEX736 - Legal Services	CN4023547	Panel	Integrity	14/12/2023	9/11/2023	30/06/2024	\$21,500	\$11,803
UCX LTD		2023-2396 - Venue Hire/Catering 14-16 May 2024	CN4019719	Limited	Leadership	30/11/2023	14/05/2024	30/05/2024	\$21,180	\$2,118
NOVOTEL GEELONG		2024-2487 - Catering & Conference - 20-23 May 2024	CN4047827	Limited	Leadership	19/04/2024	9/04/2024	23/05/2024	\$20,669	\$20,669
Event Audio Visual Services		2023-2358 - AV Services -17-18 Oct 2023	CN4012159	Limited	Leadership	26/10/2023	17/10/2023	18/10/2023	\$20,226	\$20,226
KKP Enterprises Pty Ltd		2023-2359 - Printing Services	CN4002355	Panel	Leadership	12/09/2023	30/08/2023	3/09/2024	\$20,000	\$9,689
The Australia and New Zealand School of Government		2023-2378 - Analysis of COVID 19 Pulse Survey	CN4023550	Limited	People Insights	14/12/2023	15/11/2023	14/11/2024	\$20,000	\$20,000
Spotless Facility Services Pty Ltd		2024-2451- Venue Hire 01 Mar 2024	CN4034506	Limited	Executive	14/02/2024	2/02/2024	1/03/2024	\$20,000	\$17,044
Rydges Capital Hill		2023-2363 - Venue hire and catering - 14 Dec 2023	CN4002357	Limited	Professions	12/09/2023	6/09/2023	14/12/2023	\$19,560	\$18,582
Ashurst		2023-2345 - LEX602 - Legal Advice	CN3992142	Panel	PWSS	4/08/2023	28/07/2023	31/10/2023	\$19,000	\$13,642
ENCORE EVENT TECHNOLOGIES PTY LTD		2023-2438 - AV Services 21-22 Feb 2024	CN4028034	Limited	Leadership	12/01/2024	21/02/2024	22/02/2024	\$18,803	\$21,495
LinkedIn Singapore Pte Ltd		2024-2292 - Linked-in Insights	CN4047826	Limited	Workforce Strategies	19/04/2024	1/07/2024	30/06/2025	\$18,425	-
Ashurst		2023-2399 - Legal Services - PWSS	CN4013517	Panel	PWSS	1/11/2023	23/09/2023	3/11/2023	\$18,026	\$17,924
Cornerstone		2023-2343 - SPSS License Renewal for one year	CN3993691	Limited	Commission Costs	10/08/2023	1/08/2023	31/08/2024	\$17,725	\$17,725
SIR STAMFORD AT CIRCULAR QUAY		2024-2493 - Catering Services - 22-25 Jul 2024	CN4047830	Limited	Leadership	19/04/2024	22/07/2024	25/07/2024	\$16,891	\$5,067
THE SEBEL KIAMA		2023-2334 - Venue and Catering - 28-31 Aug 2023	CN3989156	Limited	Leadership	26/07/2023	17/07/2023	31/08/2023	\$16,759	\$16,866
BLUEFIN RESOURCES PTY LIMITED		2023-2373 - Recruitment services	CN4006720	Panel	Enabling	29/09/2023	22/09/2023	21/09/2024	\$16,625	\$16,625
BLUEFIN RESOURCES PTY LIMITED		2024-2454 - Placement of candidate	CN4041963	Panel	Enabling	22/03/2024	12/02/2024	11/02/2025	\$16,625	\$16,625
Ethos CRS Consulting Pty Ltd		2023-2421 - Delivery of programs	CN4028037	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$16,596	\$12,447
UNIQUE TEAM BUILDING PTY LTD		2024-2453 - Training services	CN4037401	Limited	Professions	29/02/2024	21/02/2024	21/03/2024	\$16,280	\$16,280
NOVOTEL SYDNEY WEST HQ EVENTS		2023-2327 - Venue Hire/Catering Residential - 17-21 Jul 2023	CN3989152	Limited	Leadership	26/07/2023	15/06/2023	21/07/2023	\$16,152	\$9,358
APH Catering and Events		2023-2429 - Venue hire and Catering - 09 Nov and 04 Dec 2023	CN4025172	Limited	Leadership	20/12/2023	9/11/2023	4/12/2023	\$15,400	\$15,950
CROWNE PLAZA HAWKESBURY VALLEY		2023-2330 - Venue Hire - 27 Aug - 01 Sep 2023	CN3989154	Limited	Leadership	26/07/2023	27/08/2023	1/09/2023	\$15,250	\$22,903
NOVOTEL GEELONG		2023-2355 - Venue Hire and Catering - 18-21 Sep 2023	CN4002358	Limited	Leadership	12/09/2023	17/08/2023	21/09/2023	\$15,248	\$15,163
Data#3 Pty Ltd		2023-2402 - Articulate 360 Team Licenses	CN4015612	Panel	Craft	10/11/2023	24/11/2023	23/11/2024	\$14,655	\$14,655
Cornerstone		2023-2343A - SPSS license	CN4010219	Limited	Commission Costs	16/10/2023	30/09/2023	29/09/2024	\$14,406	\$14,406
WESTERN SYDNEY UNIVERSITY		2023-2383 - Bystander Anti-Racism Training	CN4012161	Limited	PWSS	26/10/2023	12/10/2023	12/10/2023	\$13,891	\$13,891

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Mike Pieloor and Associates Consulting		2023-2427 - Plain English Suite of Products	CN4029688	Panel	Craft	22/01/2024	15/01/2024	30/06/2024	\$13,679	\$8,208
Ethos CRS Consulting Pty Ltd		2023-2423 - Delivery of programs	CN4028038	Panel	Craft	12/01/2024	1/01/2024	30/06/2024	\$13,161	\$4,149
Craigieburn Resort Bowral		2023-2384 - Venue Hire & Catering	CN4010214	Limited	Leadership	16/10/2023	10/10/2023	24/11/2023	\$12,685	\$13,850
Capital Recruit Pty Ltd		2023-2386 - Placement fee	CN4015613	Panel	Executive	10/11/2023	6/11/2023	5/05/2024	\$12,500	\$12,500
Jeff Whalan Learning Group		2024-2489 - Membership Fee	CN4047823	Limited	Commission Costs	19/04/2024	4/04/2024	3/04/2025	\$12,375	-
FRESH CATERING PTY LTD		2023-2395 - Venue Hire/Catering	CN4019716	Limited	Leadership	30/11/2023	10/11/2023	5/12/2023	\$12,320	\$11,500
Ethos CRS Consulting Pty Ltd		2023-2403 - Delivery of program	CN4023544	Panel	Craft	14/12/2023	1/01/2024	30/06/2024	\$12,033	\$16,044
CLICKS RECRUIT (AUSTRALIA) PTY LTD		2024-2454-A - Placement services fee	CN4041960	Panel	Enabling	22/03/2024	26/02/2024	25/02/2025	\$12,000	-
Ashurst		2024-2441 - Legal Services	CN4029689	Panel	PWSS	22/01/2024	21/11/2023	21/12/2023	\$11,500	\$10,986
Jeff Whalan Learning Group		Annual Membership Fee	CN4005473	Limited	PWSS	26/09/2023	15/08/2023	14/08/2024	\$11,440	\$11,440
WHON Pty Limited		Training and Development Services	CN4006995	Limited	APS Reform	29/09/2023	23/11/2023	24/10/2024	\$11,440	-
KAYANNIE MARGARET DENIGAN		2023-2418 - RAP artwork	CN4037402	Limited	Asset	29/02/2024	1/02/2024	30/08/2024	\$11,300	-
Event Audio Visual Services		2023-2357 - AV Services - 09 Oct 2023	CN4010218	Limited	Leadership	16/10/2023	9/10/2023	9/10/2023	\$11,013	\$11,013
Executive Intelligence Group		2023-2331 - Professional Recruitment Support Services	CN3989150	Panel	Commission Costs	26/07/2023	14/07/2023	13/08/2023	\$11,000	\$11,000
BORDER RANGERS CONTRACTORS PTY LTD		Spirit of Service exhibition at the Museum of Australian Democracy	CN4002360	Limited	APS Exhibition	12/09/2023	4/05/2023	4/05/2023	\$11,000	\$11,000
iCognition Pty Ltd		2023-2323 - OpenText License and Support	CN3980549	Panel	Commission Costs	30/06/2023	1/07/2023	30/06/2024	\$10,868	\$10,868
FRESH CATERING PTY LTD		2023-2433 - Venue hire and catering - 30 April 2024	CN4023541	Limited	Workforce Strategies	14/12/2023	7/11/2023	30/04/2024	\$10,100	\$1,100
CLICKS RECRUIT (AUSTRALIA) PTY LTD		2024-2454-B - Placement services fee	CN4041964	Panel	Enabling	22/03/2024	19/02/2024	18/02/2025	\$10,000	-



BUDGET ESTIMATES – May/June 2024

Capability Reviews

KEY MESSAGES

- Capability reviews aim to:
 - embed a culture of continuous improvement across the APS; and
 - ensure agencies can deliver priorities and outcomes for Australians.
- Reviews are independent, forward-looking and look at an agency's ability to meet future objectives and challenges.
- The review framework, alongside finalised agency reviews and action plans, are published on the Commission's website.

FACTS AND FIGURES

- 5 reviews completed and published: Australian Public Service Commission; Department of Health and Aged Care; Department of Infrastructure, Transport, Regional Development, Communication and the Arts; Department of Agriculture, Fisheries and Forestry; and Department of Home Affairs.
- Department of Veterans' Affairs review started in May 2024 and is expected to be completed in late 2024.
- 5 more reviews are expected to start in the next 12 months.
- Senior review team includes independent reviewers and senior APS reviewers.
- Reports and agency action plans are published on the APSC website on completion.

QUESTIONS AND ANSWERS

How do you select the agencies for the Capability Review pilot program?

- The *Public Service Amendment Bill 2023*, which passed the Senate earlier this month, requires capability reviews every 5 years for departments of state, Services Australia, Australian Taxation Office, Australian Public Service Commission.
- Considerations on scheduling:
 - Changes in context and operating model that may affect the value of a review
 - Avoiding predictable peaks for an agency (such as Budget for Treasury/Finance)
 - Size and complexity of the agency, to help smooth resourcing across the program
 - The value of reviewing a diverse range of agencies as part of the pilot program.

How do you select the independent reviewers for Capability Reviews?

- 5 guiding principles:
 - **Profile/experience** – the reviewer has significant public sector experience or demonstrated understanding of the public sector operating environment.
 - **Established expertise** – the reviewer has an understanding of the entity's business or subject matter.



- **Contemporary** – the reviewer has an understanding of current public sector issues and has been engaged in relevant work.
- **Conflict of interest** – consider if the reviewer has any real, perceived or potential conflicts of interest in carrying out the role of reviewer.
- **Engagement** – reviewer is engaged as an individual or as specified personnel.

How much does each review cost?

- First five reviews cost between \$87,000 and \$202,000 GST inclusive each, excluding staff costs.

What are the common themes across the reviews?

- A relatively small number of reviews completed to date.
- However, some emerging themes around: workforce planning; strategic policy; engaging and collaborating across the APS; breaking down internal silos; better using the data agencies collect; the importance of investment in digital and data.

How will the findings of capability reviews be addressed?

- Action plans published on APSC website, progress through annual reports/corporate plans.

BACKGROUND

Questions on Notice

- QoN 483. List of current reviews. AE (tabled 16 April 2024).
- QoN 484. List of reviews completed since 1 July 2022. AE (tabled 16 April 2024).

CLEARANCE SUMMARY

Ashley Sedgwick	Assistant Commissioner Workforce Strategies	21 April 2024	s47F
s47F	Capability Reviews	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



Attachment A: Reviews to date

	APSC	Health	DITRDCA	DAFF	Home Affairs	Veterans' Affairs
Independent Reviewers	Carmel McGregor	Andrew Tongue, Larry Kamener	Robyn Kruk, Adam Fennessy	Robyn Kruk, Liza Carroll	Liza Carroll, Ian Watt	Carmel McGregor, Geoff Leeper
Senior APS Reviewers	Justine Greig (Deputy Secretary, Defence)	David Hallinan (Deputy Secretary, DITRDCA)	Roxanne Kelley (Deputy Secretary, Treasury)	Jenet Connell (Deputy Australian Statistician, ABS) Lisa La Rance (FAS, DITRDCA)	Maree Bridger (Deputy Secretary, DITRDCA) Mark Bazzacco (FAS, DSTO, Defence)	Michael Schwager (Director-General, IP Australia) Bronwyn Field, FAS, Health)
Austender Contracts (incl GST)	CN3941903 – Carmel McGregor – \$85,000	CN3961439 - Larry Kamener – \$88,000 CN3961440 – Andrew Tongue – \$99,000	CN3942461 – Robyn Kruk – \$88,000 CN3948746 – ANZSOG - \$88,000	CN3973441 – Robyn Kruk – \$93,000 CN3973442 – Liza Carroll – \$84,000	CN4019713 - Liza Carroll – \$115,000 CN4019717 – Ian Watt – \$115,000	CN4043720 – Geoff Leeper – \$115,000 CN4043719 – Carmel McGregor – \$115,000
ToR agreed	23 December 2022 (rev 8 April 23)	8 March 2023	22 February 2023	8 May 2023	14 December 2023	23 April 2024
Report endorsed by Commissioner	29 June 2023	19 July 2023	28 August 2023	8 August 2023	9 May 2024	Expected: Sept 2024
Publication	5 July 2023	18 August 2023	14 September 2023	14 September 2023	24 May 2024	Expected: Late 2024
Action Plan	20 Sept 2023	2 November 2023	1 December 2023	1 December 2023	Expected: Aug 2024	Expected: Late 2024

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BUDGET ESTIMATES – May/June 2024

APSC Performance including Capability Review Response

KEY MESSAGES

- The Commission’s Purpose, as published in the 2023-24 PBS is *“To position the APS workforce for the future to ensure it meets the demands and expectations of the Australian Government and people.”*
- The Commission’s current strategic priorities (2023-24) are:
 - Uphold the high standards of integrity and conduct in the APS
 - Strengthen APS-wide and external partnerships to deliver
 - Lead quality public service workforce management
 - Build public service capability for leadership in the future.
- For 2023-24, the Commission is on track to achieve six of its performance measure planned performance results, with the seventh on track to be partially achieved.
- In September 2023, the Commission published its response to the Capability Review of July 2023. The Commission identified 12 broad response actions which have been tasked to business areas to address.
- Enabling Services has developed an implementation roadmap, and is responsible for tracking and reporting progress to the Executive Board. As of 30 April 2024, the Commission had completed 15 initiatives. The remaining 65 initiatives are expected to be completed within planned scope, timing and cost parameters.
- Amongst its first activities has been the consideration of its purpose, vision and key activities for 2024-25, with the purpose in the 2024-25 PBS being *“We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.”*

FACTS AND FIGURES

Performance Reporting 2022-23

- The 2022-23 Annual Report was published on 20 October 2023, as required by subsection 46(1) of the *Public Governance, Performance and Accountability Act 2013*.
- The Commission’s performance against the 11 performance measures is summarised below:
 - 5 Fully Achieved
 - 3 Substantially Achieved
 - 2 Partially Achieved (refer to Q&A section for more detail), and
 - 1 Not Achieved (regarding graduate recruitment for the whole of APS – refer to Q&A section for more detail).



Performance Reporting 2023-24

- The Commission published the 2023-27 Corporate Plan on 31 August 2023 in accordance with subsection 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.
- The Commission's year-to-date performance against the seven performance measures is summarised below:
 - Six on track to be Achieved
 - One on track to be Partially Achieved (refer to Q&A section for more detail).

Portfolio Budget Statement 2024-25

- The Commission's 2024-25 Portfolio Budget Statement was finalised on 10 May 2024.
- The APSC Capability Review July 2023 identified an opportunity for the Commission to clarify its role, vision and strategic priorities.
- The Commission's revised (2024-25) purpose, vision and key activities, is as follows:
 - Purpose: "We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability"
 - Vision: "A trusted and contemporary Australian Public Service that delivers for Government and for Australia"
 - Key Activities (changes bolded):
 - **Promote and** uphold the high standards of integrity and conduct within the APS.
 - Lead **and support the development of** quality APS workforce management **policy**.
 - Build APS capability **and** leadership **for** the future.
 - **Foster an APS that engages and partners with people, communities and business.**



Capability Review

- The APSC Capability Review, completed in July 2023, assessed the maturity of the APSC against 5 domains of: Leadership and Culture; Collaboration; Delivery; People; and Resourcing and Risk.
- In September 2023, the Commission published its Capability Review Response.
- The APSC identified 12 broad response actions, comprising 80 specific initiatives, to build capability maturity and better position the organisation for the future.
- Enabling Services prepared an implementation roadmap to manage the sequencing and prioritisation of this important body of work, and is responsible for tracking and reporting progress to the Executive Board and the Audit and Risk Management Committee.
- As of 30 April 2024, the Commission had completed 15 initiatives. The remaining 65 initiatives are expected to be completed within planned scope, timing and cost parameters.

QUESTIONS AND ANSWERS

Performance Reporting

Why was the Commission unable to achieve its 2022-23 performance measure regarding graduate recruitment for the whole of APS?

- The performance measure included two sub metrics:
 1. Increasing the number of entry level candidates on-boarded by APS agencies through programs delivered under the whole-of-government Career Pathways campaign.
 2. Reducing the average spend per entry-level employee participating in Career Pathways programs by increasing participation in the Australian Government Graduate Program.
- The Career Pathways campaign was launched in 2022.
 1. As data regarding on-boarding APS candidates had not previously been collected it was not possible to determine whether there was an increase in on-boarding candidates. As a result, sub-measure 1 was determined to be “baseline established”.
- There was an increase in the average spend per entry-level employee participating in the Careers Pathways programs. Costs per employee increased from \$200 per candidate in 2022 to \$230 per candidate in 2023. This was a result of ongoing



competition for graduates in the Australian labour market and the cost of marketing and promotion. The result of sub measure 2 was determined to be “not achieved”.

- Activities supporting this measure will support the new “Potential employees are supported to select the right career pathway to join the APS so agencies have a diverse pool of candidates to choose from” measure in 2023 and beyond.

Why did the Commission only partially achieve its 2022-23 performance measure regarding improving the operating environment for temporary mobility in the APS?

- The performance measure included two sub metrics:
 1. A reduction in the proportion of APS employees reporting barriers to mobility.
 2. The APS Surge Reserve assists host agencies to deliver outcomes.
- The percentage of employees reporting barriers to temporary movement in the APS Employee Census for 2023 was 22% - down from 28% in 2022. The result of the sub measure 1 was determined to be “achieved”
- The low use of the Surge Reserve resulted in the generation of insufficient data to effectively assess performance.
 1. Previous use of the Surge Reserve was driven by external factors such as the pandemic. The result of the sub measure 2 was determined to be “not achieved”.
- Activities supporting this measure will not be directly reflected in a performance measure in 2023 and beyond.

