



Part 4: Our people

Finance Transformation

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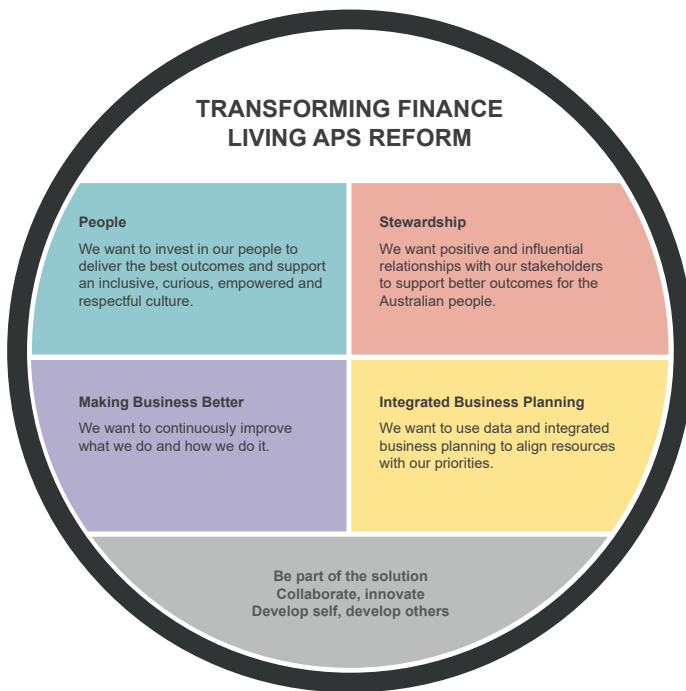
Work health and safety

Finance Transformation

Finance strives to be a high-performing, modern, efficient and continuously improving public sector organisation—a transformative organisation that delivers government priorities more efficiently and effectively.

Finance recognises that the Department’s environment is characterised by change and it needs to anticipate and respond to the opportunities this presents. Finance has launched a Transformation Plan to guide its approach to reform, with four focus areas and three leadership expectations as shown below. It is supported by a 12-month Action Plan that sets out practical initiatives to help deliver on the Department’s transformation objectives.

Figure 6: Transforming Finance



Through the 2018–19 Transformation Action Plan, Finance delivered a number of significant initiatives including:

- establishing a Centre of Procurement Excellence to strengthen our stewardship role in enhancing procurement capability and productivity across the public sector
- trialling a Digital Annual Reporting Tool to streamline the annual report drafting, editing and publishing process by enhancing workflows, supporting version control and enabling drafters to co-edit more seamlessly
- successfully piloting a stakeholder relationship management program which was well received by staff and will continue to be delivered on an ongoing basis
- rolling out the Shared Budget Workflow System to streamline components of the Budget process.

Finance has doubled the number of initiatives in the 2019–20 Transformation Action Plan—a commitment to innovation that is mirrored in Finance’s Australian Public Service (APS) Employee Census results.

Consistent with Finance’s three leadership expectations, the Action Plan relies on all staff to drive improvement. Finance has actively engaged staff through a series of hackathons, opt-in and idea generation sessions that have been used to explore how to use data and digitisation more effectively, to build capability rapidly and to continue to support a flexible, diverse and mobile workforce.

The Transformation Plan and 12-month Action Plan are helping Finance to embed positive, enduring change and equipping Finance to respond to emerging opportunities. This transformation agenda will remain a priority for the Department.

Workforce planning

The Department’s workforce planning capability is maturing as an integral component of the overall planning cycle. Ensuring the workforce is flexible, engaged and has the capabilities required to meet emerging issues remains a priority.

Finance acknowledges the impact and importance of collaboration and engagement with each of the business groups to inform and implement relevant workforce strategies and its approach to workforce planning reflects this. The Department schedules regular Strategic Review meetings as a key mechanism to measure progress and identify new improvement initiatives. These meetings are an important element of Finance’s Integrated Business Planning approach, connecting workforce planning to the budget and business planning cycles.

