

APS non-SES Remuneration Survey

Department of Employment,
Workplace Relations & Small
Business

October 2001

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Executive Summary

All Australian Public Service (APS) agencies were invited to participate in the 2001 non-Senior Executive Service (SES) remuneration survey. Seventy-three agencies have provided remuneration data for inclusion in this report. Of these, sixty completed a policy questionnaire which covered broad remuneration strategy and policy.

The aggregated data tables are contained in the section of this report titled Salary Survey Results, a summary of which is found below.

Table 1
Non-SES Remuneration Summary¹ – Survey average

| Average | | | | | |
|--------------------------|------------------|---|-----------------------------|--------------------------------|--|
| APS Class'n ² | Base Salary (BS) | Total Remuneration Package (TRP) ³ | Actual Bonuses ⁴ | Total Reward (TR) ⁵ | Total Reward including Allowances (TRA) ⁶ |
| Dollars | | | | | |
| GRAD | 33310 | 37590 | 1510 | 37920 | 37940 |
| APS 1 | 28520 | 32240 | 510 | 32480 | 33200 |
| APS 2 | 32820 | 37060 | 1170 | 37470 | 38420 |
| APS 3 | 36480 | 41300 | 1080 | 41730 | 43550 |
| APS 4 | 40810 | 46080 | 1210 | 46550 | 47490 |
| APS 5 | 44650 | 50960 | 1470 | 51640 | 52710 |
| APS 6 | 51700 | 59270 | 1970 | 60380 | 61040 |
| EL 1 | 64530 | 74640 | 2360 | 76230 | 76810 |
| EL 2 | 79090 | 92800 | 4070 | 95570 | 95940 |

Notes

- 1 The figures are based on the number of employees who have received the benefit. For example, if 15 employees had received an incentive payment the value for incentives would be based on those 15 employees. Medical Officers have been excluded from the figures.
- 2 Non-SES APS Classification or equivalent.
- 3 Total Remuneration Package includes Base Salary, superannuation, motor vehicles (excluding salary sacrifice vehicles) and other entitlements paid to non-SES employees.
- 4 Actual incentive payments received during the financial year ending 31 June 2001 (includes Performance Bonus, Retention Bonus, Sign-on Bonus and Other Bonuses).
- 5 Total Reward is the Total Remuneration Package plus any incentive payments.
- 6 Total Reward including any allowances (examples include overtime, shift penalties, Remote Localities Allowance, Departmental Liaison Officer Allowance and any other non-reimbursement allowance) received in the financial year ending 31 June 2001.

Table 2
Non-SES Remuneration Summary¹ – Survey median

| Median | | | | | |
|--------------------------|------------------|---|-----------------------------|--------------------------------|--|
| APS Class'n ² | Base Salary (BS) | Total Remuneration Package (TRP) ³ | Actual Bonuses ⁴ | Total Reward (TR) ⁵ | Total Reward including Allowances (TRA) ⁶ |
| Dollars | | | | | |
| GRAD | 33140 | 37260 | 850 | 37260 | 37390 |
| APS 1 | 28490 | 32100 | 500 | 32500 | 32820 |
| APS 2 | 32570 | 36830 | 600 | 37170 | 37670 |
| APS 3 | 36560 | 41040 | 700 | 41580 | 42050 |
| APS 4 | 40800 | 46080 | 740 | 46700 | 46950 |
| APS 5 | 44870 | 50820 | 830 | 51040 | 51720 |
| APS 6 | 52530 | 59870 | 1030 | 60900 | 61100 |
| EL 1 | 64500 | 74100 | 1240 | 75410 | 75650 |
| EL 2 | 79820 | 93100 | 2660 | 95590 | 95830 |

Notes

- 1 The figures are based on the number of employees who have received the benefit. For example, if 15 employees had received an incentive payment the value for incentives would be based on those 15 employees. Medical Officers have been excluded from the figures.
- 2 Non-SES APS Classification or equivalent.
- 3 Total Remuneration Package includes Base Salary, superannuation, motor vehicles (excluding salary sacrifice vehicles) and other entitlements paid to non-SES employees.
- 4 Actual incentive payments received during the financial year ending 31 June 2001 (includes Performance Bonus, Retention Bonus, Sign-on Bonus and Other Bonuses).
- 5 Total Reward is the Total Remuneration Package plus any incentive payments.
- 6 Total Reward including any allowances (examples include overtime, shift penalties, Remote Localities Allowance, Departmental Liaison Officer Allowance and any other non-reimbursement allowance) received in the financial year ending 31 June 2001.