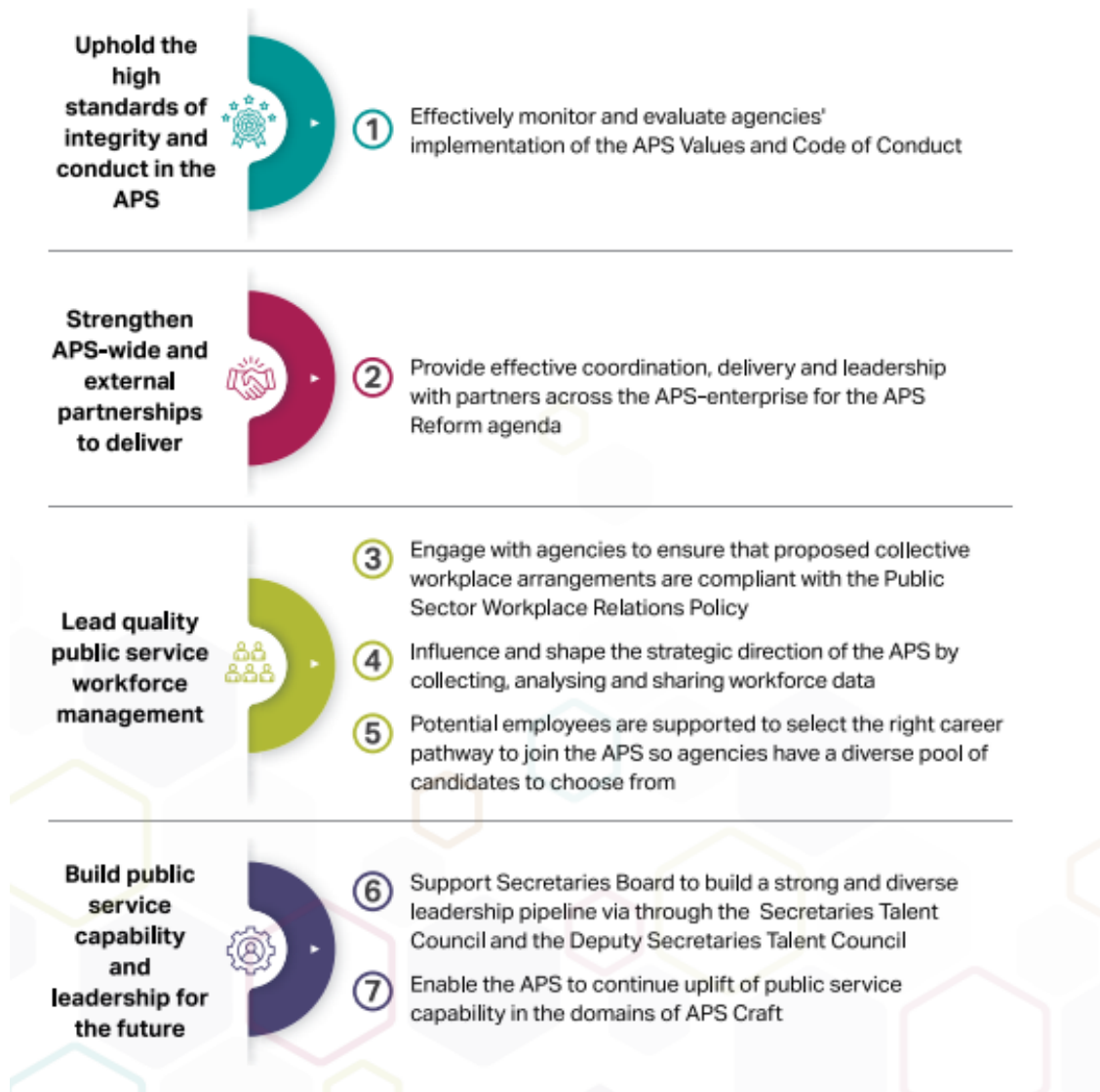
Why did the Commission only partially achieve its 2022-23 performance measure regarding supporting the development of a continuous learning culture and developing critical capabilities identified in the APS Workforce Strategy?

- The performance measure included two sub metrics:
 1. Action items from the APS Learning and Development Strategy and Action Plan led by the Commission are complete within stipulated timeframes.
 2. APS agencies report satisfaction with the effectiveness of learning and development for developing critical capabilities.
- The Commission delivered 36 of 38 action items in the “Activate” horizon (2021-22) of the Action Plan, with the remaining two items transferred to the “Elevate” horizon (2023-24). The result of sub measure 1 was determined as “substantially achieved”.
- The Commission is in the process of developing survey tools to collect information regarding satisfaction with and effectiveness of learning and development tools for distribution to agencies to build on the information collected from the APS Census and Agency Surveys. Consequently the Commission has not yet collected data required to establish a baseline to measure and report satisfaction.
- The result of sub measure 2 was determined to be “not achieved”.
- Activities supporting this measure will support the new “Enable the APS to continue uplift of public service capability in the domains of APS Craft” measure in 2023 and beyond.



What amendments were made to the performance measures for 2023-24?

- The Commission developed and implemented a new suite of performance measures for the [APSC Corporate Plan 2023-27](#) (Refer to Key Activities and Performance Measures diagram overleaf).
- This suite of performance measures were developed to better demonstrate our effectiveness against the outcomes and impacts we are responsible for.



Why is the Commission on track to partially achieve its 2023-24 performance measure regarding enabling the APS to continue uplift of public service capability in the domains of APS Craft?

- The performance measures includes three sub metrics:
 1. Key partnership arrangements are established with agencies resulting in a growth in the delivery of co-branded learning offerings.
 2. At least 90% of course participants:



- find the courses offered by the APS Academy relevant to their work,
 - intend to implement learnings as a result of participating in the APS Academy course,
 - would recommend the APS Academy course to others,
 - report that the course was valuable in building their capability.
3. Actions from the APS Learning and Development Strategy and Action Plan where the Commission or APS Academy is listed as lead are complete within stipulated timeframes.
- The Commission has achieved sub metric (1), with partnership arrangements developed with Diplomatic Academy, Services Australia's Academy and Intelligence Academy, a range of universities, and has a co-branded learning program with the ATO.
 - The Commission is on track to achieve 1 out of the four elements of sub metric (2):
 - Participants believe Academy courses are relevant (89%)
 - Participants intention to implement (93%)
 - Participants recommend Academy course to others (85%)
 - Participants report that the course was valuable in building their capability (87%).
 - While progress has been made, there are some elements of the Strategy and Action Plan that are delayed; specifically those in the Elevate horizon concerning technology, evaluation of learning and maturity of learning practice across the system. These were originally due for completion in July 2024, and in December 2023 a revised completion date of December 2024 was supported by APS Learning Board.

Capability Review

When was the APSC Capability Review undertaken?

- The APSC Capability Review commenced on 13 December 2022 and the final report was published on 5 July 2023.
- The Commission published its Capability Review Response to the Capability Review on 20 September 2023.

What were the findings of the Review?

- The APSC Capability Review assessed the maturity of the APSC against 5 domains of: Leadership and Culture; Collaboration; Delivery; People; and Resourcing and Risk.
- The majority of elements within these five domains were rated as *Developing*, reflecting that the APSC had a number of gaps in its current capability.
- The APSC identified 12 broad response actions to be undertaken to build capability and better position the organisation for the future.



What actions has the APSC undertaken in response to the findings?

- The APSC identified 80 initiatives to deliver the intent of the 12 response actions, mapping them to the 5 domains, forming the Commission's Action Plan.
- The Action Plan is comprehensive, reflecting the importance we give to addressing the findings of the Capability Review, and to set a benchmark for the responses of other agencies as part of the broader capability review program.
- Enabling Services developed an implementation roadmap, and is responsible for tracking and reporting progress to the Executive Board and Audit and Risk Management Committee.
- As of 30 April 2024, the Commission had completed 15 initiatives. The remaining 65 initiatives are expected to be completed within planned scope, timing and cost parameters.

Will the Review response be made publicly available?

- Yes. The Commission's response to the Review was published on 20 September 2023 on the Commission's website.
- The Commission will publicly report progress against the Action Plan through its Annual Report.

Who undertook the Review?

- To ensure transparency, independence and accountability, the Review was led by a Senior Review Team comprised of:
 - Independent Reviewer: Ms Carmel McGregor PSM
 - Senior APS Reviewer: Ms Justine Greig PSM, Deputy Secretary, Department of Defence
- The Senior Review Team was supported by a team from the Department of the Prime Minister and Cabinet.

BACKGROUND

MEDIA

- 17/07/2023 – The Canberra Times – The article focussed on the high level findings of the review, focussing on the need for the APSC to step up and assert its leadership and influence over the APS; and the need to build internal capability, particularly regarding its workforce. [Public Service Commission should take 'more authoritative role': APS capability review | The Canberra Times | Canberra, ACT](#)
- 17/07/2023 – The Mandarin – The article focussed on the internal capability issues identified in the review, including workforce planning and staff capability, sustainable funding model, and information management. [APSC needs to address internal capability to be more authoritative \(themandarin.com.au\)](#)



CLEARANCE SUMMARY

Ms. Samantha Montenegro Assistant Commissioner	Enabling Services Branch	Clearance date 24/04/2024	s47F
s47F Director Governance, Risk and Parliamentary	Enabling Services	s47F	
Finance team quality assurance	N/A	N/A	N/A
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Agency level EA bargaining outcomes

KEY MESSAGES

- APSC’s Enterprise Agreement 2024-2027 (EA) was approved by Fair Work Commission on 27 February 2024.
- APSC EA came into effect on Tuesday, 5 March 2024.

FACTS AND FIGURES

- The APSC EA was successfully voted up on 7 February 2024.
- All eligible non-SES staff received a one-off payment on 29 February 2024. This payment was in line with the Commonwealth’s pay offer to bring forward the Year 1 pay increase of 4 per cent by 12 weeks to 21 December 2023.
- All eligible non-SES received the first headline wage increase of 4 per cent, effective 14 March 2024 – received in their bank account on 28 March 2024.
- Following approval from the Fair Work Commission (FWC) all enhanced conditions provided through APS bargaining, came into effect from Tuesday 5 March 2024.
- APSC eligible SES employees received a pay increase in line with the increase of 4 per cent provided to non-SES employees for the pay period commencing 14 March 2024.

QUESTIONS AND ANSWERS

SES remuneration

- SES employees pay increase aligned with the common pay increases date.
- SES employees did not received the one-off payment that was provided to non-SES employees.
- The pay increase for SES employees did not exceed those provided to non-SES employees under the agreed outcome of APS bargaining.
- The pay increases for SES employee was not provided earlier than the 12 month anniversary of the last SES pay increase.

BACKGROUND

- A successful vote for the APSC was received on Wednesday 7 February 2024
- Of those who voted (341 employees or 79%), 96% (327 employees) voted ‘yes’.
- The Commission incorporated agreed common clauses in their entirety into the proposed EA, or clauses consistent with the common principles.



TIMELINE

Date	Action
Formal Access period	25 January 2024 – 4 February 2024
Ballot period	5 February 2024 – 7 February 2024
EA application submitted to FWC for approval	15 February 2024
FWC approval received	27 February 2024, EA will operate from 5 March 2024

CLEARANCE SUMMARY

Samantha Montenegro Assistant Commissioner	Enabling Services	Clearance date 24/04/2024	Mobile Phone s47F
s47F	People Team	s47F	
Finance team quality assurance	N/A	N/A	
Consultation	Workplace Relations Taskforce		



BUDGET ESTIMATES – May/June 2024

Maternity Leave Act Review

KEY MESSAGES

- The Review of the *Maternity Leave (Commonwealth Employees) Act 1973* was a deliverable of the model employer pillar of APS Reform.
- The Review's recommendations have shaped the outcomes of service-wide bargaining, ensuring APS parental leave arrangements meet the needs of today's employees as they establish families and maintain careers in the public sector.
- This includes removal of a qualifying service period, in line with the best practice approach in place in the private sector.
- The APSC is working with agencies to develop policy guidance to support implementation of the parental leave model term negotiated in centralised APS bargaining.

FACTS AND FIGURES

- The APS Commissioner published the Review on 20 June 2023.
- This is the first comprehensive review of the Maternity Leave Act in over 40 years.
- The Review's recommendations informed the service-wide APS bargaining position on parental leave, which delivered:
 - 18 weeks paid parental leave to pregnant employees and the primary caregiver in adoption and long-term foster care arrangements
 - Eight weeks paid parental leave to secondary caregivers, increasing over the life of the enterprise agreements to 18 weeks
 - Paid leave in cases of premature birth, stillbirth and pregnancy loss
 - Removal of a qualifying period for paid leave
 - Advancement of one salary increment during a period of paid or unpaid leave.
- This is an increase to previous entitlements for 94 APS agencies.

QUESTIONS AND ANSWERS

Why was the qualifying service period for paid parental leave removed?

- The parental leave provisions are the result of genuine and effective negotiations with employee representatives as part of service-wide APS bargaining.
- This reflects the recommendations of the Review, which noted reducing the qualifying period is a way the APS can attract and retain talent in a competitive labour market.
- Best practice parental leave policies from private sector employers contain no minimum service period for permanent employees to access entitlements.
- The issue of career mobility has implications for women's economic equality and security, which was a key pillar of the Review.

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Does the removal of the qualifying period for parental leave mean a Commonwealth employee may be eligible for paid parental leave on commencement of employment?

- Yes, as the qualifying service period has been removed, a Commonwealth employee who is still in their 24 month parental leave period can access the parental leave provisions upon commencement of employment. This does not extend the parental leave period.

Why were review recommendations encouraging 6 weeks pregnancy leave and superannuation on unpaid parental leave not delivered through bargaining?

- The bargained outcomes result in the most significant improvements to Commonwealth employees' parental leave entitlements in over 40 years.
- These improvements form part of a broader negotiated package delivering improved wage outcomes, enhancements to flexible working arrangements and improvements in other leave entitlements.

When will other conditions not tabled at bargaining be considered by Government?

- The Review foreshadowed that the full range of recommendations could be implemented over time.
- It remains open to the Government to consider further reform at a later stage balanced with other APS Reform priorities, or in future rounds of bargaining.

When will the Government introduce new parental leave legislation?

- New parental leave legislation was intended to be the platform for delivering enhanced flexibility and entitlements at the time of the Review.
- Significant advancements in contemporising entitlements have now been delivered through centralised APS bargaining, in particular equal entitlements to parental leave for both primary and secondary caregivers over the life of agreements.
- The APSC is working with agencies as they implement their new enterprise agreements to understand any challenges in operationalising new entitlements. This may inform future submissions to Government regarding legislative reform under the APS Reform, Model Employer pillar.

What is the interaction with the Paid Parental Leave Scheme?

- The *Paid Parental Leave Amendment (More Support for Working Families) Bill 2023* increases the Paid Parental Leave scheme to 26 weeks by July 2026, and encourages shared care arrangements.
- This scheme is separate to parental leave provisions for Commonwealth employees.
- The Government made an election commitment in March 2024 to pay superannuation on the Paid Parental Leave Scheme. The matter of superannuation on APS parental leave remains a decision for Government.



BACKGROUND

The review of the Maternity Leave Act was scheduled to occur during the operation of *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19*.

The Commission previously briefed then Ministers O'Dwyer and Cormann in 2018 about workplace relations issues with the Maternity Leave Act. A review was supported.

Minister Cormann wrote to the Prime Minister in 2018 indicating a review would commence in 2019.

The *Australian Public Service Gender Equality Strategy 2021–26*, included a review of APS-wide parental leave provisions as an action item. The APS Commissioner announced the Review on 10 December 2021.

The Review was published on 20 June 2023.

For new parents in Commonwealth employment, the recommendations aim to improve women's economic security by enabling shared care, and provide flexibility for parents to use parental leave to suit their family.

Key parental leave recommendations were tabled and agreed as a common condition in APS bargaining.

Other recommendations remain open to the Government to consider at a later time.

TIMELINE

Date	Action
22 April 2016	Former Minister, Senator the Hon Michaela Cash, launched the <i>'Balancing the Future: The Australian Public Service Gender Equality Strategy 2016-19'</i> . A review was listed as an action item.
July 2018	Former Minister O'Dwyer wrote to the Prime Minister seeking agreement for a review.
22 October 2018	Former Minister Cormann agreed to a review (MS19-000597 refers), to be delivered in late 2019. He also wrote to the Prime Minister seeking agreement for a review.
2019 - 2020	Planned review overtaken by federal election and onset of COVID-19.
May 2021	Then Assistant Minister to the Minister for the Public Service, The Hon Ben Morton MP, briefed on scope of a review and Terms of Reference.



November 2021	Commencement of the Review and Terms of Reference approved by then Minister for the Public Service, The Hon Ben Morton MP.
10 December 2021	Review announced by the Australian Public Service Commissioner and submissions opened.
4 February 2022	Submissions closed.
20 June 2023	Australian Public Service Commissioner published the Review of the <i>Maternity Leave (Commonwealth Employees) Act 1973</i> .
29 August 2023	Government position on parental leave tabled in APS Bargaining.
30 November 2023	APS Bargaining Statement of Common Conditions (including parental leave term) released.
7 March 2024	Government announced it will pay superannuation on the government-funded Paid Parental Leave from 1 July 2025.

CLEARANCE SUMMARY

James O'Reilly Assistant Commissioner	Workplace Relations	Clearance date 24/04/2024	s47F
s47F	Conditions Policy	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Workplace Relations Policy

KEY MESSAGES

- The *Public Sector Workplace Relations Policy 2023* sets the Government's expectations for Commonwealth agency bargaining as a model employer.
- The Policy contains separate arrangements for APS and non-APS agencies.
- The APSC continues to support non-APS agencies and employees to engage in agency level bargaining, which differs from the APS approach to negotiating common conditions through centralised bargaining.
- The Policy is supported by the *APS Statement of Common Conditions and Non-APS Bargaining – Government Parameters*.
- Non-APS agency bargaining parameters are informed by the outcomes of APS service-wide bargaining, including the pay offer.

FACTS AND FIGURES

- The Policy was released on 28 March 2023.
- The Government Non-APS Parameters were released on 1 November 2023.
- APS service-wide bargaining concluded on 30 November 2023.
- The APS Statement of Common Conditions was released on 30 November 2023 outlining:
 - 59 APS-wide common conditions
 - 24 conditions referred to APS agency-level bargaining, and
 - 22 conditions to be maintained through agency-level bargaining.
- All APS agencies have concluded their negotiations.
- 20 non-APS agencies have finalised bargaining (as at 23 May 2024).
- Non-APS agencies will be bargaining into 2025 as their current workplace arrangements reach nominal expiry.