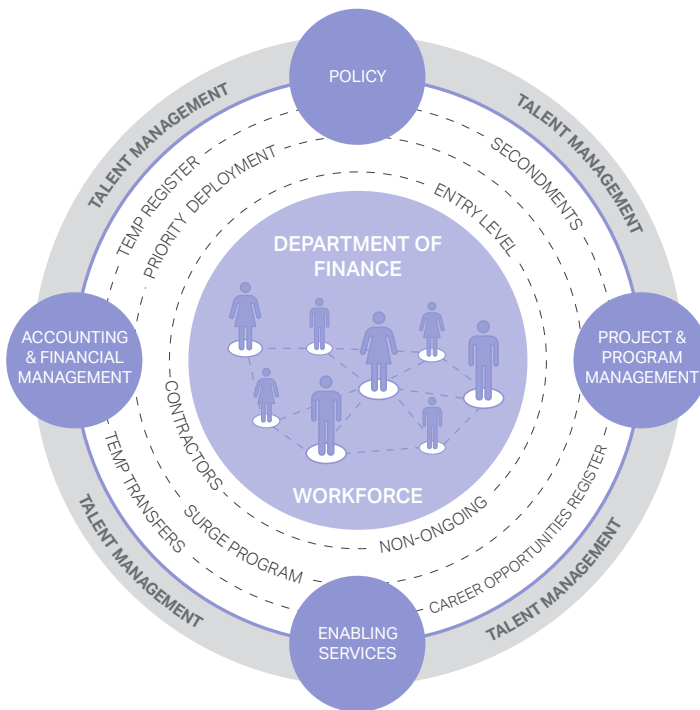
Finance is committed to building and supporting its workforce to be professional, accountable and responsive, with programs in place to drive high quality leadership outcomes.

Finance pays particular attention to employee feedback from the APS Employee Census to drive strategic, business and action planning. In 2018–19, 94.4 per cent of staff responded to the Census, giving the Department a clear insight into the diversity and experience of Finance’s workforce. Engagement, wellbeing and innovation scores were strong, all showing a continuous improvement trajectory from previous years, with the Census information being analysed and used to plan and support future workforce initiatives.

Sourcing strategy

Finance’s people sourcing strategy supports the Department’s approach to workforce planning. Finance uses a range of sourcing options to attract the right people with the right skills in a timely way. In particular, it uses the BRING strategy, which focuses on sourcing new talent and includes specific initiatives to address identified workforce gaps.

Figure 7: Finance's sourcing strategy



Key objectives

- Attracting quality candidates and engaging them early in their career through effective recruitment processes
- Mobilising Finance staff in a timely manner and with streamlined processes
- Bringing quality people into the Department through Finance's registers, merit pools and specialist recruitment processes

Core principles

- **Quality at speed**—reduce the time it takes to fill vacant roles without losing quality candidates
- **Right people**—attract quality candidates with the right capabilities and who offer increased diversity of skills and experiences and the opportunity to challenge our way of thinking
- **Efficiency**—simplify the assessment and selection methodology to reduce the impost on business resources
- **Flexibility**—use flexible sourcing strategies that give business areas a range of options when filling vacant roles

Mobility

Finance recognises that the key to a strong and sustainable workforce is giving staff the chance to build their skills and experience. Mobility gives Finance staff the opportunity to develop capability in new areas and increases the Department's overall capability. Finance provides opportunities for staff to work in different roles and undertake different types of work including project work, ongoing business and surging to high-priority activities. We encourage staff to gain different experiences through temporary or permanent moves within the Department and through secondments to other agencies.

Finance helps business areas to identify the specific skills they need and to mobilise the right individual to address that need. Flexible sourcing strategies give business areas a range of options when filling vacant roles.

The management of human resources and, in particular, the way the Department provides mobility opportunities for staff and undertakes recruitment has resulted in a highly capable and committed workforce that is flexible and able to respond to government priorities.

The mechanisms that the Department uses to promote mobility are outlined below.

Internal Career Opportunities Register

The Career Opportunities Register gives internal staff the opportunity to express their interest in short, medium or long-term vacancies within the Department.

Internal staff use the Register to indicate the areas of the Department that are of interest to them. In line with Finance's approach to increase opportunities for flexible working arrangements, staff can also register their interest in job-share arrangements.

Managers use the Register to source staff with particular skills, experience and qualifications to fill vacancies. Human resources supports managers to fill vacancies by first referring to the Register to identify suitable internal candidates before seeking to source externally.