Table 3
Non-SES Base Salary comparison between employees covered by Certified Agreements and employees covered by Australian Workplace Agreements – Survey Median

| Median Base Salary | | | | |
|--------------------|-----------------|------------------|--------------------------|----------------|
| APS Class'n | CA ¹ | AWA ² | Difference (\$) (AWA-CA) | Difference (%) |
| | | Dollars | | Percentage |
| GRAD | 33150 | 33000 | -150 | 0% |
| APS 1 | 28500 | - | - | - |
| APS 2 | 32540 | 34000 | 1460 | 4% |
| APS 3 | 36360 | 36700 | 340 | 1% |
| APS 4 | 40600 | 41900 | 1300 | 3% |
| APS 5 | 44870 | 45000 | 130 | 0% |
| APS 6 | 51650 | 53020 | 1370 | 3% |
| EL 1 | 63760 | 65100 | 1340 | 2% |
| EL 2 | 78800 | 80040 | 1240 | 2% |

Notes

- 1 Employees covered by a Certified Agreement
- 2 Employees covered by an Australian Workplace Agreement

Table 4
Non-SES Total Remuneration Package (TRP) comparison between employees covered by Certified Agreements and employees covered by Australian Workplace Agreements – Survey Median

| Median TRP ¹ | | | | |
|-------------------------|-------|---------|--------------------------|----------------|
| APS Class'n | CA | AWA | Difference (\$) (AWA-CA) | Difference (%) |
| | | Dollars | | Percentage |
| GRAD | 37260 | 37820 | 560 | 2% |
| APS 1 | 32110 | - | - | - |
| APS 2 | 36580 | 40110 | 3530 | 10% |
| APS 3 | 40930 | 43180 | 2250 | 5% |
| APS 4 | 45770 | 48230 | 2460 | 5% |
| APS 5 | 50630 | 51270 | 640 | 1% |
| APS 6 | 58080 | 60100 | 2020 | 3% |
| EL 1 | 73200 | 74760 | 1560 | 2% |
| EL 2 | 91230 | 94490 | 3260 | 3% |

Notes ¹Total Remuneration Package includes Base Salary, superannuation, motor vehicles (excluding salary sacrifice vehicles) and other entitlements paid to non-SES employees.

Table 5**Non-SES Total Reward comparison between employees covered by Certified Agreements and employees covered by Australian Workplace Agreements – Survey Median**

| Median Total Reward ¹ | | | | |
|----------------------------------|-------|---------|--------------------------|----------------|
| APS Class'n | CA | AWA | Difference (\$) (AWA-CA) | Difference (%) |
| | | Dollars | | Percentage |
| GRAD | 37260 | 38760 | 1500 | 4% |
| APS 1 | 32610 | - | - | - |
| APS 2 | 36830 | 41940 | 5110 | 14% |
| APS 3 | 41320 | 43980 | 2660 | 6% |
| APS 4 | 46040 | 48230 | 2190 | 5% |
| APS 5 | 50910 | 53730 | 2820 | 6% |
| APS 6 | 58810 | 62340 | 3530 | 6% |
| EL 1 | 73440 | 77250 | 3810 | 5% |
| EL 2 | 91520 | 96900 | 5380 | 6% |

Notes

¹ Total Reward is the Total Remuneration Package plus any incentive payments

Table 6**Non-SES Total Reward including Allowances comparison between employees covered by Certified Agreements and employees covered by Australian Workplace Agreements – Survey Median**

| Median Total Reward including Allowances ¹ | | | | |
|---|-------|---------|--------------------------|----------------|
| APS Class'n | CA | AWA | Difference (\$) (AWA-CA) | Difference (%) |
| | | Dollars | | Percentage |
| GRAD | 37370 | 38760 | 1390 | 4% |
| APS 1 | 32820 | - | - | - |
| APS 2 | 37330 | 44320 | 6990 | 19% |
| APS 3 | 41910 | 43980 | 2070 | 5% |
| APS 4 | 46570 | 48230 | 1660 | 4% |
| APS 5 | 51420 | 54420 | 3000 | 6% |
| APS 6 | 59040 | 62850 | 3810 | 6% |
| EL 1 | 73670 | 77980 | 4310 | 6% |
| EL 2 | 91710 | 97090 | 5380 | 6% |