QUESTIONS AND ANSWERS

If pressed on the Commonwealth pay offer for non-APS agencies under the Policy

- The Government is committed to providing a fair and affordable pay rise to employees, taking into account the prevailing economic indicators and conditions.
- On 23 November 2023, the Government announced its final APS pay offer of 11.2 per cent over three years and a one-off payment of 0.92 per cent of base salary, subject to eligibility criteria.
- The APS wage outcome informed the parameters for non-APS agencies.



If pressed on the Commonwealth pay offer applying to the AFP

- The Government is focussed on providing a fair and affordable offer that balances its broader fiscal responsibilities on behalf of all Australians.
- The AFP continues to bargain in good faith with employees and their representatives.

If pressed on the Commonwealth pay offer applying to Airservices Australia firefighters

- Airservices Australia, as a public non-financial corporation is encouraged to apply the Government's Policy to the extent practicable.
- Airservices Australia reached in principle agreement with the United Firefighters Union on 11 April. The agreement included a headline pay offer of 11.2 per cent over three years, improvements to loadings and allowances and a \$6000 sign-on payment.
- Airservices Australia's corporate agreement was approved by the Fair Work Commission in April. Airservices Australia continues to negotiate a new agreement for air traffic controllers.

If pressed on industrial action at the AFP, Airservices Australia or Australian Submarine Corporation

- Eligible employees have exercised their right to take protected industrial action as part of the bargaining process.
- The APSC encourages all parties to continue to bargain in good faith.

BACKGROUND

Bargaining

On 28 March 2023, the *Public Sector Workplace Relations Policy 2023* was released. The Policy contains 2 parts, covering APS and non-APS workplace arrangements.

APS agencies employ staff under the *Public Service Act 1999*. Non-APS agencies employ staff under enabling legislation other than the *Public Service Act 1999*.

APS service-wide bargaining commenced on 30 March 2023 and concluded on 30 November 2023. Further information on APS service-wide bargaining is provided in *SB24-000020 APS-Wide Bargaining*.

Under the Policy, non-APS agencies are encouraged to bargain with employees to replace enterprise agreements that have passed their nominal expiry dates.

Government Business Enterprises, Public Non-financial Corporations, Public Financial Corporations, the Australian National University, the Australian Broadcasting Corporation and the Special Broadcasting Service are encouraged to apply the Policy, taking into account the commercial nature of their business operations.



On 1 November 2023, the APSC released the Government Non-APS Parameters on remuneration and conditions adjustments for non-APS agencies. The parameters are informed by the outcomes of service-wide bargaining and non-APS agencies are encouraged to adopt common conditions if they meet their operational needs. This will support increased commonality in conditions across the Commonwealth government sector.

In service-wide bargaining, the Government agreed to bring the first scheduled pay increase of 4 per cent forward by 12 weeks, payable using a one-off payment equivalent to 0.92 per cent of base salary. On 11 December 2023, the APSC advised non-APS agencies that they will be also be permitted to deliver the one-off payment, subject to eligibility requirements.

Industrial action and agency bargaining

Australian Federal Police – The AFP has been bargaining with employees and their representatives since September 2023. Australian Federal Police Association members have commenced a number of low-impact actions, including the periodic interruption of work for members to write slogans on AFP marked vehicles with non-permanent markings. On 8 May 2024, members of the Community and Public Sector Union voted to approve the taking of industrial action. The AFP's offer to staff includes an 11.2 per cent wage increase, a flat payment of \$871 in lieu of a 0.92 per cent increase, a \$3000 use of force allowance and broadband improvements. The AFP ballot for the enterprise agreement, runs from 24 May 2024 to 31 May 2024.

Airservices Australia (Aviation Rescue and Fire Fighting Enterprise Agreement) – United Firefighters Union Australia (UFUA) members commenced protected industrial action on 22 March 2024 with a range of low impact actions. The union subsequently notified its intention to hold a national 4 hour stoppage on 15 April 2024. Further negotiations with the union saw an 'in-principle' agreement reached on 11 April 2024 for the proposed enterprise agreement which includes an 11.2 per cent pay increase over 3 years; revised pay progression; increased overtime rates; one-off sign on payment of \$6000; introduction of new workplace responsibility allowances and leave arrangements consistent with the APS Statement of Common Conditions. Airservices' ballot runs from 30 May 2024 to 7 June 2024.

Airservices Australia (Air Traffic Control and Supporting Air Traffic Services Enterprise Agreement) – Negotiations with the Civil Air Operations Officers' Association of Australia on terms and conditions for a new agreement commenced in November 2023. On 4 April 2024 the Fair Work Commission approved an application by Civil Air for a Protected Action Ballot Order. Proposed Protected Industrial Action includes work stoppages of up to 24 hours; bans on overtime and air traffic controller training. Civil Air members voted to take industrial action on 1 May 2024. Under the terms of the PABO, Civil Air are required to provide 7 days written notice before taking any industrial action. To date, Civil Air is yet to provide any notices. Airservices is working on contingency plans to minimise disruption to the travelling public to the extent possible. Under the Fair Work Act, industrial action must commence within 30-days of the protected action ballot result being declared. Civil Air has applied to



the Fair Work Commission for an extension of this period. Airservices has consented to this application.

Australian Submarine Corporation (ASC Pty Ltd (South Australia) Enterprise Agreement) – The ASC has been bargaining with its South Australian employee contingent since October 2023. An application by the Australian Workers’ Union for a Protected Action Ballot Order was approved by the Fair Work Commission on 8 March 2024. Proposed Industrial Action includes stop work meetings of varying times, stoppages on the performance of work anywhere between 30 minutes and 7 days duration, and bans on undertaking overtime and travel outside the local area. The main issue raised by employees and representatives is the pay disparity between the South Australian and Western Australian employee groups.

Australian Maritime Safety Authority Enterprise Agreement – AMSA is currently negotiating a new enterprise agreement with its workforce, which includes Port Marine Surveyors, represented by the Australian Institute of Marine and Power Engineers. On 19 April 2024 AIMPE members engaged by AMSA voted in favour of 13 different types of industrial action, including: bans on work outside of core hours, stoppages of up to 8 hours and bans on specific duties, including National Law Duties. The AIMPE initially provided notice of industrial action on 3 May 2024, however this notice was withdrawn after further bargaining meetings took place between AMSA and the AIMPE. A draft agreement is now being finalised for employee consideration and ballot.

MEDIA

- 22 May 2024 – [The Mandarin](#) reported that NSW Premier Chris Minns spoke at a NSW Police Association conference amid enterprise bargaining negotiations and encouraged AFP officers to join NSW Police. The article notes that Minns’ ‘overtly competitive posture with the Commonwealth in terms of talent attraction and retention is a real challenge because it outwardly suggests NSW will meet better federal employment offers to existing staff who are willing to switch jurisdictions.’ The article reported that the Australian Federal Police Association is pushing for an improved pay offer for AFP officers on the basis that flexible work and working from home is not feasible for frontline workers.
- 8 May 2024 – [The Mandarin](#) reported that more than 7000 AFP officers and employees have been told by the Australian Federal Police Association to vote down the current AFP pay offer. Australian Federal Police Association President Alex Caruana is quoted saying the federal government ‘rubber stamped’ a \$6000 one-off payment to Airservices aviation firefighters, compared to the AFP offer of a \$871 one-off payment. Mr Caruana stated there is additional scrutiny on AFP employees and they are not traditional public servants. The article reports the association’s list of demands include an increase of the use of force allowance to \$5000, a right to disconnect included in the enterprise agreement and improved broadbands.



- 18 April 2024 – [The Mandarin](#) reported that aviation firefighters are set to walk away with pay rises and penalty rate packages totalling more than 17 per cent over three years. The article reported the 11.2 per cent service-wide wage increase has been maintained, with extra cash coming from increases in allowances, penalties and loadings, including a \$6000 cash sign-on bonus. The article reported that between 65-70 new positions at the ‘fire commander level’ will be created under the offer.
- 9 April 2024 – [The Mandarin](#) reported that the Australian Federal Police Association has commenced protected industrial action over the government’s current pay offer. The Mandarin reported police are angry the pay offer is based on the Australian Public Service Commission’s 11.2 per cent service-wide offer. It reported the offer was accepted by the Community and Public Sector Union after a right to flexible work was included in workplace conditions rather than a bigger pay increase, with work-from-home rights ‘largely useless’ to employees like those in the AFP.



OTHER RELEVANT MATERIAL

Nil.

TIMELINE

Date	Action
28 March 2023	The <i>Public Sector Workplace Relations Policy 2023</i> was released.
30 March 2023	APS service-wide bargaining commenced.
27 October 2023	The Minister approved the proposed model for implementation of Part 2 (Non-APS Policy) of the <i>Public Sector Workplace Relations Policy 2023</i> , including the Government Non-APS Parameters and transitional arrangements (MS23-000081).
1 November 2023	The Government Non-APS Parameters were publicly released.
30 November 2023	APS service-wide bargaining concluded.
30 November 2023	Statement of Common Conditions were publicly released.

CLEARANCE SUMMARY

James O'Reilly Assistant Commissioner	Workplace Relations	Clearance date 09/05/2024	s47F
s47F	Workplace Relations Policy	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Workplace Relations Taskforce	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Changes made to Secretaries Determination

KEY MESSAGES

- On 25 November 2023 changes made by the Remuneration Tribunal to the loss of office compensation provisions in the Departmental Secretaries determination took effect.
- The changes remove a Secretary's entitlement to loss of office compensation where the grounds for termination meet specific criteria.
- The Remuneration Tribunal consulted with the APS Commissioner and departmental Secretaries prior to making the changes.

FACTS AND FIGURES

- An amending determination implementing changes to the loss of office provisions for Departmental Secretaries took effect on 25 November 2023.
- Prior to 25 November 2023, a Secretary was only ineligible for loss of office compensation if an offer of suitable alternative employment had been made. This condition still exists.

QUESTIONS AND ANSWERS

What changes were made to the Remuneration Tribunal's Departmental Secretaries determination?

The Government is no longer required to pay loss of office compensation to a Secretary if their appointment is terminated for specific reasons following an APS Commissioner inquiry into an alleged breach of the APS Code of Conduct.

If a breach is found based on conduct that is constituted by sexual harassment; bullying; the improper use of a Secretary's duties, status, power or authority to gain benefit or advantage; or is likely to constitute an offence under Commonwealth, state or territory law that is punishable by imprisonment; and providing certain pre-conditions are met, no compensation will be paid.

If as the result of an investigation by the National Anti-Corruption Commission, the report of that investigation expressed an opinion that there had been corrupt conduct by the Secretary of a serious or systemic nature, and the report recommend termination of the appointment, no compensation will be paid if the Secretary's appointment is terminated.

Are the changes retrospective?

No. The changes do not impact any Secretary whose employment was terminated prior to 25 November 2023.

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How often does this Determination change?

The Secretaries Determination is reviewed and re-made annually, with regular changes outside of that rhythm as required, including to reflect machinery of government changes. There were two amendments in 2023; and two in 2022.

Why did the Remuneration Tribunal make the changes? Were they made specifically to prevent Mr Pezzullo receiving compensation?

The Remuneration Tribunal is an independent statutory body. It is open to them to review any of their determinations at any time and make amendments as they see fit. I am not able to speak on behalf of the Tribunal, so cannot comment on the timing of the Tribunal's decision.

Did you know the Tribunal was planning to make changes to the loss of office provisions for Secretaries?

The Remuneration Tribunal consulted with me and with all Departmental Secretaries prior to amending the loss of office provisions in the Secretaries Determination. This consultation is noted in the explanatory statement to the amending determination.

BACKGROUND

MEDIA

- 25/11/2023 – [Bureaucrat payout change before Pezzullo probe findings, Lisa Visentin, The Age.](#)
- 25/11/2023 – [Payout changes before Pezzullo report, Karen Barlow, The Canberra Times.](#)
- 25/11/2023 – [Albo removes golden parachute from ejector seat for APS bad bureaucrats, Julian Bajkowski, The Mandarin.](#)

The articles all note the changes made by the Remuneration Tribunal to loss of office compensation provisions for Departmental Secretaries.

OTHER RELEVANT MATERIAL

An FOI request from Mr Rex Patrick was received on 26 February 2024 seeking “access to correspondence exchanged between the Tribunal and Departmental Secretaries relating to proposed amendments to section 25 of the *Remuneration Tribunal (Departmental Secretaries – Classification Structure and Terms and Conditions) Determination (No. 2) 2023.*”

Ten documents were identified to be within the scope of Mr Patrick's request and were released on 18 April 2024. Some redactions were made to the released documents under sections 47C (deliberative material) and 47F (personal privacy) of the *Freedom of Information Act 1982.*



TIMELINE

Date	Action
17 November 2023	The Remuneration Tribunal consulted with APS Commissioner and all Departmental Secretaries on proposed amendments to the loss of office provisions in the Secretaries Determination.
22 November 2023	The Remuneration Tribunal wrote again to the APS Commissioner and all Departmental Secretaries, addressing feedback provided, and clarifying the intent of the proposed amendments.
23 November 2023	The Remuneration Tribunal agreed to amend section 25 of the Secretaries Determination to insert exclusion events, which would in certain circumstances remove a Departmental Secretary's eligibility for compensation for loss of office.
24 November 2023	The Remuneration Tribunal wrote to the APS Commissioner and all Departmental Secretaries advising of the amendments that would be made to the Secretaries Determination.
25 November 2023	Amendments to the loss of office compensation provisions in the Secretaries Determination took effect.

CLEARANCE SUMMARY

Damien Booth Assistant Commissioner	Executive Remuneration and Statutory Offices	2 May 2024	
s47F	Executive Remuneration and Statutory Offices	s47F	
Finance team quality assurance	N/A	N/A	
Consultation	Nil	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

Freedom of Information

KEY MESSAGES

- The Commission is subject to the *Freedom of Information Act 1982 (FOI Act)*.
- The Commission processes Freedom of Information requests in accordance with the FOI Act.
- The data provided below is for the period 1 July 2023 to 31 March 2024.
- This aligns with the dates of statistics submitted to the Office of the Australian Information Commissioner on a quarterly basis.

FACTS AND FIGURES

- Between 1 July 2023 and 31 March 2024, the Commission received eighty-two (**82**) primary FOI requests and nineteen (**19**) requests for internal review.

QUESTIONS AND ANSWERS

How many FOI requests have been finalised as at 31 March 2024 (since 1 July 2023)?

- Seventy-one (**71**) FOI requests were finalised during this period.

How many FOI requests are outstanding as at 31 March 2024?

- The Commission had **17** requests on hand.

How many FOI matters were with the OAIC as at 31 March 2024?

- As at 31 March 2024 the Commission had twenty-two (**22**) matters with the OAIC for review.

Does the Commission routinely seek external legal advice on FOI matters?

- Generally, no. The Commission may seek external legal advice on individual complex FOI requests, or for assisting in managing resources within the team.

Does the Commission publish all documents disclosed under FOI on their website?

- The Commission maintains an FOI disclosure log on its website in accordance with the FOI Act.
- For each request listed in the disclosure log, the Commission makes relevant information available either by direct download, linking to other websites or providing information about how the documents may be obtained.



How is the Commission managing [FOI requests relating to Michael Pezzullo investigation in 2023]?

- As at 31 March 2024, the Commission is processing one (1) request, and there is one (1) matter with the OAIC.

How many Commission FOI matters are with the AAT?

- Between the period 1 July 2023 to 31 December 2023, the Commission was aware of 1 matter before the AAT, and that has been resolved.
- As at 31 March 2024, the Commission is not aware of any FOI matters before the AAT.

BACKGROUND

OTHER RELEVANT MATERIAL

A copy of the relevant provisions of the FOI Act are at **Attachment A**.

CLEARANCE SUMMARY

Melanie McIntyre	General Counsel	Clearance date	s47F
General Counsel		03 May 2024	
Consultation	N/A	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



Attachment A

24A Requests may be refused if documents cannot be found, do not exist or have not been received

- (1) An agency or Minister may refuse a request for access to a document if:
 - (a) all reasonable steps have been taken to find the document; and
 - (b) the agency or Minister is satisfied that the document:
 - (i) is in the agency's or Minister's possession but cannot be found; or
 - (ii) does not exist.

34 Cabinet documents

General rules

- (1) A document is an exempt document if:
 - (a) both of the following are satisfied:
 - (i) it has been submitted to the Cabinet for its consideration, or is or was proposed by a Minister to be so submitted; and
 - (ii) it was brought into existence for the dominant purpose of submission for consideration by Cabinet; or
 - (b) it is an official record of the Cabinet; or
 - (c) it was brought into existence for the dominant purpose of briefing a Minister on a document to which paragraph (a) applies e information is operational information of an agency.
 - (d) it is a draft of a document to which paragraph (a), (b) or (c) applies.
- (2) A document is an exempt document to the extent that it is a copy or part of, or contains an extract from, a document to which subsection (1) applies.
- (3) A document is an exempt document to the extent that it contains information the disclosure of which would reveal a Cabinet deliberation or decision, unless the existence of the deliberation or decision has been officially disclosed.

Exceptions

- (4) A document is not an exempt document only because it is attached to a document to which subsection (1), (2) or (3) applies.

Note: However, the attachment itself may be an exempt document.
- (5) A document by which a decision of the Cabinet is officially published is not an exempt document.
- (6) Information in a document to which subsection (1), (2) or (3) applies is not exempt matter because of this section if the information consists of purely factual material, unless:
 - (a) the disclosure of the information would reveal a Cabinet deliberation or decision; and
 - (b) the existence of the deliberation or decision has not been officially disclosed.

42 Documents subject to legal professional privilege

- (1) A document is an exempt document if it is of such a nature that it would be privileged from production in legal proceedings on the ground of legal professional privilege.

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- (2) A document is not an exempt document because of subsection (1) if the person entitled to claim legal professional privilege in relation to the production of the document in legal proceedings waives that claim.
- (3) A document is not an exempt document under subsection (1) by reason only that:
 - (a) the document contains information that would (apart from this subsection) cause the document to be exempt under subsection (1); and
 - (b) the information is operational information of an agency.

47C Public interest conditional exemptions—deliberative processes

General rule

- (1) A document is conditionally exempt if its disclosure under this Act would disclose matter (*deliberative matter*) in the nature of, or relating to, opinion, advice or recommendation obtained, prepared or recorded, or consultation or deliberation that has taken place, in the course of, or for the purposes of, the deliberative processes involved in the functions of:
 - (a) an agency; or
 - (b) a Minister; or
 - (c) the Government of the Commonwealth.

Exceptions

- (2) Deliberative matter does not include either of the following:
 - (a) operational information (see section 8A);
 - (b) purely factual material.

Note: An agency must publish its operational information (see section 8).