Stream recruitment

Stream based recruitment has changed the way the Department approaches recruitment to encompass broader resourcing needs and future workforce capability based on professional skills and experience. Stream recruitment focuses on the assessment of core capabilities for the Department. It has improved the Department's effectiveness and efficiency in recruiting high quality and talented candidates.

During 2018–19, the Department conducted recruitment processes for the following professional streams:

- policy
- accounting and financial management
- enabling services.

To support workforce planning, stream recruitment continues to be tailored to encompass business areas existing and forecast resourcing needs, making recruitment more efficient.

Surge Readiness Management Model

Finance's Surge Readiness Management Model identifies a range of high-priority activities for the Department with processes in place to support the mobilisation of staff and contributing business areas. The Surge Model enables the Department to build on its capabilities and provide staff the opportunity to experience different, high-priority work within the Department for short periods.

In 2018–19, Finance continued to employ its Surge Model to support additional work associated with the federal Budget, the 2019 election and other peak work priorities.

Secondment programs

Finance's Secondment Program is designed to build the Department's capability and assist business areas to fill specialist roles with staff from within the APS or through private sector arrangements.

In 2018–19, Finance sought nominations from employees from other APS agencies to undertake secondments to support the delivery of the federal Budget. Four staff from three agencies participated.

Two Finance staff members participated in the Jawun APS Secondment Program through which secondees work in an Indigenous business or community.

Consistent with Finance's commitment to stewardship and support for portfolio entities, in 2018–19 the Department seconded officers to the:

- Office of National Assessments to assist with the transition to the Office of National Intelligence
- Office of the Pacific within the Department of Foreign Affairs and Trade
- 2019 Parliament of Australia Graduate Program working in the Parliamentary Budget Office
- Tribal Warrior Aboriginal Corporation.

Resource management model

In 2018–19, Finance established a resource manager role within Human Resources. Resource managers are responsible for assisting business areas to manage their resource needs.

They have oversight of staff mobility information, recruitment merit pools and the resources available across the Department so that vacancies can be filled quickly. Resource managers collaborate with business areas to support resource planning and workforce strategy including strategies to achieve optimal management structures.

Workforce diversity

Finance progresses its diversity and inclusion agenda through a comprehensive diversity strategy, DIVERSITY@FINANCE and associated Action Plan. The strategy and Action Plan set out specific actions in each focus area: gender equality, Aboriginal and Torres Strait Islander employment, disability employment, cultural and linguistic diversity, LGBTI+ inclusion and managing an intergenerational workforce.

The DIVERSITY@FINANCE strategy governs the way that Finance implements Australian Government strategies such as the APS Gender Equality Strategy 2016–2019, the APS Disability Employment Strategy 2016–2019 and the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy 2015–2018. Finance's commitment to diversity and inclusion is also reflected in the Department's corporate plan and transformation plan, both of which demonstrate the importance of diversity to achieving the Department's priorities and departmental strategies.

In 2018–19, Finance supported several initiatives to improve the Department's diversity outcomes, including:

- six staff networks that provided a forum for staff who identify with a particular focus area under Finance's diversity strategy. Each network is championed by Senior Executive Service (SES) sponsors who provide strong leadership on diversity and inclusion. The networks played an important role in educating Finance staff and promoting the value of a diverse workforce through a range of events and activities during 2018–19
- various events to raise awareness of diversity—for example, the Finance Network Market Day, NAIDOC Week activities, Harmony Day, Mental Health Week and International Women's Day
- the promotion of flexible working as part of normal business through the Flexible Work Policy
- seconding an Aboriginal employee to an Indigenous organisation
- cultural awareness and diversity training as part of ongoing learning and development offerings to all staff. Training was delivered both online and through face-to-face forums
- increased participation in diversity-related entry-level programs (such as Indigenous development programs and trainee/internship programs for people with disability). The Department partnered with the ACT Down Syndrome Association to run a pilot program, which resulted in the employment of two members of the association for 12 weeks
- affirmative measures to address the under-representation of people with disability and/or Aboriginal and Torres Strait Islander people in the APS.

Finance has continued to work and collaborate with other entities on a range of APS-wide initiatives, such as:

- retention and advancement initiatives under the Indigenous employment programs led by the Australian Public Service Commission
- disability recruitment and inter-agency working groups arising from Finance's involvement in the Secretaries Equality and Diversity Council, the Disability Champions Network and the Indigenous Champions Network.