Notes

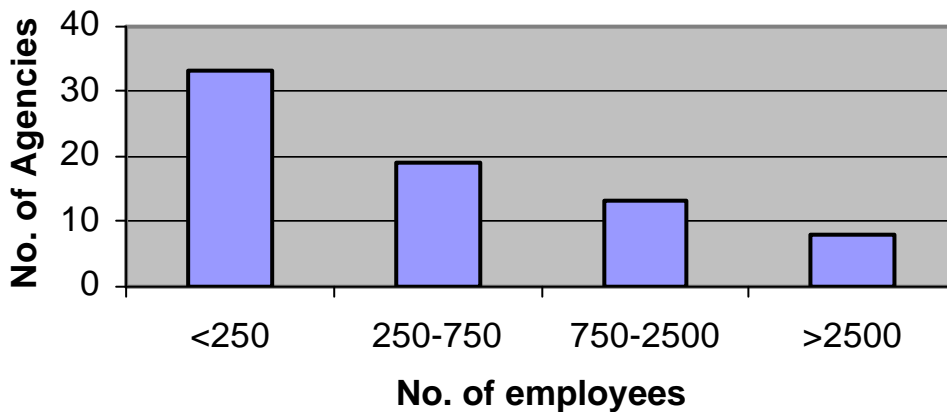
¹ Total Reward (including Allowances) is the Total Reward plus any allowance payments (including overtime, shift penalties, Remote Localities Allowance, Departmental Liaison Officer Allowance and other non-reimbursement allowance)

Introduction

The Department of Employment, Workplace Relations and Small Business (DEWRSB) commissioned Mercer Cullen Egan Dell (MCED) to conduct a survey of non Senior Executive Service (SES) employees' remuneration within the Australian Public Service (APS).

Seventy-three agencies participated in this survey covering 104,031 employees, i.e. about 95% of APS non-SES employees. The survey covered all non-SES employees employed under an Australian Workplace Agreement (AWA) and a sample of non-SES employees employed under a Certified Agreement (CA). The Australian Bureau of Statistics Consultancy Unit provided a sampling methodology which was used by agencies to select their sample of employees covered by a Certified Agreement.

Figure 1
Number of Employees - Participating Agencies



The above graph shows the number of employees in each of the seventy-three participating agencies. Of the seventy-three agencies, forty-five percent had less than 250 employees and twenty-six percent had between 250 and 750 employees. Very few (11%) had more than 2,500 employees.

Table 7
List of Participating Agencies

| | |
|---|--|
| Aboriginal & Torres Strait Islander Commission | Department of Prime Minister & Cabinet |
| Aboriginal Hostels Limited | Department of Reconciliation & Aboriginal and Torres Strait Islander Affairs |
| Attorney-General's Department | Department of the House of Representatives |
| Australia New Zealand Food Authority | Department of the Parliamentary Library |
| Australian Antarctic Division | Department of the Senate |
| Australian Broadcasting Authority | Department of the Treasury |
| Australian Bureau of Statistics | Department of Transport and Regional Services |
| Australian Centre for International Agricultural Research | Department of Veterans' Affairs |
| Australian Communications Authority | Environment Australia |
| Australian Competition & Consumer Commission | Family Court of Australia |
| Australian Customs Service | Federal Court of Australia |
| Australian Electoral Commission | Human Rights & Equal Opportunity Commission |
| Australian Geological Survey Organisation | IP Australia |
| Australian Greenhouse Office | Joint House Department |
| Australian Institute of Aboriginal & Torres Strait Islander Studies | National Archives of Australia |
| Australian Institute of Health and Welfare | National Capital Authority |
| Australian National Audit Office | National Competition Council |
| Australian National Maritime Museum | National Crime Authority |
| Australian Taxation Office | National Library of Australia |
| Australian War Memorial | National Museum of Australia |
| Bureau of Meteorology | National Native Title Tribunal |
| Centrelink | National Occupational Health & Safety Commission |
| Comcare | National Office for the Information Economy |
| Commonwealth Director of Public Prosecutions | National Science and Technology Centre (Questacon) |
| CRS Australia | Office of Asset Sales & Commercial Support |
| Department of Agriculture Fisheries & Forestry | Office of Film & Literature Classification |
| Department of Communications, Information Technology & the Arts | Office of National Assessments |
| Department of Defence | Office of Parliamentary Counsel |
| Department of Education, Training & Youth Affairs | Office of the Commonwealth Ombudsman |
| Department of Employment, Workplace Relations & Small Business | Office of the Employment Advocate |
| Department of Family & Community Services | Productivity Commission |
| Department of Finance & Administration | Professional Services Review |
| Department of Foreign Affairs and Trade | Public Service & Merit Protection Commission |
| Department of Health and Aged Care | Refugee Review Tribunal |
| Department of Immigration & Multicultural Affairs | Royal Australian Mint |
| Department of Industry Science and Resources | Screensound Australia |
| Department of Parliamentary Reporting Staff | |

Findings – Remuneration Items

The following section summarises findings for APS non-SES classification salary ranges; Base Salary; Total Remuneration Package (TRP); Bonus/Incentive payments; Total Reward (TR) and Total Reward including Allowances (TRA).