- (3) This section does not apply to any of the following:
 - (a) reports (including reports concerning the results of studies, surveys or tests) of scientific or technical experts, whether employed within an agency or not, including reports expressing the opinions of such experts on scientific or technical matters;
 - (b) reports of a body or organisation, prescribed by the regulations, that is established within an agency;
 - (c) the record of, or a formal statement of the reasons for, a final decision given in the exercise of a power or of an adjudicative function.

Note: Access must generally be given to a conditionally exempt document unless it would be contrary to the public interest (see section 11A).

47E Public interest conditional exemptions—certain operations of agencies

A document is conditionally exempt if its disclosure under this Act would, or could reasonably be expected to, do any of the following:

- (a) prejudice the effectiveness of procedures or methods for the conduct of tests, examinations or audits by an agency;
- (b) prejudice the attainment of the objects of particular tests, examinations or audits conducted or to be conducted by an agency;
- (c) have a substantial adverse effect on the management or assessment of personnel by the Commonwealth or by an agency;

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(d) have a substantial adverse effect on the proper and efficient conduct of the operations of an agency.

Note: Access must generally be given to a conditionally exempt document unless it would be contrary to the public interest (see section 11A).

47F Public interest conditional exemptions—personal privacy

General rule

- (1) A document is conditionally exempt if its disclosure under this Act would involve the unreasonable disclosure of personal information about any person (including a deceased person).
- (2) In determining whether the disclosure of the document would involve the unreasonable disclosure of personal information, an agency or Minister must have regard to the following matters:
 - (a) the extent to which the information is well known;
 - (b) whether the person to whom the information relates is known to be (or to have been) associated with the matters dealt with in the document;
 - (c) the availability of the information from publicly accessible sources;
 - (d) any other matters that the agency or Minister considers relevant.
- (3) Subject to subsection (5), subsection (1) does not have effect in relation to a request by a person for access to a document by reason only of the inclusion in the document of matter relating to that person.

Flexible Work across the APS**Subject/Issue**

Flexibility helps the APS to deliver for Government and the community. It ensures agencies can attract and retain skilled staff that reflect the communities they serve. As an outcome of APS bargaining, a new common clause on flexible working arrangements was negotiated. This approach to flexible work was intended to position the public service as a model employer, consistent with Government policy. It will assist in attracting and retaining talent from a more diverse range of locations, and represents a significant enhancement to the APS employee value proposition. It is consistent with leading approaches to employee attraction and retention in the private sector. A number of initiatives are currently under way to support agencies in implementing the new approach to flexible working arrangements.

Key facts and figures

- Flexible working arrangements include more than just working from home. Other approaches include part-time work, flexible rostering, working in another location, and job sharing arrangements.
- The APSC collects data on flexible working arrangements through the annual APS Employee Census. In 2023:
 - 74 per cent of respondents accessed some form of flexible work. This is broadly similar to 73 per cent in 2022.
 - 57 per cent of respondents said they were working from home or away from the office at least part of the time. This is broadly similar to 55 per cent in 2022.
- More granular information on flexible work will be collected from APS agencies in 2024 and reported in the State of the Service report, tabled in Parliament in November.
- The APSC does not collect or collate whole of APS data on the specific number of days APS employees work from home or remotely.
 - The APSC will continue to work with the Chief Operating Officers Committee on how best to centrally collect this information.
 - To understand their own staff work patterns, some agencies do collect information on daily use. Chief Operating Officers Committee is considering use of that information and insights, which will be discussed at the Secretaries Future of Work Sub-committee.

FLEXIBLE WORK

- The common clause on flexible working arrangements was incorporated into all **103** APS agency enterprise agreements. All **103** agreements are operational as of **9 May 2024**.
- Under the common clause, each individual employee request must be considered on a case-by-case basis, balancing the personal circumstances of the employee and the reasonable business grounds of the work team and agency.
 - The individual, team and agency needs include meeting work health and safety standards, maintaining security and integrity, at-work training and professional development opportunities, and ensuring high-quality public service delivery.
- The new clause specifies that employee requests for working from home will be considered on their individual merits, and commits that agencies will not impose collective caps on how much time can be worked from home or remotely.
 - The removal of caps does not mean that employees have an unfettered right to work from home.
 - It is essential that managers and senior managers ensure the needs of the team and the agency are also met as part of these discussions.

Guidance on flexible working arrangements in the APS

- In March 2023, Secretaries Board outlined its Principles of Flexible Work in the APS.
- The Principles provide a framework for considering flexibility at the individual, team and organisation level.
- The APSC is developing workplace relations implementation guidance for agencies on the common clause for flexible working arrangements.
 - This guidance focuses on ensuring agencies uphold their obligations under the flexible working arrangements common clause and the *Fair Work Act 2009* regarding flexible work.
- The APSC is expanding training of managers and senior managers to ensure that agency, team and individual needs are properly integrated in flexible work arrangements. This includes:
 - APS Edge Leadership Program: An EL2 leadership and management program that includes sessions on managing flexible working arrangements. A pilot program delivered from August 2023 to March 2024 had 550 participants. The next program will be launched in June 2024.

FLEXIBLE WORK

- In 2023, the APS Academy approached PM&C to adapt their in-house courses for an APS wide audience. These courses have been designed to assist APS leaders to develop the skills and techniques to build an effective and productive hybrid team working environment. These include courses on managing hybrid and remote teams for EL and SES level staff.
- The APSC will publish a APS Location Strategy later this year. This is aimed at assisting agencies fill skill gaps by accessing talent from a broader range of locations and manage a geographically dispersed workforce well.

Impact of flexible working arrangements on the Commonwealth office footprint in Canberra

- The growth in the APS's ability to work remotely has allowed agencies to successfully recruit across Australia to attract the talent they need.
- The APS continues to have a core presence in Canberra. Individual entities are responsible for making decisions about the location of their workforce and their property footprint.
- The Department of Finance oversees the Commonwealth Property Management Framework which drives the effective and efficient use of the Commonwealth's office space.

Interaction between flexibility and productivity

- Productivity for the APS means delivering on the objectives of Government and providing effective services to the Government, the Parliament, and the Australian community.
- Flexible working arrangements are an effective method of boosting productivity when they meet the needs of the individual, their team and the agency.
 - The 2023 Australian HR Institute Survey found that more than four in ten employers (43 per cent) believed that work from home or hybrid work has had a positive effect on productivity levels at their organisation compared with only 10 per cent who think it has had a negative effect.
- Flexible work allows employees to work during the hours they are most productive, balance their personal and working lives to reduce stress and burnout, and gives employees greater autonomy to complete their work.
- Flexible working arrangements increase employee job satisfaction, and play a crucial role in attracting and retaining high performing employees.
- The APSC is exploring opportunities to work with the Productivity Commission on the relationship between flexible work and productivity.

Background

The Public Sector Workplace Relations Policy 2023 was released on 28 March 2023. The Policy contains separate arrangements for APS and non-APS agencies.

APS agencies employ staff under the *Public Service Act 1999*. Non-APS agencies employ staff under enabling legislation other than the *Public Service Act 1999*.

All APS agencies were required under the Policy to adopt the bargained common clause on flexible working arrangements, which was negotiated with unions and other employer representatives.

During the Additional Estimates hearing of the Senate Finance and Public Administration Legislation Committee, held on 13 February 2024, the topic of APS bargaining was raised.

Specifically, Senator Hume raised a correction issued by the APSC regarding a fictional case study used in communications around the common clause on flexible working arrangements. Assistant Commissioner Booth accepted that this was an error made by the APSC, and noted that the APSC had issued a correction after being made aware of the issue.

Senator Hume also asked why it was necessary for common flexible work conditions to be formalised under new APS enterprise agreements. Senator Gallagher outlined that doing so would lead to greater commonality and consistency across the APS, and provide clear information to employers and employees about what their rights are.

Supporting information

Questions on Notice

No QON asked

Freedom of Information (FOI) Requests

No FOIs asked

Recent Ministerial Comments

Nil

Relevant Media Reporting

- [The number of public servants working from home has doubled](#), Tom Burton, Australian Financial Review, 21 February 2024.
- [Bosses 'nauseated' as public servants gain unlimited WFH days](#), Tom Burton, Australian Financial Review, 28 February 2024.
- [Some jobs 'you can't do from your lounge room', public servants told](#), Tom Burton, Australian Financial Review, 7 March 2024.
- ['Trend that's going to continue': APS increasingly looking beyond Canberra for staff](#), Justin Landis-Hanley, The Canberra Times, 17 March 2024.
- [It's a trend – proportionally fewer public servants working in Canberra](#), Chris Johnson, Riotact, 18 March 2024.
- [Joyce takes aim at public service 'citadel' as jobs stay in Canberra](#), Karen Barlow & Dana Daniel, The Canberra Times, 18 April 2024.
- [Taxpayers should be furious over public service's 'ghost' offices](#), John Kehoe, Australian Financial Review, 23 April 2024.

Date: 9 May 2024
Cleared by (SES): Jo Talbot
Telephone No: s47F
Group/Branch: Workplace Relations
Contact Officer: s47F
Telephone No: s47F
Consultation: People Insights, Workforce Strategies
PDR Number: SB24-000058
Last Printed: 9/07/2024 1:42 PM



BUDGET ESTIMATES – May/June 2024

Approach to flexible work within the APSC

KEY MESSAGES

- The Commission's Enterprise Agreement contains the common flexible working arrangements clause, as negotiated as part of the APS bargaining process.
- The Commission's approach to flexible working arrangements is to consider these on a case-by-case basis, where the arrangement fits the needs of the Commission, teams and the employee, in a way that supports productivity, work-life balance and the Employee Value Proposition.
- As at 15 April 2024, the Commission has a total of 163 approved flexible working arrangements (working from home) in place. This represents 40 per cent of the workforce (total count 404).

FACTS AND FIGURES

Flexible work arrangements within the APSC

- The Commission is reviewing its flexible work arrangements policy in line with its Enterprise Agreement which contains the APS-wide common flexibility clause.
- Commission employees have the ability to request flexible working arrangements. Most commonly this includes combining working in the office with working away from the office, but can also include other arrangements such as part-time work and alteration to employee working hours or patterns of work.
- Formal working from home arrangements can also be referred to as either hybrid working arrangements or remote working arrangements.
- The Commission's **approach to flexible working arrangements is to consider these on a case-by-case basis, where the arrangement fits the needs of the Commission, teams and the employee, in a way that supports productivity, work-life balance and the Employee Value Proposition.**
- Supervisors conduct an **annual review** of flexible working arrangements to ensure they are effective and continue to meet the needs of Commission.
- This information is centrally registered within Enabling Services Branch, outside of the HR system. **The Commission's HR system does not currently capture an employee's working from home arrangement, however we are evaluating ways to remediate this.**
- As at 15 April 2024, the Commission has a total of 163 approved flexible working arrangements (working from home) in place. This represents 40 per cent of the workforce (total count 404).

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- Of these arrangements:
 - 19 staff members (or 5 per cent), work away from the office 1 day per week.
 - 65 staff members (or 16 per cent), work away from the office 2 days per week.
 - 42 staff members (or 10 per cent), work away from the office 3 days per week.
 - 6 staff members (or 1 per cent), work away from the office 4 days per week.
 - 31 staff members (or 8 per cent), work away from the office 5 days per week. **The majority of these employees are remote workers, outside of the ACT.**
- A formal request for a flexible working arrangement will generally relate to a long-term, regular flexible working arrangement.
- Some staff may have informal (or ad hoc) flexible working arrangements. Informal arrangements are not centrally captured.
 - An ad-hoc request for flexible working arrangements refers to a request being made for one-off or short term arrangements for circumstances which are not ongoing.
 - These arrangements are not expected to be registered centrally.
- As at 15 April 2024, **72 staff (or 18 per cent)** were **part-time**, and where they have flexible working arrangements (working from home) in place, these are included in the figures above.
- **2023 APSC employee census data** in the following tables highlights employee satisfaction relating to accessing flexible working arrangements, and the types of arrangements in place within the Commission.
- **Flexible work is broader than work from home – it encompasses a broad range of arrangements and includes other flexibilities such as part-time work, condensed working weeks, alterations to working hours - for example to allow earlier or later start and finishing times to assist employees in maintaining an appropriate work/life balance.**
- **The Census results indicated 69 per cent of APSC staff currently access ‘working away from the office/working from home’ flexible working arrangements. This rate is higher than the APSC internal data (40 per cent) as the Census question captures all types of formal and informal arrangement of any duration. Whereas, the APSC internal data only includes formal, ongoing arrangements.**
- From this year’s Census, we will be able to report the proportion that access flexible work arrangements all of the time, some of the time as a regular arrangement, or only on an irregular basis.



APS Employee Census Questions	2023 APSC	2023 APS
Currently accessed any flexible working arrangements	82%	74%
Working away from the office/working from home at least part of the time	69%	57%
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	90%	79%

APS Employee Census Questions	2023 APSC	2023 APS
Do you currently access any of the following flexible working arrangements?		
Part time	15%	14%
Flexible hours of work	28%	28%
Compressed work week	7%	3%
Job sharing	0%	0.3%
Working away from the office/working from home	69%	57%
None of the above	18%	26%

QUESTIONS AND ANSWERS

- What are some of the **benefits** of flexible working arrangements to the Commission?
 - **increased productivity** – flexible working arrangements can result in higher productivity levels as employees and business have the flexibility to schedule work to meet business needs that may differ from standard work hours, or work in environments where they can focus better
 - **improved employee retention** – offering flexible working options can enhance employee satisfaction and loyalty, reducing turnover rates and the associated costs of hiring and training new staff
 - **expanded talent pools** – flexible working arrangements can attract a wider range of candidates, including those who require flexibility due to personal circumstances, such as a caregivers or individuals with disabilities.





BACKGROUND

Consistent with outcomes of the APS Bargaining process, the Commission supports flexible work arrangements with a bias towards approving an employee’s request. Approval is subject to balancing employee needs with team needs and the business requirements of the Commission.

Flexible working arrangements may be consistent and regular, such as part-time hours, compressed hours, varied attendance patterns within the 7am to 7pm bandwidth (or a varied bandwidth), job sharing and hybrid work arrangements.

Hybrid work covers work performed in a Commission tenancy with some time from home, or from another non-Commission workplace.

CLEARANCE SUMMARY

Samantha Montenegro Assistant Commissioner	Enabling Services -	Clearance date 15/05/2024	s47F
s47F	People Team	s47F	
Finance team quality assurance	N/A	N/A	
Consultation	Integrity, Performance and Employment Policy, People Insights, Workplace Reform and Workforce Strategies		Yes



BUDGET ESTIMATES – May/June 2024

APS Academy – Leadership Programs

KEY MESSAGES

- The Leadership and Talent Development Branch delivers programs to build APS leadership capability.
- Branch priorities include:
 - Talent assessment and development programs for SES Band 3s and high potential SES Band 1s and 2s
 - Cohort-based immersive leadership development programs for the SES.
 - Cohort-based social learning at scale for graduates and middle managers.
 - Administration of APS-wide participation in leadership-focused scholarship and secondment programs.
- The APS Academy deploys a hybrid partnership model to support program development and delivery, accessing specialist skills from service providers to complement the core capabilities of Academy staff and APS practitioners.
- The majority of programs are fully cost recovered, including recovery of direct and indirect costs associated with design, development, delivery and evaluation.

FACTS AND FIGURES

Program participation and supplier costs ([Attachment A](#) as at 19 April 2024))

- Number of programs delivered for 2023/24 FYTD: **44** (42 in 2022/23)
- Number of participants for 2023/24 FYTD: **3,859** (1107 in 2022/23)
- Supplier payments for 2023/24 FYTD: **\$4,090,258** (\$3,072,930 in 2022/23)
- Proportion of participants has increased at a greater rate than supplier costs in 2023/24. Per-person supplier costs for 2023/24 FYTD **\$1,059.93** (\$2775 in 2022/23)
- New conference and accommodation costs have been included in this brief for the first time at ([Attachment B](#)):
- Combined conference and accommodation for 2023/24 FYTD: **\$469,502** (New metric)

Possible Questions (Detail at [Attachment C](#))

There are five areas you are most likely to receive questions on:

- [Hybrid Model and Strategic Commissioning Framework](#)
- [Recent Procurements](#)
- [Acknowledge This](#)
- [Location](#)
- [Value for Money](#)



Summary

- The APS Academy offers a range of programs to deepen leadership and management capability and support a 'One-APS' mindset and positive workplace cultures. These include:
 - [Talent assessment and development programs](#) for all SES Band 3s and high potential SES Band 1s and 2s to provide feedback, planning, targeted development and guidance on career paths. These programs are overseen by the Secretaries Talent Council and Deputy Secretaries Talent Council.
 - The First Nations' Talent Assessment and Development Program for SES Band 1 and Executive Level 2 leaders in support of Boosting First Nations Employment in the APS.
 - Cohort-based, immersive programs to support our SES leaders to enhance leadership capabilities critical to APS performance, including:
 - [SES Orientation](#), [SES Band 1 Program](#), [SES Band 2 Program](#) and the [SESP for Deputy Secretaries and Agency Heads](#)
 - Scalable, cohort-based social learning offerings for larger cohorts of EL leaders and graduates including:
 - [APS Graduate Development Program](#)
 - [EL2 Continuous Professional Development](#) (APS Leadership Edge)
 - [The Indo-Pacific Executive Development Program](#).
 - Whole-of-APS scholarship and secondment programs to build core craft and cultural capability in individuals and across the system, including:
 - [Sir Roland Wilson](#) (PhD) Scholarship and SRW [Pat Turner Scholarship](#) Programs, administered by the Sir Roland Wilson Foundation at the Australian National University (ANU) and delivered at ANU and Charles Darwin University and with the support of participating APS agencies.
 - [Dr Margot McCarthy Scholarship](#), in partnership with the Secretaries and Deputy Secretaries Talent Councils.
 - [APS Jawun Secondment Program](#), in partnership with Jawun and 70+ participating Commonwealth agencies.
- All programs reflect the APS Values, the Secretaries Charter of Leadership Behaviours and the APS Leadership Framework.