Building capability

Finance offers a range of development activities to build individual and organisational capability and enhance performance. Human Resources works in partnership with business areas to ensure development opportunities are targeted, relevant and, where possible, co-designed with subject-matter experts from the business to ensure content aligns to business activities and contributes to achieving Finance's corporate objectives.

In 2018–19, Finance refreshed its People Capability Framework to identify and target the capabilities that the Department's workforce requires now and into the future. The refreshed Framework provides clear and consistent performance expectations across all classifications. It is designed on the principles that it is simple, consistent, future proof and flexible. It can be applied across all stages of the employee life cycle: recruitment and selection, development, performance, talent management and succession planning. The Framework provides a solid foundation for the design and implementation of capability development programs in the Department going forward.

In 2018–19, Finance supported a range of learning and development initiatives. For example, Finance:

- designed and implemented a tailored stakeholder relationship management program to strengthen its approach to stewardship and develop capability in building and sustaining effective stakeholder relationships. The program is targeted at the executive level (EL) classification and was attended by 91 staff
- continued to implement core skill development programs focused on building manager capability, leadership, communication and career development skills
- reviewed its mentoring framework. By applying a user-centred design approach, the new framework aims to ensure mentoring opportunities are available for all staff and incorporates online support tools, training and events
- reviewed its induction program to assist new employees in transitioning into the Department. The refreshed program includes the opportunity to meet with a Deputy Secretary and members of Finance's cultural networks so that new staff are introduced to the Department's strategic priorities, culture, values and behaviours
- continued to deliver its coaching program.

The Department has an ongoing commitment to professional skills and capability development within Finance and across the APS. In 2018–19, 13 Finance employees participated in the Graduate Certificate of Public Policy and Finance. This program is purpose-built for the public sector and delivered by the Institute for Governance and Policy Analysis at the University of Canberra. It builds capability among emerging leaders at Finance and in the wider APS. To date, 92 employees from Commonwealth entities have completed the program.

In addition, 88 employees received study assistance through paid study leave and financial assistance to undertake tertiary education in subject areas such as commerce, economics, law, public policy and accounting and finance.

Leadership

The Department continues to invest in developing current and future leaders, through participation in a variety of external leadership programs, for example, the Institute of Public Administration Australia (IPAA) Future Leaders Program, and events such as cross-agency debates and the IPAA speaker series. The Department has also committed to further investment and has rolled out leadership programs for all EL staff and EL talent management initiatives including:

- EL Career Conversations Toolkit
- EL Leadership Forums
- EL Career Development Exchange
- EL2 High Potential Program
- EL2 Leadership Program.

Career conversations are held annually for SES staff, where strengths and opportunities for further development are identified as a means of actively managing talent and succession planning.

In 2018–19, the Department's Emerging Leaders Network gave staff additional opportunities to gain exposure to accomplished leaders and build their leadership capabilities by running events, such as an internal leaders panel discussion, a speed mentoring event and a debate between entry-level program participants and a number of SES. The Emerging Leaders Network partnered with the Ability Network to run an event which covered the topics of leadership and disability.

Two years ago, Finance established its three leadership expectations—be part of the solution; develop self, develop others; collaborate, innovate—which articulate our approach to leadership and are embedded into departmental initiatives and plans, including departmental award categories and criteria and the Transformation Plan. Staff are introduced to these expectations as part of induction and encouraged to actively incorporate them in their day-to-day performance.

Flexible working arrangements

In 2018–19 Finance continued to provide flexible working arrangements to its employees, taking into account the diversity of circumstances and requests. The Department’s flexible working arrangements have improved staff productivity and motivation and helped to retain high-performing employees.

In 2018, Finance rolled out flexible working as part of normal business through the development and implementation of the Flexible Work Policy and Guide. Our ‘if not, why not’ approach enables flexibility around when and where we work and how our roles are structured through access to working from home, part-time work, job-share arrangements and leave provisions. No one specific initiative has driven the improved take-up of flexible working arrangements within Finance. Rather, there has been a broad range of departmental priorities focusing on further supporting departmental employees to manage their health, wellbeing and work–life balance.

Entry-level programs

In 2018–19, Finance continued to participate in a number of entry-level employment programs.