Salary Band Ranges

Table 8
Non-SES employee salary band ranges (based on actual data)

| APS Class'n | CA | | AWA | |
|-------------|---------|--------|-------|--------|
| | Min | Max | Min | Max |
| | Dollars | | | |
| GRAD | 28790 | 39740 | 28790 | 44520 |
| APS 1 | 24020 | 33880 | - | - |
| APS 2 | 26020 | 41410 | 29720 | 47000 |
| APS 3 | 31040 | 41560 | 26940 | 58200 |
| APS 4 | 32610 | 49170 | 31900 | 49980 |
| APS 5 | 37750 | 48160 | 32000 | 77940 |
| APS 6 | 43450 | 64500 | 38700 | 98400 |
| EL 1 | 48750 | 80360 | 50000 | 91040 |
| EL 2 | 60160 | 110450 | 59430 | 140000 |

The results show that the salary band ranges for employees covered by AWAs are significantly broader than those for employees covered by CAs.

Table 9
Salary Band comparison (1996 to 2001)¹

| APS Class'n | | October 1996 ² | Survey 2001 ³ | Difference (\$) | Difference (%) |
|-------------|--------------|------------------------------|-----------------------------|--------------------|-------------------|
| GRAD | Min | - | 28,790 | | |
| | Max | - | 44,520 | | |
| | Range | - | 15,730 | | |
| APS 1 | Min | 22,100 | 24,020 | 1,920 | 9% |
| | Max | 26,457 | 33,880 | 7,423 | 28% |
| | Range | 4,357 | 9,860 | 5,503 | 126% |
| APS 2 | Min | 26,983 | 26,020 | -963 | -4% |
| | Max | 30,042 | 47,000 | 16,958 | 56% |
| | Range | 3,059 | 20,980 | 17,921 | 586% |
| APS 3 | Min | 30,425 | 26,940 | -3,485 | -11% |
| | Max | 35,021 | 58,200 | 23,179 | 66% |
| | Range | 4,596 | 31,260 | 26,664 | 580% |
| APS 4 | Min | 33,304 | 31,900 | -1,404 | -4% |
| | Max | 37,341 | 49,980 | 12,639 | 34% |
| | Range | 4,037 | 18,080 | 14,043 | 348% |
| APS 5 | Min | 28,890 | 32,000 | 3,110 | 11% |
| | Max | 40,675 | 77,940 | 37,265 | 92% |
| | Range | 11,785 | 45,940 | 34,155 | 290% |
| APS 6 | Min | 31,793 | 38,700 | 6,907 | 22% |
| | Max | 47,591 | 98,400 | 50,809 | 107% |
| | Range | 15,798 | 59,700 | 43,902 | 278% |
| EL 1 | Min | 50,931 | 48,750 | 2,181 | -4% |
| | Max | 61,350 | 91,040 | 29,690 | 48% |
| | Range | 10,419 | 42,740 | 32,321 | 310% |
| EL 2 | Min | 57,983 | 59,430 | 1,447 | 2% |
| | Max | 70,331 | 140,000 | 69,669 | 99% |
| | Range | 12,348 | 80,570 | 68,222 | 552% |