Attachment A – Program Enrolments and Supplier Payments

- Number of programs delivered for 2023/24 FYTD: **44** (42 in 2022/23)
- Number of participants for 2023/24 FYTD: **3,859** (1107 in 2022/23)
- Supplier payments for 2023/24 FYTD: **\$4,090,258** (\$3,072,930 in 2022/23)

Program	Number of iterations	Enrolments FYTD 23/24	Provider	Payments FYTD 23/24	Funding Sources	Details
Talent						
STC assessment	1	24	Egon Zehnder	s47(1)(b)	APSC and partial cost recovery	<ul style="list-style-type: none"> • Open ATM Feb 2022 • Contract duration is 3 years with 2 extension options. Maximum Contract Value is: s47(1)(b) (GST inclusive) over 5 years.
DSTC assessment	1	41	People Measures	s47(1)(b)	APSC and partial cost recovery	<ul style="list-style-type: none"> • Open ATM Oct 2023 • Contract duration is 2 years with 2 one-year extension options. • Maximum Contract Value is: s47(1)(b) (GST inclusive) over 4 years.
DSTC talent pool	1	54	N/A	N/A	APSC	<ul style="list-style-type: none"> • Practitioner-led
Executive Programs						
Senior Executive Stewardship Program (SESP)	1	17	Centre for Public Impact (concludes July 2024)	s47(1)(b)	Full cost recovery	<ul style="list-style-type: none"> • Procurement underway • ATM planned
SES Band 2 Program	1	15	People Measures (concluded Dec 2023)	s47(1)(b)	Full cost recovery	<ul style="list-style-type: none"> • Open ATM to be finalised May 2024. • Contract has been signed and new suppliers to be announced once published on AusTender later this month • The maximum contract value is s47(1)(b) (GST inclusive). • Contract duration is 3 years with 2 one-year extension options



Program	Number of iterations	Enrolments FYTD 23/24	Provider	Payments FYTD 23/24	Funding Sources	Details
SES Band 1 Program	4	78	People Measures (concluded Feb 2024)	s47(1)	Full cost recovery	<ul style="list-style-type: none"> Open ATM February 2024. New program supplier (Nous and AGSM UNSW) commenced in April 2024. Maximum contract price is s47(1)(b) (GST Inclusive) Contract duration is 2 years with 3 one-year extension options
			Leadership Victoria (concluded Feb 2024)	N/A		
			Vantage Point (concluded Feb 2024)	s47(1)		
			Nous Group	s47(1)		
SES Orientation	13	256	Beasley Intercultural (concluded December 2023)	s47(1)	Full cost recovery	<ul style="list-style-type: none"> Open ATM Dec 2023 Maximum contract price (KPMG) is s47(1)(b) (GST Inclusive). Contract duration is 2 years with 3 one-year extension options Maximum contract price (Shane Carroll) is s47(1)(b) (GST Inclusive). Contract duration is 2 years with 3 one-year extension options New suppliers (KPMG and Shane Carroll) have delivered 2 programs since Jan 2024. Beasley delivered 11 iterations between Jul-Dec 2023.
			Shane Carroll	s47(1)		
			KPMG	s47(1)		
Delivering in Partnership with Government and Community	1	11	Cranlana Centre for Ethical Leadership & Charles Darwin University	s47(1)	NTPS and APS Academy agreed to pay equal shares for all program costs.	<ul style="list-style-type: none"> Partnership with NTPS. NTPS procured suppliers.



Program	Number of iterations	Enrolments FYTD 23/24	Provider	Payments FYTD 23/24	Funding Sources	Details
Empowering Conversations (formerly Breakthrough Conversations)	1	13	N/A Internal Facilitator	N/A	Full cost recovery	<ul style="list-style-type: none"> • APS Academy Facilitated
Women in leadership	1	28	Define Potential (concluded Dec 2023)	\$47(1)	Full cost recovery	<ul style="list-style-type: none"> • RFQ CSIRO Panel Jul 2021 • No current contract • Not offered from 2024 onwards.
Scholarships and secondments						
Sir Roland Wilson (PhD) Scholarship	1	7	N/A	N/A	APSC with participating agencies and the ANU SRW Foundation	<ul style="list-style-type: none"> • Departments contribute to SRW and Pat Turner scholarships coordinated by APSC through a MoU with the Foundation
SRW Pat Turner Scholarship	2	8 including <ul style="list-style-type: none"> • 3 (in 2023) • 5 (in 2024) 	N/A	N/A		
Jawun Secondment Program	4	135	N/A	N/A	APSC with participating agencies and Jawun.	<ul style="list-style-type: none"> • NIAA manage Jawun contract
Dr Margot McCarthy Scholarship	1	1	N/A	N/A	APSC with AFP	<ul style="list-style-type: none"> • Total secondment cost is \$47(1)
Leadership (EL) and Graduate Development						
Indo-Pacific Executive Development Program (EL1-2)	2	102	AsiaLink (concluding July 2024)	\$47(1)	Capability Reinvestment Fund	<ul style="list-style-type: none"> • Open ATM June 23 • Asialink contract duration 12 months for a total value of \$47(1) (incl GST)
APS Leadership Edge (EL2)	1	535	Cahoot (concluding Dec 2024)	\$47(1)	Full cost recovery	<ul style="list-style-type: none"> • RFQ Digital Marketplace Aug 22 • Cahoot contract duration 3 years for total contract value \$47(1)(b) (incl. GST) • Cahoot contract covers GDP and Leadership Edge



Program	Number of iterations	Enrolments FYTD 23/24	Provider	Payments FYTD 23/24	Funding Sources	Details
APS Graduate Development Program	2	611, including <ul style="list-style-type: none"> • 292 (2023) • 319 (2024) 	Cahoot (concluding Dec 2024)		Full cost recovery	<ul style="list-style-type: none"> • Pretty Dardy contract duration 2 years, procured by direct source via Supply Nation • Pretty Dardy total contract value s47(1) (incl GST), • Event Audio Visual procured via separate RFQs
			CSIRO	s47(1)		
			Pretty Dardy	s47(1)		
			Event Audio Visual Services (3 events)	s47(1)		
Whole of APS Graduate Event Series (virtual)	2	934, including <ul style="list-style-type: none"> • 341 (2023) • 593 (2024) 			Full cost recovery	
Whole of APS Graduate Event Series (in-person)	2	633, including <ul style="list-style-type: none"> • 203 (2023) • 430 (2024) 			Full cost recovery	
Coaching for APS Graduates <i>(subset of overall Graduate Program not included in overall numbers)</i>	403	300, including <ul style="list-style-type: none"> • 116 (2023) • 184 (2024) 			Full cost recovery	
Women in IT Executive Mentoring (WITEM)	1	25	Dell (concluding Sept 2024)	s47(1)	Full cost recovery	Direct source May 2023
Coaching for Women in Digital – EL1	1	31	Accenture (concluding Sept 2024)	s47(1)	Full cost recovery	RFQ Digital Marketplace August 2020 (one option for extension remaining)



Attachment B – Conference and Accommodation delivery costs

- Conference packages and accommodation for 2023/24 FY to date (19 April 2024): **s47(1)(b)** (GST incl.) **New Metric**
- Average residential daily costs for 2023/24: **s47(1)** (GST incl.) **New Metric**
- Average residential per-person costs for 2023/24: **s47(1)** (GST incl.) **New Metric**

Program	Participants + facilitators	Duration (days)	Venue and Location	Conference pack (GST incl.)	Accommodation (GST incl.)	Total costs (Per / person per day)
Residential delivery						
Senior Executive Stewardship Program	17+6	5	Crowne Plaza, Hawkesbury Valley, Windsor	s47(1)	s47(1)	s47(1)(b)
SES Band 2 Program	14+3	4	Novotel Sydney West HQ, Rooty Hill	s47(1)	s47(1)	s47(1)(b)
SES Band 1 Program, C59	15+3	4	Peppers Craigieburn, Bowral	s47(1)	s47(1)	s47(1)(b)
SES Band 1 Program, C60	23+3	4	Sebel Harbourside, Kiama	s47(1)	s47(1)	s47(1)(b)
SES Band 1 Program, C61	19+3	4	Novotel, Geelong	s47(1)	s47(1)	s47(1)(b)
SES Band 1 Program, C62	24+3	4	Novotel, Geelong	s47(1)	s47(1)	s47(1)(b)
Conference and event (no accommodation)						
Women in Leadership, C24	28+2	3	Cliftons, Canberra	s47(1)	NIL	s47(1)(b)
Indo-Pacific Executive Development Program (Nov/Dec 2023)	44	2	National Portrait Gallery, Canberra	s47(1)	NIL	s47(1)(b)
Indo-Pacific Executive	44	2	Parliament House, Canberra	s47(1)	NIL	s47(1)(b)



Program	Participants + facilitators	Duration (days)	Venue and Location	Conference pack (GST incl.)	Accommodation (GST incl.)	Total costs (Per / person per day)
Development Program (Nov/Dec 2023)						
APS Graduate Development Program: Hackathon (Oct 2023)	332	1	National Convention Centre/Intercontinental Hotels Group, Canberra	§47(1)(b)	NIL	§47(1)(b)
APS Graduate Development Program: Hackathon (April 2024)	696	1	National Convention Centre/Intercontinental Hotels Group, Canberra	§47(1)(b)	NIL	§47(1)(b)
APS Graduate Development Program: Innovation Workshop	405	1	Rydges Capital Hill, Canberra	§47(1)(b)	NIL	§47(1)(b)
APS Graduate Development Program: Graduation Day (06 Dec 2023)	233	1	National Gallery of Australia, Canberra	§47(1)(b)	NIL	§47(1)(b)
APS Graduate Development Program: Welcome Day 2024	310	1	National Convention Centre/Intercontinental Hotels Group, Canberra	§47(1)(b)	NIL	§47(1)(b)



Attachment C - QUESTIONS AND ANSWERS

Hybrid Model and Strategic Commissioning Framework - How does outsourcing leadership programs align with the Strategic Commissioning Framework?

- APS Academy does not employ a fully outsourced model. The Academy employs a hybrid model to support program design, development, delivery and evaluation. This is consistent with the Strategic Commissioning Framework.
- This hybrid model is common for medium and large and private and public organisations, and in other jurisdictions, for example the New Zealand public sector.
- **APS Academy staff** provide needs analysis to ensure programs reflects the unique APS context, as well as undertaking program design, management, and evaluation. Academy staff identify and support APS practitioners to contribute to programs.
- **Specialist skills** are sourced from service providers to complement the core capabilities of Academy staff and APS practitioners. This ensures that our approaches are based on the latest development practice. Part of our contracts is that external specialists build the capability of APS Academy staff.
- **Current and Former APS Practitioners** increasingly contribute to our leadership programs and events through program design, development, delivery and evaluation. They bring in real-world, hands-on experiences and insights to the learning programs.
- When contracting providers, the APS Strategic Commissioning Framework is applied. Clauses inserted into all new APS Academy contracts include:
 - The need for skills transfer to build APS Academy facilitation capability
 - The requirement to utilise and build APS practitioner capability to maximise their contribution to design and delivery.
 - The expectation of an effective and seamless partnership between the Academy and the provider to ensure programs are uniquely and seamlessly one-APS Academy experiences.

How does spending money on leadership programs represent value for taxpayer's money?

- The APS Academy offers a range of programs to deepen SES leadership capability. This is consistent with good practice in the public and private sector.
- These programs complement other initiatives including the new SES Performance Framework to strengthen APS leadership and support an APS that has the capability to deliver for Government and Australians.
- The APS Academy applies the Commonwealth Procurement Rules and the Commonwealth Contracting Suite to ensure any external expertise represents the best possible value for money for the Commonwealth. Academy contracts specify clear and measurable deliverables and timeframes to hold providers to account.
- Increasingly the Academy is utilising internal practitioner capability to improve the quality of the programs and support value for money.



Procurement - What recent procurement activity has the APS Academy undertaken?

- Two contracts were recently awarded following open approaches to market.
- The Commonwealth Procurement Rules were followed to ensure value for money was achieved
- APS Academy procurement approaches use rigorous statements of requirements and suppliers claims are tested with APS referees to determine their suitability for working with the APS Academy.
- Academy contracts specify clear and measurable deliverables and timeframes to hold providers to account.
- The new provisions in the Commonwealth Contracting Suite regarding notifiable incidents are included in all new contracts.

SES Orientation Program

- Consistent with Commonwealth Procurement Rule 5, Encouraging Competition, the Academy disaggregated the program to two components, ensuring more opportunities for small and medium enterprises.
- Following assessment of the submissions, two suppliers were selected to deliver the program:
 - KPMG (General Senior Leadership Capability)
 - Shane Carroll and Associates (APS Accountabilities and Decision Making)

SES Band 1 Leadership Program (Hybrid partnership model)

- Nous and the Australian Graduate School of Management (AGSM) were awarded to co-design and co-deliver the program in collaboration with the APS Academy.
- The two providers were selected based on their understanding of leadership required by the modern APS and their ability to implement contemporary and innovative development approaches.
- The first program co-facilitated by Nous, AGSM and the Academy commenced on 8 April 2024.

Acknowledge This – Why is the APS spending taxpayer money training public servants to learn how to perform better Acknowledge of Countries?

- The APS Reform agenda reinforces the Government's commitment to the National Agreement on Closing the Gap.
- The APS Commission is working with agencies to boost cultural capability as well as increase the number and seniority of First Nations peoples in the APS.
- Cultural awareness is a core part of the APS Academy Graduate Development Program curriculum. The program aims to promote cultural capability and a culture that values diversity.



- The APSC spent a total of **s47(1)(b)** over a 3-year period (2022-2024) to deliver 16 sessions to approximately 1,700 graduates **s47(1)(b)** per person) as part of the APS Graduate Development Program.
- The vendor, Pretty Dardy Pty Limited, was directly sourced consistent with Indigenous Procurement Policy, to deliver virtual webinars for the APS Graduate Development Program.

Location of Residential Programs – are residential programs being directed towards government seats?

- The APS Academy utilises off-site conference facilities for the SES Band 1, SES Band 2 and Senior Executive Stewardship leadership programs.
- The Academy source conference facilities directly and consider a combination of venue suitability, availability and affordability. Venue suitability includes proximity to a major city to support access for guest speakers and APS practitioners.
- Accommodation is managed under the Whole of Australian Government Corporate Travel Management (CTM) established by the Department of Finance.
- The use of off-site conference facilities supports participants to focus on the program with fewer distractions and is common practice for immersive leadership programs in medium and large and private and public organisations. The SES Band 2 program includes an offsite venue to support engagement with a community outside of Canberra.
- In the last 12 months the APS Academy has used venues in:
 - Hawkesbury
 - Blacktown
 - Bowral
 - Kiama
 - Geelong
- The distribution of venues across regions reflects the increasingly distributed national footprint of the APS.
- No alcohol, entertainment or decorations are paid for at these venues.



BUDGET ESTIMATES – May/June 2024

Flexible work across the APS

KEY MESSAGES

- Flexibility helps the APS to deliver for the community. It ensures agencies can attract and retain skilled staff that reflect the communities they serve.
- As an outcome of APS bargaining, a new common clause on flexible working arrangement was negotiated. This approach to flexible work is sector leading and is consistent with the Government's objective to ensure the APS being a model employer.
- The clause assists in attracting and retaining talent from a more diverse range of locations. It represents a significant enhancement to the APS employee value proposition.
- A number of initiatives are currently under way to support agencies in implementing the new approach to flexible working arrangements.

FACTS AND FIGURES

- The APSC collects data on flexible working arrangements through the annual APS Employee Census. In 2023:
 - 74 per cent of respondents accessed some form of flexible work. This is an increase from 73 per cent in 2022.
 - 57 per cent of respondents said they were working from home or away from the office at least part of the time. This is an increase from 55 per cent in 2022.
- More detailed information on flexible work will be collected from APS agencies in 2024 and reported in the State of the Service report, tabled in Parliament in November.
- In an APS-wide survey responded to by over 49,000 employees (approx. 28% of APS employees), flexible work was identified as one of three top issues for APS-wide bargaining.
- The common clause on flexible working arrangements is incorporated into all 103 APS enterprise agreements. All 103 agreements were operational by mid May 2024.
- The common clause incorporates recent changes to the legislated minimum conditions in the National Employment Standards which commenced 6 June 2023, and builds on them by:
 - allowing any APS employee to request a flexible working arrangement, rather than limiting this ability to certain categories of employees
 - requiring agencies to consider requests for flexible working arrangements with a bias towards approval, and



- for First Nations employees, providing that agencies consider connection to country and cultural obligations in responding to requests to alter an employee's location of work.
- The common clause also specifies that employee requests for working from home will be considered on their individual merits, and commits that agencies will not impose collective caps on how much time can be worked from home or remotely.
- The APSC is currently working on guidance to assist agencies in implementing the common term. This guidance focuses on ensuring agencies uphold their obligations under the common clause and the *Fair Work Act 2009* regarding flexible working arrangements.

QUESTIONS AND ANSWERS

If asked: Does the removal of 'caps' on work from home days mean APS employees will have an automatic right to work from home as many days as they want?

- No. The new clause ensures that each individual employee request will be considered on a case-by-case basis, balancing the personal circumstances of the employee and the requirements of the role.

If asked: What are the grounds on which an agency can deny an employee's flexible working arrangement request?

- The common clause requires an agency to consider employee requests on a case-by-case basis and balance the employee's personal circumstances and the agency's reasonable business requirements. An agency can refuse a request for flexible working arrangements on 'reasonable business grounds.'
- Some examples include where the requested working arrangements would be too costly for the agency, or where the new arrangements would be likely to result in a significant loss in efficiency or productivity.
- While flexibility applies to all roles in an agency, different types of flexible working arrangements may be suitable for different types of roles or circumstances.
 - This is noting flexible working arrangements don't just include working from home, but can also include options such a part-time hours, alterations to working hours and locations of work.
- Not all roles can be performed from home. A role that is customer facing, for example, might be better suited to other flexibilities such as part-time work or compressed hours.
- Agencies will shortly receive further guidance on implementing the new common clause on flexible working arrangements.



If asked: how will Government agencies be supported with implementing flexible working arrangements?

- Proposed further guidance will be provided to agencies by the APSC to assist them in implementing the flexible working arrangements common clause in their agency.
- This guidance will focus on ensuring agencies uphold their obligations under the flexible working arrangements common clause and the *Fair Work Act 2009* regarding flexible work. This includes advice on how agencies should determine what constitutes reasonable business grounds for specific roles within their organisation.
 - The guidance will also include explanations of the intent behind specific components of the common clause, and how the clause can be practically implemented.
- Other related work is underway:
 - The APSC will publish an APS Location Strategy in the second half of 2024, supporting agencies to make more informed and deliberate choices about their workforce locations, in order to secure the skills they need. Flexible work is a key enabler of that.
 - The location strategy will be supported by practical resources that help agencies manage a dispersed workforce well.
 - Ahead of the common clause being adopted in EAs, the Secretaries Board endorsed the Principles of Flexible Work in the APS in March 2023. These Principles were a key input to the common term negotiated through APS-wide bargaining, providing a framework for considering flexibility at the individual, team and organisation level.

If asked: do the new entitlements exceed industry norms?

- Yes. The common clause builds on the legislated minimum conditions in the National Employment Standards, which apply to the majority of Australian workplaces. For example, the common clause allows all APS employees to request a flexible working arrangement, rather than limiting this ability to certain types of employees.
- This approach is consistent with the Government's commitment to ensuring the APS is a **model employer** and responds to claims tabled by various bargaining parties during bargaining and what APS employees advised was a key priority for them in the recent round of bargaining.