Finance’s Career Starter Program provides avenues for other departments to broaden the diversity of their own entry-level program cohorts. The Career Starter Program gives recent high school graduates the opportunity to build successful careers in the APS.

In 2018, the Program was awarded the Australian Human Resources Institute Age Diversity Award. Finance has since expanded this successful Program, with five other government entities accepting the invitation to participate. In 2019, the Program engaged 20 career starters within Finance, as well as an additional 19 in other government entities.

In 2018–19, Finance engaged 31 graduates and hosted another two graduates from the Papua New Guinea Department of Finance. The Department also engaged four graduates through the Indigenous Australian Government Development Program, five apprentices through the Indigenous Apprenticeship Program, six participants of the Stepping Into program, two Next Step trainees and two ICT apprentices.

Finance continues to support its entry-level employee cohort to develop their skills, experience and capabilities to become engaged and productive members of the Department and the APS. To help these employees to make an effective transition into the workforce and the APS, each cohort undertakes a development program targeted to their specific needs. Aspects of the development programs include induction, formal training to achieve a professional qualification, foundational skills training, mentoring, attendance at APS-wide events, project work, and placements in the business to ensure effective on-the-job learning.

Finance's Career Starter Program—providing career opportunities to school leavers

The Finance Career Starter Program provides recent secondary school graduates with the opportunity to build a successful career in the APS. This 12-month-entry level Program enables participants to build skills through permanent full-time employment. The Program includes structured training and a range of development and networking activities that leads to a Certificate IV in Government. As part of the Program, participants are provided with opportunities to build collaboration and project management skills, as well as establish diverse networks through Program and community projects. In addition to the training provided through the Program, participants have the opportunity to undertake additional studies, with access to study assistance.

The Program was established 13 years ago in Finance's Ministerial and Parliamentary Services Division. It has since expanded to all business groups across Finance and most recently, across government, with five additional entities participating in the Program in 2019:

- Department of Health
- Department of Defence
- Department of Industry, Innovation and Science
- Department of Infrastructure
- Department of Jobs and Small Business (now Employment, Skills, Small and Family Business).

A talent management initiative, the Program has attracted 193 young Australians to Finance and a further 20 participants to participating entities over the past 13 years.

As a talent initiative, the Career Starter Program has been successful in retaining and developing participants, with the retention of career starters higher than the Department's average (49 per cent for career starters versus 32 per cent for other staff). Staff who have come through the Program have advanced at a healthy rate, with three per cent of participants currently at the EL1 level.

'My time in the Career Starter Program has been a wonderful experience, with amazing opportunities and a really supportive culture to help me learn on the job.' – **James**

'I joined Finance through the Career Starter Program in January 2008 after finishing Year 12 in Canberra. I've been at Finance for 10 years and have progressed in my career from an APS1 to an EL1. I've held roles within almost every business group of the Department and I strongly believe the Career Starter Program has given me a real head start on my peers and colleagues, internal and external to government. Since I started at Finance, I have completed a Bachelor of Commerce through the University of Canberra. In my opinion, it is a great balance of entry-level support and development opportunities with the commencement of a career in the public sector.' – **Cameron**

In 2018, the Finance Career Starter Program was awarded the Australian Human Resource Institute Susan Ryan Age Diversity Award.

Workforce statistics

Tables 3 to 15 show our workforce statistics for 2018–19, including staffing numbers and whether they are ongoing, non-ongoing or casual, their substantive classification and their gender, as well as location and diversity.

Table 3: Employment type by classification and gender, at 30 June 2019

Classification	Ongoing		Non-ongoing		Casual		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
SES 3	3	1	–	–	–	–	3	1	4
SES 2	5	8	1	–	–	–	6	8	14
SES 1	27	21	–	–	–	–	27	21	48
EL2	81	82	1	–	–	1	82	83	165
EL1	191	204	2	4	–	–	193	208	401
APS 6	116	162	2	3	–	–	118	165	283
APS 5	85	118	2	1	–	–	87	119	206
APS 4	48	74	5	4	5	2	58	80	138
APS 3	30	44	4	2	2	1	36	47	83
APS 2	6	21	1	–	171	39	178	60	238
APS 1	8	15	–	1	–	–	8	16	24
Total	600	750	18	15	178	43	796	808	1,604

Finance had no staff that are recorded in the human resource information system as Indeterminate, Intersex or Unspecified.