If asked: will flexible working arrangements have an impact on the Commonwealth Governments office footprint in Canberra?

- The APS continues to have a core presence in Canberra. At an individual agency level, agencies will continue to make choices about the location of their workforce and the corresponding property footprint required.
- The Department of Finance is responsible for the Commonwealth property framework and is currently working with the APSC and the Attorney-General's Department to develop the APS Location Strategy.
- The APS Location Strategy will focus on integrating our workforce and property planning to help address wider labour market skill shortages and changing employee expectations.
- The growth in our ability to work remotely has opened up a range of options for agencies and for employees. A number of agencies are already successfully recruiting employees across Australia to get the talent they need.

If asked: What are the new data collections on flexible work arrangements?

- The 2024 APS Employee Census will ask those employees who access working away from the office arrangements whether they do so all of the time, some of the time as a regular arrangement, or only on an irregular basis.
- The APSC will collect employee work pattern data through the 2024 APS Agency Survey.
 - This data will be collected from departments of state, the Australian Taxation Office, and Services Australia.
 - These agencies account for 78 per cent of the workforce and were chosen to minimise reporting burden on smaller agencies.
- The APSC does not collect or collate APS-wide data on the specific number of days APS employees work from home.
 - The APSC will continue to work with the Chief Operating Officers Committee on how best to centrally collect this information.



BACKGROUND

MEDIA

- **23 April 2024:** [The Australian Financial Review](#) published an opinion piece arguing that tax payers should be ‘furious’ over working from home arrangements in the APS. The article criticised the decision to ‘uncap’ working from home days in the latest APS enterprise agreements, and said there is not substantial evidence regarding impact of working from home on productivity in the workplace. The article also quoted previous comments made by Productivity Commissioner on the benefits of some face-to-face work.
- **18 April 2024:** [The Canberra Times](#) reported on comments made by Barnaby Joyce, Member for New England and Former Minister for Agriculture, regarding the decision not to move the APVMA back to Canberra. Joyce claimed the decision was ‘sneaky rubbish’ as some Senior Executive Service employees working out of Canberra rather than the main office in Armadale.
- **7 March 2024:** The Australian Financial Review reported on comments made by Assistant Public Service Minister Patrick Gorman at an APSC forum that there are some job which cannot be done “from your lounge room”, in reference to the removal of caps on the time groups of employees may be approved to work from home. The article also reported that senior public service leaders at the forum viewed working from home as a permanent feature of the APS.
- **1 March 2024:** [The Australian](#) reported comments by Andrew McKellar, CEO of the Australian Chamber of Commerce and Industry, which were highly critical of the flexible work provisions in the APS. Mr McKellar labelled the provisions ‘crazy’ and ‘a complete loss of discipline and control’. The article also quotes ACTU Secretary Sally McManus saying the ‘negativity and hypocrisy of some employer lobbyists on this issue is astounding’.
- **28 February 2024:** [The Australian Financial Review](#) reported on business groups’ response to the federal public service working from home deal as “nauseating”. The article reported that the public service, unions and the federal government were out of touch with reality.
- **21 February 2024:** [The Australian Financial Review](#) reported that the number of federal public servants working from home has more than doubled since before the pandemic. The article reported that new flexible working arrangement provisions put the APS ‘at odds’ with large white-collar employers the private sector. The article reported that it is expected that data to be released by the Department of Finance in June will confirm APS office footprints to be below 100% occupancy levels.



CLEARANCE SUMMARY

Damien Booth Assistant Commissioner	Workplace Relations Bargaining Taskforce	Clearance date 3 May 2024	
s47F	Workplace Relations Bargaining Taskforce	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	People Insights Workforce Strategy	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.

APS Integrity

Subject/Issue

The Government is committed to building an Australian Public Service that embodies integrity in everything it does.

Key facts and figures

- As part of the Government’s APS Reform Agenda, the Australian Public Service Commission continues to partner with APS agencies to deliver practical initiatives that build and support a pro-integrity culture across the APS.
- In April 2024, the Australian Public Service Commission finalised the APSC Integrity Roadmap bringing together a high-volume of integrity reform initiatives for delivery arising from the:
 - *Louder Than Words: An APS Integrity Action Plan*
 - Government response to the Royal Commission into the Robodebt Scheme, and
 - APS integrity reform package.
- In mid-June 2024, the Australian National Audit Office will table in Parliament its performance audit report into the Commission’s administration of its integrity and ethics functions.
- On 27 June 2023, the Joint Committee on Public Accounts and Audit opened an inquiry into probity and ethics in the Australian public sector. The Commission provided its written submission and appeared at two public hearings on 20 November 2023 and 12 March 2024. The Committee is yet to finalise its report.

Key points

APSC’s functions to promote and uphold Integrity

- The APS Commissioner’s statutory functions under the *Public Service Act 1999* Framework include the promotion of high standards of accountability, effectiveness, performance, integrity and conduct in the APS.
- The Commission promotes and upholds high standards of integrity through a broad range of programs, services and functions, including:
 - A suite of Integrity training courses delivered through the APS Academy

APS INTEGRITY

- Guidance and resources for agencies and APS employees to support public servants embody and model integrity
- Matter-specific advice to agencies, leaders and individual APS employees to support ethical decision making through the Ethics Advisory Service and Employment Policy Advisory Service
- Exercising legislative powers to inquire into the conduct of agency heads, and APS employees or former employees, where referred
- Participating in and/or leading communities of practice to share information and resources and to build integrity capability across the service
- Strengthening integrity in recruitment practices through the provision of rules, guidance and advice on the application of the APS Employment Principles and the provision of a Commissioner's representative on SES selection panels
- The provision of induction and educational materials to ensure incoming Secretaries and Agency Heads are aware of their personal integrity obligations.

APS Integrity Reform

- The Government's APS Reform agenda is focussed on building an APS that embodies integrity in everything it does.
- The Public Service Amendment Bill 2023 was introduced in the House of Representatives on 14 June 2023 to lock in key APS Reform initiatives that will strengthen integrity, build the capability and expertise of the APS, and support good governance, accountability and transparency.
- The second stage of APS Reform, announced on 1 November 2023 includes a range of initiatives that will strengthen appointments and performance of senior APS executives, strengthen the powers of the APS Commissioner, extend the APS values to other government entities, and further build pro-integrity culture and capability.
- The Commission partners closely with key APS agencies including the Department of the Prime Minister and Cabinet, the Attorney-General's Department and the Department of Finance to deliver a range of integrity reform initiatives so that:
 - Public sector employees act with and champion integrity
 - Public service employees are stewards of the public service.

- These initiatives include:
 - the development of a Commonwealth Integrity Strategy
 - reforms to board appointments
 - whistleblower protection reforms
 - fraud and corruption prevention measures
 - strengthening integrity in procurement with a Supplier Code of Conduct
 - progressing establishment of the proposed Independent Parliamentary Standards Commission.

APSC Inquiries

- In accordance with the Public Service Act, the Commission undertakes inquiries into alleged breaches of the Code of Conduct by current and former APS employees, and current and former agency heads.
- Consistent with the Commission's obligations under the Public Service Act and the Privacy Act, the Commission does not comment on individual Code of Conduct processes.
- Such commentary may lead to speculation about individuals, inadvertently undermine the integrity of the process, and adversely affect the wellbeing of individuals participating in processes.
- This position is consistent with the practice across the APS, which is that it is not appropriate to publicly comment on conduct investigations, which are confidential and sensitive in nature.
- It is also consistent with the expectation, both at law and as the APS is a model employer, that investigations and related decision-making processes are conducted confidentially and constructively.
- Limited details about investigations being undertaken by the Commission are only provided in exceptional circumstance and where the Commissioner is satisfied that it is in the public interest to do so and any disclosure of personal information is fair and reasonable in all the circumstances.

Background

Supporting information

Questions on Notice

- QoN 0067. APSC staffing numbers for Code of Conduct matters. Additional Estimates 13 February 2024. Tabled on 16 April 2024.
- QoN 0065. Status of Code of Conduct inquiries. Additional Estimates 13 May 2024. Tabled on 16 April 2024.

Freedom of Information (FOI) Requests

- FOI request 865. Request for a copy of all information relating to the Pezzullo inquiry. Response due on 14 May 2024.

Recent Ministerial Comments

- Nil

Relevant Media Reporting

- [Concessions from Mike Pezzullo five months after APS exit \(themandarin.com.au\)](https://www.themandarin.com.au), Melissa Coade, The Mandarin, 23 April 2024.
- [Sacked former home affairs boss Mike Pezzullo admits to his 'mistakes', warns of China's cyber, cognitive and kinetic threats - ABC News](https://www.abc.net.au/news/2024-04-22/sacked-former-home-affairs-boss-mike-pezzullo-admits-to-his-mistakes-warns-of-chinas-cyber-cognitive-and-kinetic-threats/10544444), Paul Johnson, ABC News, 22 April 2024.
- [Former Home Affairs secretary Mike Pezzullo speaks to 7.30 - ABC News](https://www.abc.net.au/news/2024-04-22/former-home-affairs-secretary-mike-pezzullo-speaks-to-7.30/10544444), Sarah Ferguson, ABC, 22 April 2024.
- <https://www.theaustralian.com.au/nation/politics/mike-pezzullo-i-failed-but-home-affairs-sacking-was-wrong/news-story/c7681ed5069225ebad090492b3d340e?btr=5c8d61652af92e2894d33a8eb4c86b47>, Jordan McCarthy, The Australian, 22 April 2024.

Date: 15 May 2024
Cleared by (SES): Kylie Barber
Telephone No: S47F
Group/Branch: Integrity, Performance and Employment Policy
Contact Officer: Kylie Barber
Telephone No: S47F
Consultation: Nil.
PDR Number: SB24-000066
Last Printed: 9/07/2024 1:43 PM



BUDGET ESTIMATES – May/June 2024

Casual conversion in the APS

KEY MESSAGES

- Concerns were raised about the application of casual conversion laws in the APS and the potential for an APS employer to avoid offering casual conversion to relevant employees.
- The Australian Public Service Commission has been working closely with DEWR and key stakeholders to address these concerns while also preserving the fundamental APS Employment Principle that the APS ‘makes decision relating to engagement and promotion that are based on merit’.
- The Commission will be amending the *Australian Public Service Commissioner’s Directions 2022* (the Directions) to ensure that casual employees who otherwise meet the criteria to convert to permanent employment and who have not been assessed via a merit-based recruitment process within the last 18 months, will be given the opportunity to do so.
- The amendment to the Directions is intended to commence in the first quarter of 2024-2025 and will be supported by guidance for APS agencies.
- It is the Commission’s expectation that agencies employment practices are consistent with the Government’s intention to facilitate more secure work, and position the APS as a model employer.

FACTS AND FIGURES

- The amendments to the casual conversion provisions in *Fair Work Act Amendment (Closing Loopholes Bill No.2) Bill 2023* will commence on 26th August 2024.
- The APSC and DEWR worked collaboratively to develop a solution to ensure all eligible casual APS employees are able to convert their employment status from casual (irregular and intermittent) to ongoing employment, ensuring alignment with the Government’s commitment to facilitate more secure work while preserving the longstanding APS employment principle of merit. This includes a note in the Fair Work Act providing an example of the exemption with respect to APS employment, and consequent changes to the Commissioner’s Directions to support the appropriate application of casual conversion in the APS.
- As at 31 December 2023, casual employees represented 4.07% of the APS workforce (total number of APS casuals was 7,225). The five agencies with the largest number of casual employees are:

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Agency	Total number of casual employees	Percentage of agency workforce
Australian Electoral Commission*	2227	64.03
Services Australia	1231	3.87
Australian Taxation Office	1182	5.62
Department of Home Affairs	497	3.28
Department of Finance	299	14.29

*Agencies with cyclical work programs like the Australian Electoral Commission will have a variable casual workforce.

QUESTIONS AND ANSWERS

Why is the APS excluded from obligations that apply to all other employers?

- APS agencies must comply with their obligations under both the FW Act and the Public Service employment framework. Section 10A of the PS Act requires all ongoing engagement and promotion decisions to be based on merit.
- The framework provides some (limited) circumstances where a full merit-based process is not required. The engagement of casual employees is one of these circumstances.
- Noting that some casual employees may have been recruited without a merit-based selection process, the provisions in the FW Act allow ensures all ongoing APS engagements are merit-based

Why is merit important?

- Merit is a fundamental principle of APS employment enshrined in the PS Act. Automatic conversion to ongoing employment without a merit-based recruitment process would create integrity vulnerabilities including a risk of nepotism, cronyism and unconscious bias in selection processes, which in turn undermines the capability of the APS workforce.

What is the APSC doing to ensure that agencies don't avoid their obligations under the FW Act?

- The Commission is committed to ensuring the APS is a model employer and applying the principles and intent of the casual conversion provisions of the Fair Work Act. In support of this, the Commission is:
 - amending the Commissioner's Directions to ensure that employees who otherwise meet the criteria for casual conversion and who have not been assessed via a merit-based recruitment process within the last 18 months, will be given the opportunity to do so
 - publishing guidance on casual recruitment to support agencies in the application of these new requirements

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- o encouraging agencies to undertake regular merit-based recruitment processes for casual employees to thereby support the opportunity for eligible casual employees to covert to ongoing employment in a timely manner.

Where an agency is required to undertake a recruitment process, will there be a timeframe for actioning this?

- In circumstances where an agency is required to undertake a recruitment process, the Directions will prescribe that this is undertaken in a reasonable timeframe.

BACKGROUND

- The current casual conversion laws in the *Fair Work Act 2009* (FW Act), as well as the new ‘employee choice’ pathway in the *Fair Work Act Amendment (Closing Loopholes Bill No.2) Bill 2023*, limit an employee’s conversion from casual to permanent employment in relevant circumstances where it would not comply with a recruitment or selection process required by or under a law of the Commonwealth or a State or a Territory.

TIMELINE

Date	Action
07 September 2023	The Senate referred the <i>Fair Work Legislation Amendment (Closing Loopholes) Bill 2023</i> to the Education and Employment Legislation Committee (the Committee) for inquiry and report by 1 February 2024 .
05 October 2023	CPSU made a submission to the Committee raising concerns about opportunities for APS casuals.
03 November 2023	DEWR sought advice from APSC on approaches to address the CPSU’s concerns.
10 November 2023	Public committee hearing: Senator Pocock initiated a line of questioning seeking assurance that the provisions to preserve merit wouldn’t be used to exclude casual APS employees from converting to ongoing employment.
November – December 2023	APSC and DEWR work closely to develop solution to address stakeholder concerns.
19 December 2024	APSC completed initial consultation with APS agencies and the CPSU on potential changes to the employment framework to address concerns.
18 January 2024	The Minister for the Public Service noted the proposed solution developed by APSC and DEWR (see MS24-000005).



22 January 2024	Public committee hearing: Senator Cash initiated a line of questioning on the interaction between merit and the casual employment reforms.
1 February 2024	The Committee releases final report of inquiry into the Bill.
7 & 8 February 2024	The <i>Fair Work Legislation Amendment (Closing Loopholes) Bill 2023</i> was considered by the Senate and passed. A number of amendments to the bill were considered and passed.
7 March 2024	Drafting instructions for the amendments to Directions were provided to OPC

- In the APS employment context, this limitation means that in order to be eligible to choose to convert to ongoing employment, an APS casual employee must meet requirements under both the FW Act and the *Public Service Act 1999* (PS Act).
- To comply with the employment principles in section 10A of the PS Act, a casual employee must have been found suitable through a merit-based recruitment process in the preceding 18 months in order to be made an ongoing employee.
- Currently an APS agency could avoid converting casual employees by not undertaking a merit-based selection process.
- APSC has consulted with the CPSU and a cross-selection of 15 APS agencies on potential options to enable both the merit principle and conversion rights for eligible employees, and to ensure the APS is a model employer.

CLEARANCE SUMMARY

Kylie Barber Assistant Commissioner	Integrity, Performance and Employment Policy	Clearance date 3 May 2024	s47F
s47F	Employment Policy	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	Workforce Insights	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

APS Integrity System Activities

KEY MESSAGES

- The Commission plays a central role in strengthening a pro-integrity culture for the APS.
- As a key agency within the APS integrity system the Commission's statutory functions under the *Public Service Act 1999* include the promotion of high standards of accountability, effectiveness, performance, integrity and conduct in the APS.
- The Commission partners with Secretaries and other Commonwealth integrity agencies in the stewardship of the APS and the Commonwealth public sector.

FACTS AND FIGURES

- In April 2024, the Commission finalised the APSC Integrity Roadmap.
- The Integrity Roadmap brings together a high volume of integrity reform initiatives, arising from the:
 - *Louder Than Words: An APS Integrity Action Plan*
 - Government response to the Royal Commission into the Robodebt Scheme, and
 - Public Sector Reform integrity package
- The Roadmap will continue to be reviewed and updated by the Commission to ensure it remains contemporary, including to capture recommendations that arise from the ANAO performance audit report (expected mid-2024).
- The timeframe to deliver initiatives set out in the Roadmap spans between 3 and 24 months, with a number of initiatives already commenced.
- In mid-June 2024, the Australian National Audit Office will table in Parliament its performance audit report into the administration of the integrity functions.
- On 27 June 2023, the Joint Committee on Public Accounts and Audit opened an inquiry into probity and ethics in the Australian public sector. The Commission provided its written submission and appeared at two public hearings on 20 November 2023 and 12 March 2024.



QUESTIONS AND ANSWERS

What is the Australian Public Service Commission doing to support integrity in the APS?

- As a key agency within the APS integrity system one of the Commission's statutory functions under the *Public Service Act 1999* is to uphold high standards of integrity and conduct in the APS.
- This is delivered through a broad range of programs and services, including:
 - a suite of online and face to face integrity training courses and programs delivered through the APS Academy
 - guidance and resources for agencies and APS employees to support public servants to embody and model integrity
 - matter-specific advice to agencies, leaders and individual APS employees to support ethical decision-making through the Ethics Advisory Service and Employment Policy Advisory Service
 - exercising investigative powers into the conduct of agency heads, and APS employees or former employees, where referred
 - Participating in and/or leading a range of engagement forums across the APS designed to share information and uplift integrity capability across the service (e.g. Ethics Contact Officer Network, Code of Conduct Cross-Agency Forum)
 - The provision of induction and educational materials to ensure incoming Secretaries and Agency Heads are aware of their personal integrity obligations, the importance of their roles as leaders and stewards of the Service, and the important role their SES leadership teams play in this regard
 - Strengthening integrity in recruitment practices through the provision of rules, guidance and advice on the application of the APS Employment Principles and through the provision of a Commissioner's Representative on all SES selection panels
 - The APS Commissioner also works in close partnership to steward the APS and Commonwealth public sector:
 - with Secretaries, through Secretaries Board and
 - with Commonwealth integrity agency heads, through his chairmanship of the Integrity Agencies Group.

*For further information about APSC inquiries see **SB24-000038**.*



What is the Commission doing to address incidents of inappropriate behaviour in APS agencies?

- As accountable authorities, Agency Heads, including Secretaries, are responsible for upholding the APS Values and ensuring adherence to the Code of Conduct in their agencies.
- The Commission supports APS agencies to uphold the Code of Conduct through:
 - the provision of resources and guidance material to inform Code of Conduct inquiry processes
 - the requirement for Agencies to consult with the Commission where Code of Conduct inquiries pertain to an SES level employee
 - building APS capability and the sharing of information via communities of practices and practitioner engagement forums (e.g. the Cross Agency Code of Conduct practitioner forum and Ethics Officer Network forum)

What is the Commission doing to address conflicts of interest in the APS?

- All APS employees are required under section 13(7) of the APS Code of conduct to “take reasonable steps to avoid any conflict of interest (real or apparent) and disclose details of any material personal interest of the employee in connection with the employee's APS employment”.
- This obligation is complemented by the general duty of officials to disclose interests under section 29 of the *Public Governance, Performance and Accountability Act 2013*.
- As accountable authorities, Agency Heads are responsible under the PGPA Act for establishing appropriate systems and controls to assess and manage risk with regard to conflicts of interest, and support agency employees to meet their obligations on an ongoing basis.
- The Commission in turn supports Agency Heads, agencies and APS employees to meet their conflict of interest management obligations under the PS Act with a range of guidance and support mechanisms including:
 - dedicated guidance at Chapter 5 of the of the APS Values and Code in Practice Guide
 - ad hoc and context specific advice to individual APS employees and agency practitioners through the Ethics Advisory Service, including where relevant,



drawing attention to the Department of Finance's dedicated guidance to entities in relation to *Ethics and Probity in Procurement*

- specific induction guidance to incoming Agency Heads to assist them in declaring and managing their own real or perceived conflicts which cannot be avoided, and a reminder to support their SES employees to do the same.
- The Commission is also partnering with key agencies under the auspices of the Chief Operating Officers' Committee to progress work in response to Recommendation 14 of *Louder than Words* i.e.:
 - "to review conflict of interest management frameworks of all agencies from a risk mitigation perspective with a view to recommending agencies share good practice and establish conflict of interest management policies and processes, training and conflict management plans".

How is integrity in the service currently measured?

- There are a number of key reporting requirements that apply broadly to agencies, for example, the APS employee census and APS annual agency survey which are managed by the Commission, the Australian Institute of Criminology's annual fraud census, and annual reporting to agency portfolio ministers and the Department of Home Affairs under the Protective Security Policy Framework.
- The Commonwealth Integrity Maturity Framework, promoted by the National Anti-Corruption Commission, provides a common standard for entities and supports them to assess the effectiveness and maturity of their integrity frameworks.
- Specific measures that are most appropriate in each agency will be affected by the operational context of each entity. That context will also affect the way in which measures are implemented.

*For further information on APS Integrity Reform see **SB24-000037**.*

Why is the Commission the subject of an ANAO performance audit of its integrity functions?

- The audit is part of the ANAO's Annual Audit Work Program 2023-24.
- The objective is to assess the effectiveness of the Commission's administration of its integrity functions.
- The audit criteria is examining the Commission's effectiveness promoting the APS Values and Code of Conduct, monitoring and evaluating agencies' implementation of the APS Values and Code of Conduct, and contribution to the stewardship of the APS.



- The Commission has worked closely with the ANAO during the audit period.
- The Commission adheres to the confidentiality requirements under the Auditor-General Act of the ANAO audit process. Therefore specific questions regarding the audit cannot be responded to until the report is tabled by the Auditor-General, which is expected in mid-June 2024.

How did the Commission support the JCPAA inquiry?

- The JCPAA is conducting an inquiry into probity and ethics in the Australian public sector.
- The Commission supported this inquiry by providing a submission, appearing at a public hearing on 20 November 2023 and 12 March 2024, highlighting integrity work underway and providing responses to Questions on Notice.



BACKGROUND

JCPAA

- 27/03/2024, The Mandarin, [Foxes, henhouses and Eau de Robodebt hinder public sector integrity efforts](#)
- 13/12/2023, The Mandarin, [APS integrity: Holding senior public servants to account](#)

JCPAA Questions on Notice

- IQ24- 000001 – Secretaries performance
- IQ24- 000002 – APS performance
- IQ24- 000003 – Integrity Frameworks
- IQ24- 000004 – Accountability
- IQ24- 000005 – Integrity Metrics
- IQ24- 000006 – Stewardship
- IQ24- 000007 – Integrity Culture

CLEARANCE SUMMARY

Kylie Barber Assistant Commissioner	Integrity, Performance and Employment Policy	Clearance date 14 May 2024	s47F
s47F	Integrity and Ethics	s47F	
Finance team quality assurance	N/A	Finance QA date N/A	
Consultation	APS Reform Office	Is content sensitive? ¹	No

¹ This field is included to assist initial triage for use of the information after Estimates e.g. internal communication, FOI request.



BUDGET ESTIMATES – May/June 2024

APS Craft and Learning

KEY ISSUE/SUBJECT

- The APS Academy was established in July 2021 with a mandate to transform and uplift APS capability development on a whole of system basis.
- The APS Academy's work program is focused on three key strategic areas:
 - *Deepening the APS Craft*, in partnership with senior practitioners, in core practice and at the frontier of new approaches
 - *Strengthening the networked approach* with agencies, including connecting with centres of excellence and developing knowledge curation platform.
 - *Transformation of capability* at the whole-of-APS level.

Possible Questions (Detail at [Attachment A](#))

Two areas you are most likely to receive questions on:

- Integrity and Workplace Harassment Training
- Use of external contractors - Strategic Commissioning Framework

APS Academy establishment

- The APS Academy's mission is to foster an APS-wide culture of learning that builds public sector capabilities and drives high performance, by:
 - building excellence in public service craft
 - creating efficiencies by maximising the impact and investment in learning and development across the APS
 - providing a range of learning opportunities that reflect individual and organisational needs.
- The APS Academy is not intended to fulfil all delivery across the system, but will continue targeted direct delivery where there is a specific rationale for central provision.
- APS Academy adopts a one-APS approach to building core craft capability across the Service. Performance data is at [Attachment C](#).

Annual operating budget

- The Academy has a proxy operating budget to track and manage direct APSC expenditure on APS functions. This proxy budget covers expenses across several Branches within the APSC.
- The Academy's proxy annual operating budget (across both Craft & Learning and Leadership & Talent Branches) is:
 - **2023-24 - \$17.7 million – 53 ASL**

[PCU use only: Version 1]



- **2024-25 forecast - \$19 million – 63 ASL**
- The Academy’s resourcing over forward years is subject to the APSC internal budgeting process which is yet to conclude for 2024-25.

Funding sources

- The budget reflects 3 funding sources, figures for 2023-24 are as follows (inclusive of ordinary corporate overheads):
 - **External Revenue – course fees (~\$15.4m)**
 - **External Revenue – whole of government subscription (~\$1.5m)**
 - **Departmental Appropriation – (\$0.8m)**
- Academy course pricing is reviewed annually in compliance with the [Australian Government Cost Recovery Policy](#).

Supplier Contracts for Craft & Learning Branch

- The Academy supports whole of Service Craft capability. The Academy complements its core Craft course offerings with offerings delivered by third party suppliers to ensure the Academy can service APS-wide demand.
- For the period **1 July 2023 – 24 April 2024**, Academy third-party supplier (new or varied) contracts totalled **\$3,026,754** inclusive of GST comprised of:
 - **\$438,152** Acorn contract for licence of APSLearn platform
 - **\$1,175,399** catering at MoAD for Academy course participants (including Academy participants in all courses held at MoAD, operated from both the Leadership & Talent and Craft & Learning Branches)
 - **\$1,413,203** third-party supplied courses delivered through the Academy
 - Four largest third-party suppliers comprise approximately 55% (\$776,294)
 - The four suppliers are Ethos (\$340,157), Talent Risk Management (\$183,850), Tailored Solutions HR (\$138,596), Wisdom Learning (\$113,691)
- To adequately service demand from across the APS, the Academy engages third-party suppliers to deliver some of its course offerings. For Financial Year 2023/24:

	APS Academy delivered	Third-party supplier delivered
Courses	29	33
Sessions	475	270

[Refer **Attachment B** for third party supplier contracts]



Impact of the Academy and how we track

- The Academy’s work can be measured on an individual and system-wide level:
 - On an **individual level**, our **course evaluation data** (Q2 and Q3 FY 2023-24 at Attachment C) is showing positive results across many programs. Our learning approach however extends beyond courses, and encompasses a range of resources, e-learning, mentoring and coaching, as well as reflection workshops, placements and experiential learning and we are receiving a high number of **learner engagements** across continuous learning methods.
 - On a **system-wide level**, the APS Academy continues to partner across the APS and with academia to build APS capabilities through projects such as to develop microcredentials with tertiary institutions. In partnering within the APS, we provide enabling strategies, frameworks and services that drive efficiencies and support the APS learning ecosystem to mature. These include the APS Learning and Development Strategy, the APS Learning Quality Framework (LQF), APS Learning Evaluation Framework, APS Learning Bank and the APS L&D Community of Practice.

MEDIA

Policy development	
26 March 2024	Commissioner endorses ANU’s answer to supercharging evidence-base for policy experts (the Mandarin)
APS Learning and Development	
27 February 2024	APS program launched to lead the way to net zero (Riotact)
Best minds for Public Service	
28 October 2023	Gorman wants ‘best minds’ working for public service (the Mandarin)
Digital and Data Strategy	
15 December 2023	A plan to have a plan: Gallagher unleashes APS Data and Digital Strategy out to 2030, Julian Bajkowski, The Mandarin
APS Academy Campuses	
28 October 2023	Academy a real keeper, Townsville Bulletin
Senate Inquiry into the use of private consulting firms (report due on 26 September 2023)	
23 August 2023	‘An inconvenient report’: Government use of private consulting services - Law Society Journal (lsj.com.au)



Indo-Pacific Executive Development Program	
21 September 2023	Indo-Pacific APS program opens nominations for execs (themandarin.com.au)
APS response to robodebt	
19 July 2023	Public service reacts: Robodebt scandal inspires calls to ignite pro-integrity, anti-corruption attitudes (the Mandarin)
Capability Review Pilot Programs	
17 July 2023	APSC needs to address internal capability to be more authoritative (themandarin.com.au)



Attachment A

What Integrity and Workplace Harassment training is offered to APS staff?

- The Academy has worked with various [agencies](#) to support capability and awareness of Workplace Sexual Harassment, **Respect@Work** and gender equality in the workplace.
- The Sedgwick review into institutional integrity recommended that integrity learning offerings be developed for new starters to the APS and SES officers. This was later supported by the Louder than Words report, which recommended that all SES, especially those new to level, should complete integrity training.
- The **Integrity in the APS eLearning module** is a mandated course for all employees that are new to the APS (regardless of level), to be completed within the first 6 months of commencement. An updated version of this module has been developed, and was published on **1 May 2024**.
- The SES Integrity Masterclass Series commenced in **May 2022** and has been delivered to approx. **455** participants to the end of April 2024. Following the [Louder than Words](#) report, take up of the program has been high with **7 multi-agency** and **26 single-agency** deliveries in the last **12 months**.
- The APS Academy continues to update and improve these learning offerings, with recent changes being made to reflect the evolving Integrity environment, to ensure contemporary topics are discussed, and in response to participant feedback.
- These foundational and senior executive level courses are also supported by complementary learning offerings and resources, providing a robust response to the integrity capability need in the APS. This includes:
 - Introduction to the NACC eLearning module
 - ATO developed leader-led team based resources covering Fraud and Corruption case studies, and Culture based habit building activities
 - Integrity Mastercraft sessions – multiple live events, recorded for the APS audience
 - Leadership programs such as SES orientation, ‘Empowering Conversations’, SES B1/2 programs and the Leadership Edge Integrity module.
 - The APS Academy also provides a number of other courses, programs, networks and resources via the Integrity Craft toolkit to support public servants to embody and model integrity.

[Refer Executive Brief Integrity, SB24-000037]



How does the APS Academy's use of external suppliers align with the Strategic Commissioning Framework?

- The APSC will define its core work by 30 June 2024, in line with framework milestones.
- The APS Academy exists to lead transformation of APS capability with a particular focus on deepening APS Craft, working in partnership with APS agencies on whole-of-system learning priorities, and providing targeted learning delivery where appropriate.
- In limited circumstances, we do use external providers as part of that work, primarily to supplement capacity for direct delivery offerings. The APS Academy utilises a 'hybrid' model, in which specialist external learning designers and facilitators supplement APS capability by providing contemporary learning design and specialist process facilitation skills. They also provide independent advice and challenge current perspectives to contribute to individual and system-level change.
- We are looking at what parts of the APS Academy work should only be done by APS employees, where is it considered core under the Framework and where external expertise can provide an appropriate role.

If prompted - The hybrid model for delivering learning and development is a common model in large private organisations (e.g. consulting firms), in other government jurisdictions (e.g. all Australian jurisdictions and New Zealand) and in The Australia and New Zealand School of Government (ANZSOG).

[Refer to APSC lead - Dr Rachel Bacon (for Enabling Services)]

Attachment A

Supplier Contracts

- New or varied third-party supplier contracts for the period **1 July 2023 – 24 April 2024**, totalled an amount of **\$3,026,754.81 including GST** are detailed below:

	Supplier	Contract value (including GST)	Start Date	Finish Date	Description
1.	Acorn Contract	\$438,152.00	1 October 2021	30 September 2024	Learning Management System (Acorn) providing services for the APS Academy and APSC employee training and learning and development services.
2.	Alta Pete	\$25,278.00	6 March 2024	30 June 2024	Leading Hybrid Teams EL Leading Hybrid Teams SES
3.	ANU	\$99,136.80	30 Sep 2022	30 Jun 2024	SES Data Leadership
4.	Directions for Change	\$77,625.00	18/02/2023	28 Jun 2024	Strengthening Partnerships
5.	Ethos	\$99,576.00	1 Jan 2024	30 Jun 2024	Essential Writing for APS Levels and ELs
6.	Ethos	\$107,874.00	1 Jan 2024	30 Jun 2024	Working Effectively at APS and ELs
7.	Ethos	\$74,597.00	1 Jan 2024	30 Jun 2024	Strategic Thinking and Strategic Leadership
8.	Ethos	\$20,055.00	1 Jan 2024	30 Jun 2024	Presentation Skills
9.	Ethos	\$13,161.00	1 Jan 2024	30 Jun 2024	Appearing before Parliamentary Committees
10.	Ethos	\$16,596.00	1 Jan 2024	30 Jun 2024	The Professional Executive Assistant
11.	Ethos	\$8,298.00	15 Jan 2024	30 Jun 2024	Providing Effective Secretariat Support
12.	MoAD Catering	\$1,175,399.00	17 Oct 2022	7 Apr 2025	Catering
13.	MPA	\$8,207.65	1 Jan 2024	30 Jun 2024	Report Writing

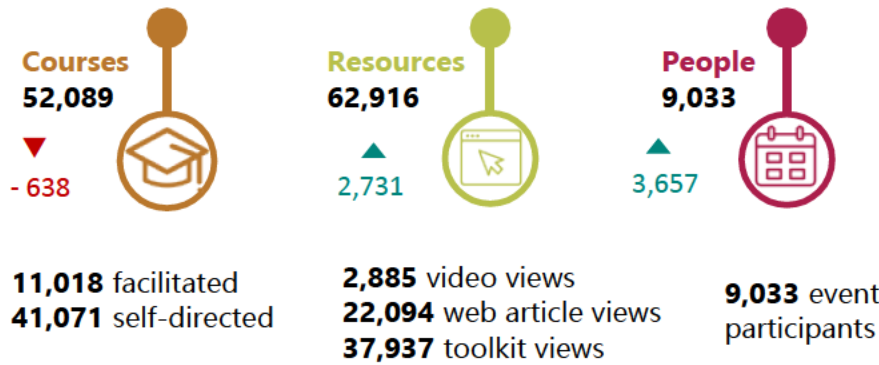
	Supplier	Contract value (including GST)	Start Date	Finish Date	Description
14.	MPA	\$13,679.40	15 Jan 2024	30 Jun 2024	Grammar and Punctuation Editing and Proofreading
15.	Obvious Choice	\$260,810.00	7 June 2023	7 June 2024	Delivery of eLearning modules for Induction suite
16.	The Policy Room	\$35,200.00	26 March 2024	30 Jun 2024	Delivering Great Policy
17.	RLW Consulting Pty Ltd	\$57,000.00	6 February 2023	31 January 2025	SES Integrity Masterclass
18.	Tailored Solutions HR	\$138,596.80	29 April 2022	29 Dec 2024	Workforce Planning Start Up and WFP Boost modules
19.	Talent Risk Management	\$183,850.00	22 April 2022	29 Dec 2024	Workforce Planning Start UP and WFP Boost modules
20.	Team HR	\$22,440.00	1 Jan 2024	30 Jun 2024	Conflict Resolution Conflict Resolution for Managers
21.	Wisdom Learning	\$113,691.16	1 Jan 2024	30 Jun 2024	Developing Project Management Expertise Leading Successful Projects
22.	Yellow Edge	\$37,532.00	1 Jan 2024	30 Jun 2024	Influencing Skills APS and ELs
Total		\$3,026,754.81			

Engagements Year to Date (YTD) - As at 31 Dec 2023

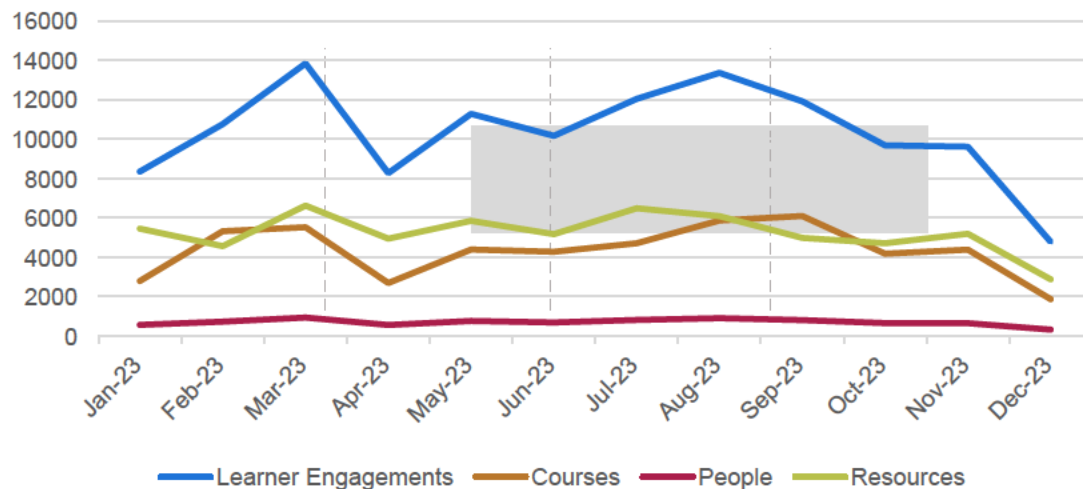
By Quarter

Period	Learner Engagements	Total (YTD)
Q3 2022/23	32,943	124,038
Q4 2022/23	29,708	Q2 Comparison ▲ 1,837
Q1 2023/24	37,314	
Q2 2023/24	24,073	