Table 4: Employment type by classification and gender, at 30 June 2018

Classification	Ongoing		Non-ongoing		Casual		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
SES 3	2	1	–	–	–	–	2	1	3
SES 2	7	7	–	–	–	–	7	7	14
SES 1	30	26	–	–	–	–	30	26	56
EL2	90	91	–	–	–	1	90	92	182
EL1	192	209	2	3	–	–	194	212	406
APS 6	122	171	1	2	–	–	123	173	296
APS 5	81	124	3	2	–	–	84	126	210
APS 4	50	76	5	4	7	3	62	83	145
APS 3	25	38	4	3	1	1	30	42	72
APS 2	9	10	1	–	209	41	219	51	270
APS 1	4	18	–	–	–	–	4	18	22
Total	612	771	16	14	217	46	845	831	1,676

Finance had no staff that are recorded in the human resource information system as Indeterminate, Intersex or Unspecified.

Table 5: Attendance type and classification, at 30 June 2019

Classification	Ongoing			Non-ongoing				Total
	Full time	Part time	Total ongoing	Full time	Part time	Casual	Total non-ongoing	
SES3	4	–	4	–	–	–	–	4
SES2	13	–	13	1	–	–	1	14
SES1	46	2	48	–	–	–	–	48
EL2	153	10	163	1	–	1	2	165
EL1	341	54	395	5	1	–	6	401
APS6	239	39	278	5	–	–	5	283
APS5	186	17	203	2	1	–	3	206
APS4	107	15	122	9	–	7	16	138
APS3	70	4	74	6	–	3	9	83
APS2	26	1	27	1	–	210	211	238
APS1	21	2	23	–	1	–	1	24
Total	1,206	144	1,350	30	3	221	254	1,604

Table 6: Attendance type and classification, at 30 June 2018

Classification	Ongoing			Non-ongoing				Total
	Full time	Part time	Total ongoing	Full time	Part time	Casual	Total non-ongoing	
SES3	3	–	3	–	–	–	–	3
SES2	14	–	14	–	–	–	–	14
SES1	54	2	56	–	–	–	–	56
EL2	167	14	181	–	–	1	1	182
EL1	341	60	401	5	–	–	5	406
APS6	258	35	293	2	1	–	3	296
APS5	185	20	205	5	–	–	5	210
APS4	110	16	126	9	–	10	19	145
APS3	58	5	63	7	–	2	9	72
APS2	17	2	19	1	–	250	251	270
APS1	21	1	22	–	–	–	–	22
Total	1,228	155	1,383	29	1	263	293	1,676

Table 7: All staff employment type by attendance type, at 30 June 2019

Employment type	Full-time	Part-time	Casual	Total
Ongoing	1,206	144	–	1,350
Non-ongoing	30	3	221	254
Total	1,236	147	221	1,604

Table 8: All staff employment type by attendance type, at 30 June 2018

Employment type	Full-time	Part-time	Casual	Total
Ongoing	1,228	155	–	1,383
Non-ongoing	29	1	263	293
Total	1,257	156	263	1,676

Table 9: Employment type by location and gender, at 30 June 2019

Location	Male				Female				Grand total
	Ongoing	Non-ongoing	Casual	Total male	Ongoing	Non-ongoing	Casual	Total female	
ACT	584	17	92	693	726	15	20	761	1,454
NSW	7	–	36	43	5	–	6	11	54
NT		–	1	1	2	–	–	2	3
QLD	2	–	12	14	5	–	4	9	23
SA	1	–	6	7	3	–	3	6	13
TAS	1	–	1	2	1	–	–	1	3
VIC	3	1	21	25	5	–	6	11	36
WA	2	–	9	11	3	–	4	7	18
Total	600	18	178	796	750	15	43	808	1,604

Table 10: Employment type by location and gender, at 30 June 2018

Location	Male				Female				Grand total
	Ongoing	Non-ongoing	Casual	Total male	Ongoing	Non-ongoing	Casual	Total female	
ACT	596	15	120	731	749	13	22	784	1,515
NSW	7	–	40	47	5	–	7	12	59
NT	–	–	1	1	1	–	–	1	2
QLD	2	–	15	17	5	–	4	9	26
SA	1	–	6	7	3	–	3	6	13
TAS	1	–	1	2	–	1	–	1	3
VIC	3	1	25	29	5	–	6	11	40
WA	2	–	9	11	3	–	4	7	18
Total	612	16	217	845	771	14	46	831	1,676

Table 11: Employment type by location, at 30 June 2018 and 30 June 2019

Location	Ongoing		Non-ongoing		Casual		Total	
	2018	2019	2018	2019	2018	2019	2018	2019
ACT	1,345	1,310	28	32	142	112	1,515	1,454
NSW	12	12	–	–	47	42	59	54
NT	1	2	–	–	1	1	2	3
QLD	7	7	–	–	19	16	26	23
SA	4	4	–	–	9	9	13	13
TAS	1	2	1	–	1	1	3	3
VIC	8	8	1	1	31	27	40	36
WA	5	5	–	–	13	13	18	18
Total	1,383	1,350	30	33	263	221	1,676	1,604

Table 12: Ongoing and non-ongoing Aboriginal and Torres Strait Islander staff, at 30 June 2018 and 30 June 2019

Employment type	2018	2019
Ongoing	31	40
Non-ongoing	–	1
Total	31	41

Table 13: Proportion of ongoing staff with disability, at 30 June 2018 and 30 June 2019

Employment type	2018	2019
Ongoing	3.7%	4.4%

Table 14: Proportion of ongoing workforce that are women, at 30 June 2018 and 30 June 2019

Employment type	2018	2019
Ongoing	55.7%	55.6%

Table 15: Proportion of the SES workforce that are women, at 30 June 2018 and 30 June 2019

Employment type	2018	2019
Ongoing	46.6%	46.2%

Employment arrangements

The Finance Enterprise Agreement 2019 came into effect on 21 February 2019 with a nominal expiry date of 20 February 2022. The agreement provides non-SES staff with competitive remuneration and employment conditions. The Department's remuneration offer was a 6 per cent increase over three years (2 per cent on commencement of the agreement and in each of the following two years). Staff allowances also increased by 6 per cent over three years. Employment conditions for SES staff are set out in individual determinations made under subsection 24(1) of the *Public Service Act 1999*. Many of these conditions are aligned with the Department's Enterprise Agreement.

Table 16: Employment arrangements for SES and non-SES staff, at 30 June 2019

	SES	Non-SES	Total
Enterprise agreement	–	1,538	1,538
Individual flexibility arrangements	–	32	32
Australian workplace agreements	–	–	–
Common law contracts	–	–	–
Determinations under subsection 24(1) of the <i>Public Service Act 1999</i>	66	–	66

Note: Staff on individual flexibility arrangements are also included in the Enterprise Agreement total.

Remuneration

Table 17: Salary ranges by employment classification, at 30 June 2019

APS classification	Minimum (\$)	Maximum (\$)
SES 3*	\$331,500	\$358,348
SES 2	\$229,465	\$261,949
SES 1	\$175,056	\$208,175
EL 2 (non-SES)	\$131,412	\$163,702
EL 1 (non-SES)	\$107,638	\$138,864
APS 6 (non-SES)	\$83,154	\$108,346
APS 5 (non-SES)	\$75,583	\$84,810
APS 4 (non-SES)	\$67,777	\$77,358
APS 3 (non-SES)	\$60,089	\$69,315
APS 2 (non-SES)	\$54,057	\$61,864
APS 1 (non-SES)	\$47,077	\$54,294

Note: All figures reflect base salary only and exclude superannuation.

* The Secretary determines the salaries of SES staff.

APS performance pay

Finance does not provide performance pay.

Non-salary benefits

The Department offers staff a number of additional benefits that are not included under the provisions of the Enterprise Agreement:

- annual influenza immunisation
- mentoring and coaching programs
- in-house capability development programs
- a confidential employee assistance program for employees and their immediate families
- access to a serious illness register
- study assistance to eligible employees
- access to flexible working arrangements
- contributions to relevant professional memberships.

Performance management

In 2018–19, the Department refreshed or introduced a range of initiatives to better support employees and managers in managing performance including:

- resources and tools to promote regular and meaningful performance conversations, owned jointly by employees and managers, that encourage high performance with a focus on the future
- face-to-face workshops to provide guidance to staff and managers on Finance's performance management processes and support resources
- resources and tools to encourage staff to build their capabilities, supported by learning and development offerings that provide opportunities through education, exposure and experience
- methods to provide and seek performance feedback from more than one manager and from team members, supporting a more holistic view of performance.