By Continuous Learning Model



By Month



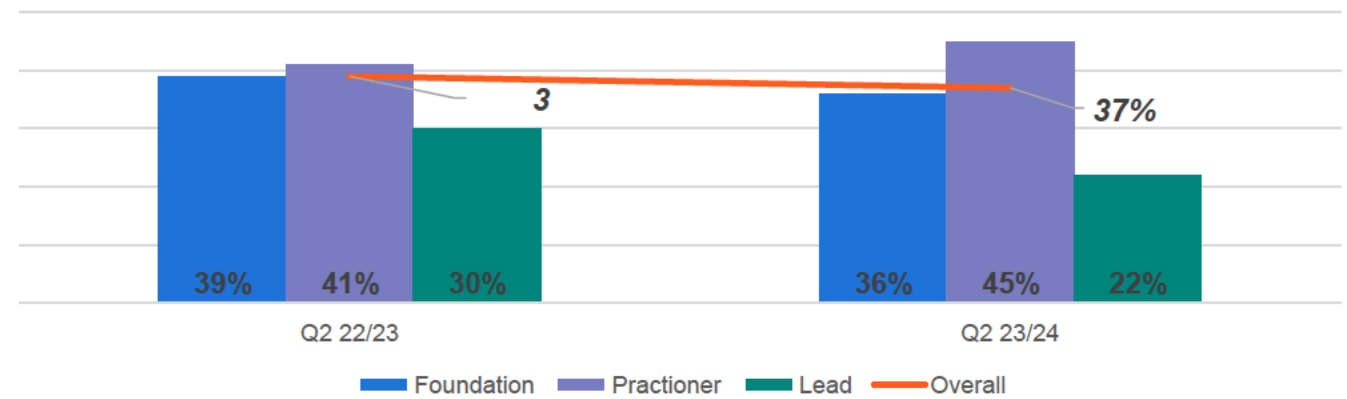
Course Deliveries (Q2 23/24)



Quarterly Evaluation of Course Performance

Evaluation Criteria by Type	Intent %	Relevant %	Recommend %	Value %
Total (Target is 90%)	93% ▲ 3	89% ▼ 1	85% ▼ 5	87% ▼ 3
Foundation	93%	89%	85%	87%
Practitioner	93%	88%	87%	88%
Lead	94%	95%	88%	90%

Capability Shift by Percentage; Quarterly Comparison*



* Percentage difference between self-assessed knowledge before and after training. Graph shows that self-assessed capability shift remains relatively static at around 39 percentage points

Highlights

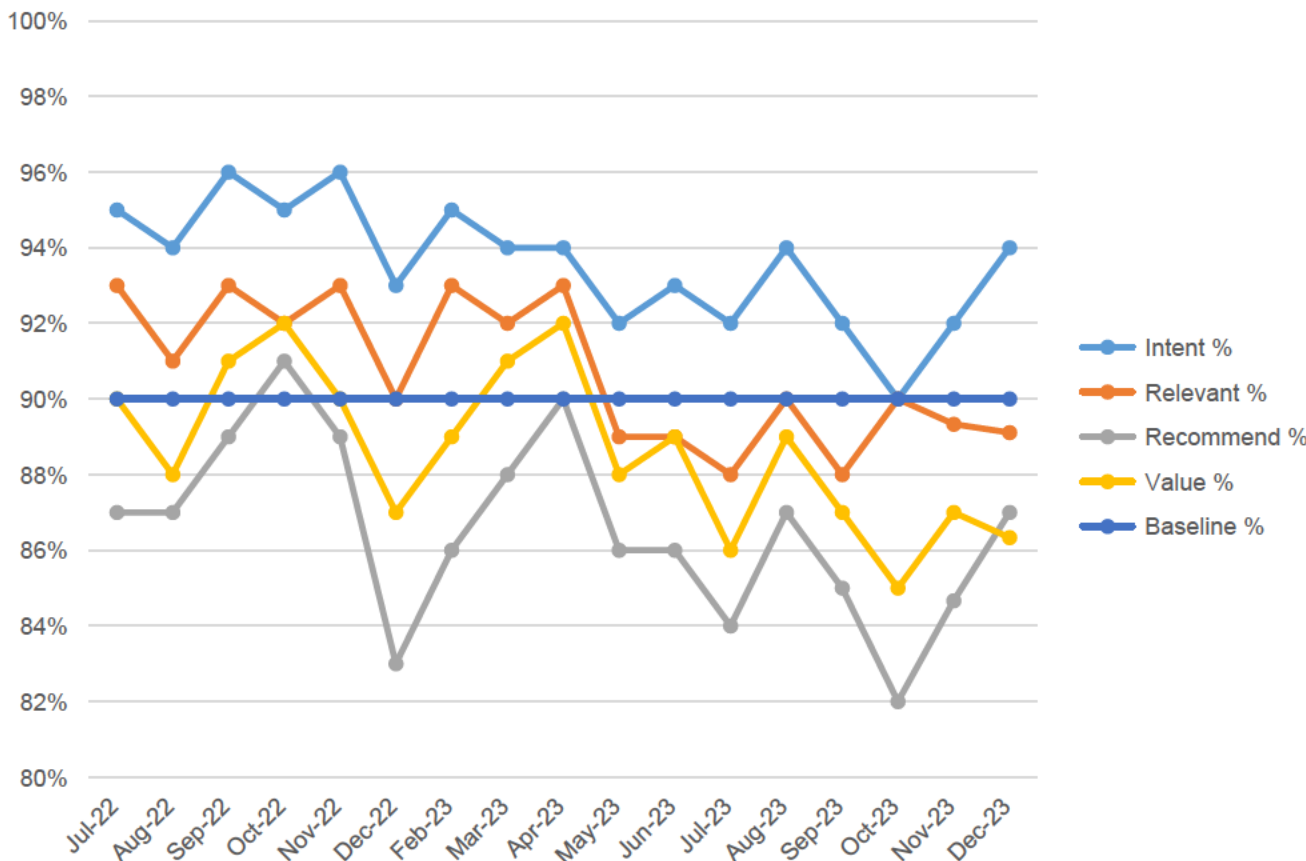
- Annual learner engagements continue to increase. Q2 23/24 saw a 8% increase from Q2 22/23 (an increase of over 1,800).
- Following on from the identification of declining evaluation results last quarter, the downward trend has continued with course evaluation data, in particular the recommend and value criteria. Further analysis on APS Academy evaluation data is provided on slide 2.
- Capability shift was 2 points below the target of 39 for this quarter (Q2 23/24). Over the past 12 months the shift has had a four percentage point change, from 41 to 37. Lead level courses elicit the least capability shift (22% in Q2 23/24) compared to practitioner (46%, Q2 23/24) and foundational level courses (28%, Q2 2024).
 - Further analysis on APS Academy evaluation data is provided on slide 2.

Please note: fluctuations in the data exists due to data management/cleansing.

Course Name	BUILDING RELATIONSHIPS AND ENGAGEMENT	ENGAGING STAKEHOLDERS	ESSENTIAL WRITING FOR APS 1-4 LEVELS	WORKING EFFECTIVELY AT THE APS 6 LEVEL	CRAFTING QUALITY NEW POLICY PROPOSALS	GETTING THAT SELECTION RIGHT
Intent - 2nd Half 2022/23	95%	88%	92%	94%	90%	91%
Intent - 1st Half 2023/24	92%	85%	92%	88%	86%	100%
Relevant - 2nd Half of 2022/23	94%	85%	92%	94%	83%	88%
Relevant - 1st Half of 2023/24	93%	69%	96%	88%	77%	91%
Recommend - 2nd Half 2022/23	84%	81%	85%	92%	86%	77%
Recommend - 2nd Half 2023/24	81%	69%	85%	85%	82%	91%
Value - 2nd Half 2022/23	87%	82%	87%	94%	91%	82%
Value - 1st Half 2023/24	83%	80%	85%	88%	82%	91%

Please note: red text indicates a decrease between Jan to Jun 23 and Jul to Dec 23, green indicates an increase.

Evaluation Trend July 2022 to December 2023



Highlights

- The APS Academy set a 90% benchmark for all evaluation criteria. The last two quarters of evaluation data have shown a downward trend in results.
- The 6 courses listed in the above table are contributing to the overall decline in evaluation data.
- All 6 courses have been scheduled for delivery in the first half of 2024 with Building Relationships and Engagement and Crafting New Policy Proposals ranked as higher priority courses than the remaining 4 courses.
- Participant agreement with recommend and value criteria across has dropped to under 90% over the last six months.

Definitions

Learner Engagements:

The total number of times a user engages with a:

- facilitated course (registered)
- e-learning course (enrolled)
- Event (attended, registered)
- web article (unique view by a user)
- Video (unique view by a user)
- Toolkit (unique view by a user)

Evaluation Criteria questions:

The below four statements form the basis for the Evaluation Criteria and are calculated from course evaluation surveys. The percentage positive score is made up of all 'agree' and 'strongly agree' responses.

- I intend to apply what I have learned
- What I learned is relevant to my work
- I would recommend this course to others
- Overall this course has been valuable in building my knowledge.

Capability Shift:

Capability shift score refers to the average across all courses in a quarter and is calculated from course evaluation surveys. The capability shift measure represents the change in the overall proportion of respondents who have positively ('agree' or 'strongly agree') rated their capability against the learning outcomes of the course they are participating. The participant is asked to rate their capability against the learning outcomes **after** the course, and then retrospectively rates their capability **before** the course. The capability shift is the difference between these two scores.

Course Deliveries:

The total number of times a facilitated course was delivered in the reporting period

Average Capacity:

When calculating capacity an assumption is made that all course deliveries have a maximum capacity of 18.

The calculation used is: *Sum of enrolments / (total number of deliveries x 18)*

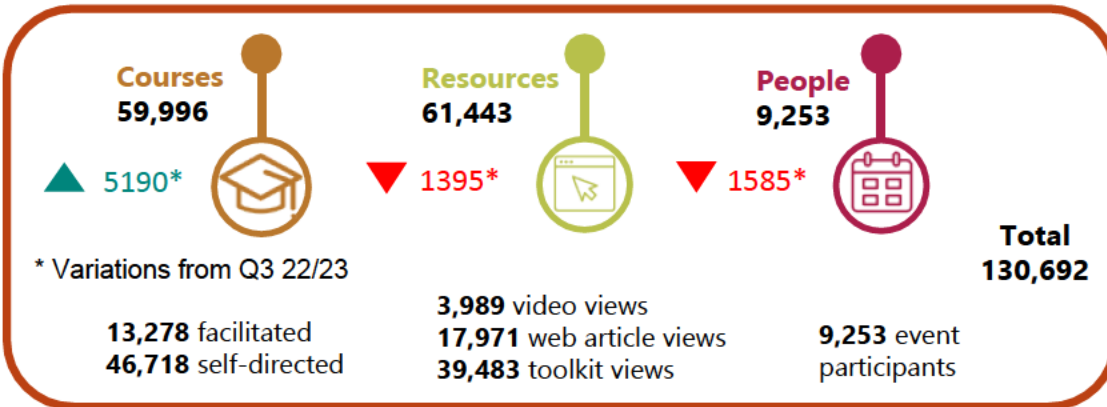
Targets

Evaluation Criteria Target:	90% (Corporate Plan measure 7.2)
Learner Engagement Target:	32,000 learner engagements (average p/quarter)
Capability Shift Target:	39 percentage points

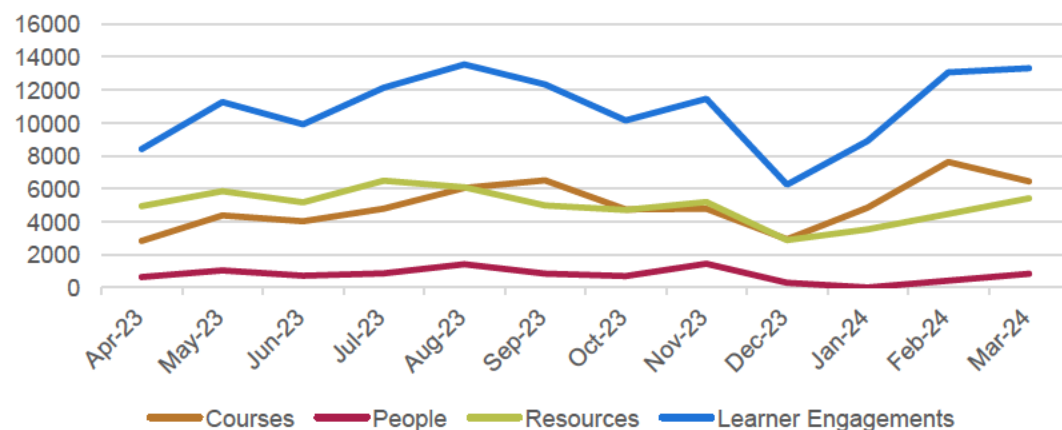
Engagements by Quarter

Period	Learner Engagements	Total – Last Four Quarters
Q3 2022/23	33,065	
Q4 2022/23	29,574	130,692
Q1 2023/24	38,000	Q3 2024 vs Q3 2023 Comparison
Q2 2023/24	27,843	▲ 7%
Q3 2023/24	35,275	

Engagements Last Four Quarters By Continuous Learning Model



Engagements Last Four Quarters By Month



Facilitated Course Deliveries by Quarter (Q3 23/24)

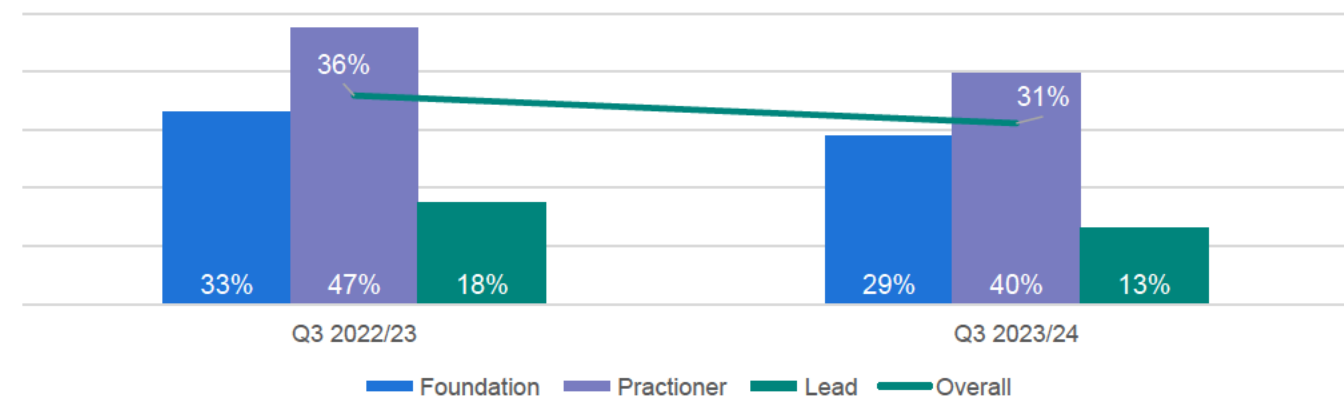


* Variations from Q3 22/23

Quarterly Evaluation of Course Performance

Evaluation Criteria by Type	Intent %	Relevant %	Recommend %	Value %
Total (Target is 90%)	92% ▲ 2	89% ▼ 1	86% ▼ 4	88% ▼ 2
Foundation	93%	91%	87%	89%
Practitioner	90%	86%	85%	87%
Lead	87%	86%	77%	81%

Capability Shift by Percentage; Quarterly Comparison**



** Percentage difference between self-assessed knowledge before and after training. Target for self-assessed capability shift is 39 percentage points.

Highlights

- Large drop in capability shift particularly for Lead courses compared to same period last year.
- Following on from the identification of declining evaluation results last quarter, the downward trend has continued with course evaluation data, in particular the recommend and value criteria.
- Capability shift was 8 points below the target of 39 for this quarter (Q3 23/24). Over the past 12 months the shift has had a five percentage point change, from 36 to 31. Lead level courses have a capability shift (13% in Q3 23/24) compared to practitioner (40%, Q3 23/24) and foundational level courses (29% Q3 2024)
- Lead evaluation criteria metrics were below 90% on all the evaluation criteria driven by **SES Integrity Masterclass** and **Data Leadership courses**.

Please note: fluctuations in the data exists due to data management/cleansing.

Definitions

Learner Engagements:

The total number of times a user engages with a:

- facilitated course (registered)
- e-learning course (enrolled)
- Event (attended, registered)
- web article (unique view by a user)
- Video (unique view by a user)
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Evaluation Criteria questions:

The below four statements form the basis for the Evaluation Criteria and are calculated from course evaluation surveys. The percentage positive score is made up of all 'agree' and 'strongly agree' responses.

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- What I learned is relevant to my work
- I would recommend this course to others
- Overall this course has been valuable in building my knowledge.

Capability Shift:

Capability shift score refers to the average across all courses in a quarter and is calculated from course evaluation surveys. The capability shift measure represents the change in the overall proportion of respondents who have positively ('agree' or 'strongly agree') rated their capability against the learning outcomes of the course they are participating. The participant is asked to rate their capability against the learning outcomes **after** the course, and then retrospectively rates their capability **before** the course. The capability shift is the difference between these two scores.

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The total number of times a facilitated course was delivered in the reporting period

Average Capacity:

When calculating capacity an assumption is made that all course deliveries have a maximum capacity of 18.

The calculation used is: *Sum of enrolments / (total number of deliveries x 18)*

Targets

Evaluation Criteria Target:	90% (Corporate Plan measure 7.2)
Learner Engagement Target:	32,000 learner engagements (average p/quarter)
Capability Shift Target:	39 percentage points

Lead level courses delivered this period with survey responses

Program name	Enrolments	Survey Responses	Intent to implement	Relevant	Recommend	Value	Weighting or % of Total Lead surveys
SES Orientation Program	38	1	100%	100%	100%	100%	1%
SES Integrity Masterclass	161	66	86%	85%	77%	76%	69%
SES Band 1 Leadership Development Program	N/A	10	100%	100%	80%	100%	11%
Data Leadership	36	11	73%	73%	64%	82%	12%
Appearing Before Parliamentary Committees	18	7	100%	100%	86%	100%	7%