In 2019, the Department will launch a refreshed capability framework, which will better enable employees and managers to define the skills, capabilities, knowledge and behaviour that they need to have or develop in order to perform and progress their career.

Recognition of outstanding performance

Finance recognises and rewards outstanding performance as a critical element in attracting and retaining the best people. Finance formally recognises exceptional contributions by staff by presenting the Secretary's Awards and the Australia Day Awards to teams and individuals whose work exemplifies Finance's values and who make significant contributions to the Department's outcomes.

Recipients of the 2018 Secretary's Awards and staff who received 2019 Finance Australia Day Awards and other external awards, are listed in Appendix D.

Machinery-of-government changes

No machinery-of-government changes affecting the Department of Finance occurred during 2018–19.

Work health and safety

This section outlines Finance's work health and safety (WHS) performance in accordance with Part 4 of the *Work Health and Safety Act 2011* (WHS Act).

Finance recognises that, as part of its aspiration to be a leader in the public sector, it must exemplify good WHS practices. This includes having responsive and flexible safety and rehabilitation management systems.

Work health and safety initiatives within Finance

In 2018–19, to meet its obligations under the WHS Act, the Department:

- provided WHS training and information to all staff, with a continued focus on mental health awareness training for managers and staff
- continued to promote flexible by default working arrangements including part-time, working from home, job sharing and flexible start and end times
- conducted hazard inspections and implementation of a corrective action plan to address findings
- conducted workstation assessments with a strengthened approach to reasonable adjustment
- provided a confidential counselling service through the employee assistance program
- continued to promote a healthy lifestyle including influenza vaccinations, September and a health market day.

Results of work health and safety initiatives

Finance's 2018–19 WHS initiatives resulted in:

- an increased staff satisfaction rating for wellbeing in the APS Employee Census
- an increase in the uptake of flexible work arrangements
- a strengthened Rehabilitation Management System (RMS) by implementing activities identified in the 2017–18 RMS audit corrective action plan
- a reduction in the Comcare compensation premium for Finance from 0.75 per cent in 2017–18 to 0.65 per cent in 2018–19
- increased staff awareness in identifying and managing mental health in the workplace
- increased support for employees that require reasonable adjustment.

Notifiable incidents

In 2018–19 Finance reported one notifiable dangerous incident involving Finance staff to Comcare under section 38 of the WHS Act.

Work health and safety investigations

Under the WHS Act, Finance is required to provide statistics for any investigations or notices given at the workplace it manages. No investigations were conducted and no notices were given during 2018–19.

MOP(S) Act employees

Work health and safety initiatives

Finance and parliamentarians share duties under the WHS Act for health and safety in parliamentarians' workplaces. This includes duties to staff employed under the *Members of Parliament (Staff) Act 1984* (MOP(S) Act). Other Commonwealth entities may also have duties in relation to the health and safety of MOP(S) Act employees.

In 2018–19, Finance's key WHS activities for MOP(S) Act employees were:

- consulting with health and safety representatives through the Work Health and Safety Committee
- organising face-to-face training sessions delivered by Comcare
- implementing a new Emergency Management Services process with a new contracted provider
- providing a confidential counselling service through the employee assistance program
- conducting workstation and worksite assessments
- administering a WHS site officer program to support hazard and incident notification and access to first aid in parliamentarians' workplaces
- implementing mandatory annual refresher training for WHS site officers
- administering a Staff Assistance Officer program to support MOP(S) Act employees experiencing bullying and/or harassment.

Notifiable incidents

In 2018–19, Finance reported 20 incidents involving MOP(S) Act employees to Comcare under section 38 of the WHS Act. Seventeen of the reported incidents were classified as dangerous incidents under the WHS Act. Three involved a serious injury.

Investigations and notices

No investigations were conducted in relation to incidents involving MOP(S) Act employees during 2018–19. One notice was issued under section 155 of the WHS Act.

The Comcare premium

Finance's 2018–19 workers compensation premium accounted for 0.65 per cent of its payroll (for both Finance and MOP(S) Act employees), a decrease from the figure of 0.75 per cent of its payroll in the previous year.