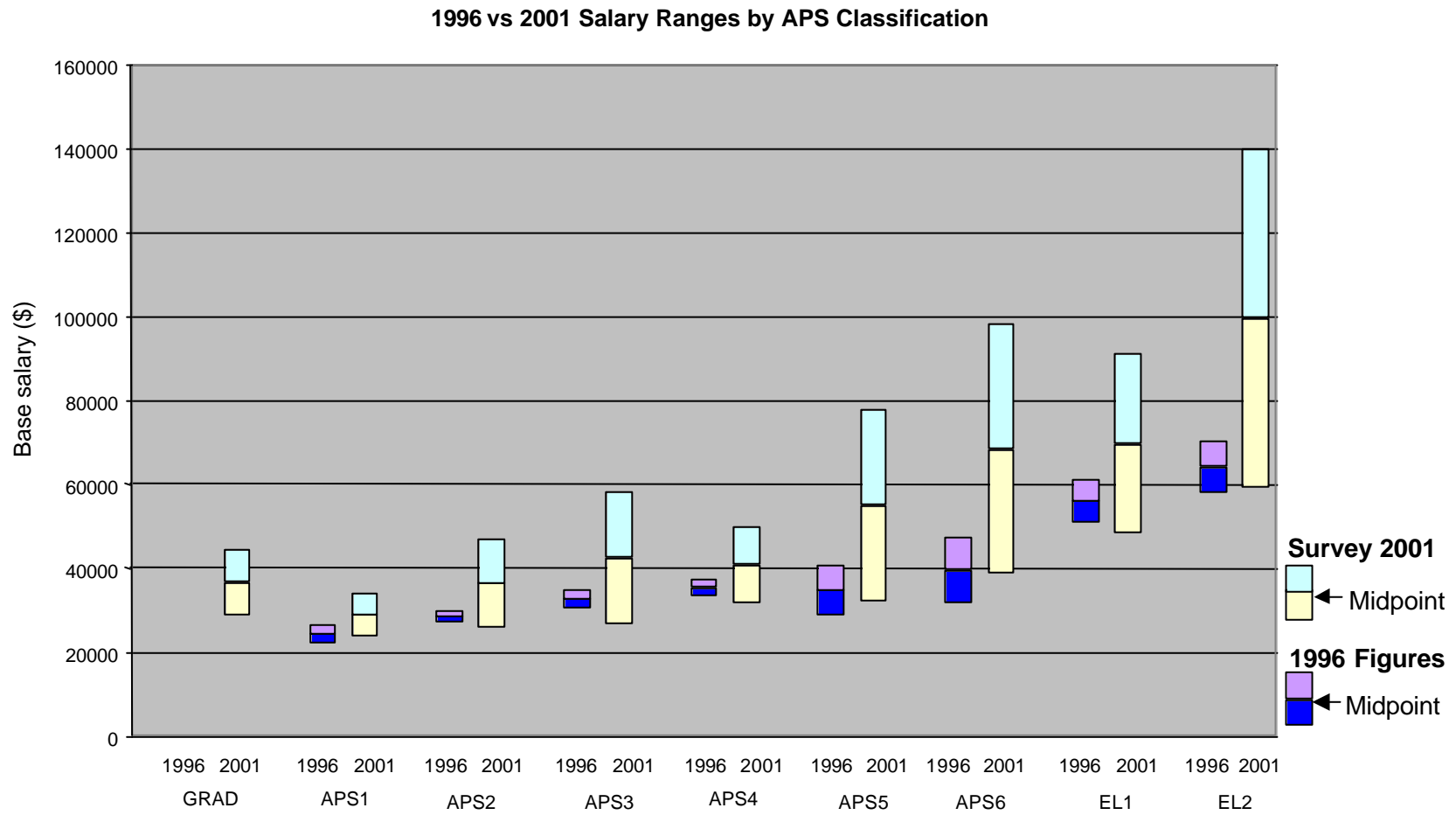
Note: ¹APS classifications in some instances encompass approved agency-specific classifications which may include positions with lower work level standards and correspondingly lower pay points than the equivalent APS classification.

² The October 1996 ranges reflect the various classifications now captured in the eight level APS structure introduced in 1999. Hence the ranges do not mirror those for the Administrative Service Officer classifications as set out in the 'Continuous Improvement in the APS Enterprise Agreement 1995-96'.

³ Survey 2001 ranges are based on actual data

Table 9 shows that there has been a significant widening of salary ranges since the devolution of remuneration management in the APS in 1996. Figure 2 shows this graphically.

Figure 2
Salary Band comparison (1996 to 2001)



Base Salary

Base Salary represents the full time equivalent annualised PAYE salary. It *includes* post-tax employee superannuation contributions and any additional car post-tax salary sacrifice amount. It *excludes* all other cash components including bonuses and allowances.

Table 10
Base Salary comparison – CA and AWA

| APS Class'n | Median | | Difference (AWA-CA) | | Average | | Difference (AWA-CA) | |
|-------------|--------|-------|---------------------|----|---------|-------|---------------------|----|
| | CA | AWA | \$ | % | CA | AWA | \$ | % |
| GRAD | 33150 | 33000 | -150 | 0% | 33180 | 33820 | 640 | 2% |
| APS 1 | 28500 | - | - | - | 28530 | - | - | - |
| APS 2 | 32540 | 34000 | 1460 | 4% | 32570 | 35510 | 2940 | 9% |
| APS 3 | 36360 | 36700 | 340 | 1% | 36250 | 37970 | 1720 | 5% |
| APS 4 | 40600 | 41900 | 1300 | 3% | 40410 | 42050 | 1640 | 4% |
| APS 5 | 44870 | 45000 | 130 | 0% | 44570 | 45090 | 520 | 1% |
| APS 6 | 51650 | 53020 | 1370 | 3% | 50880 | 52710 | 1830 | 4% |
| EL 1 | 63760 | 65100 | 1340 | 2% | 63630 | 65040 | 1410 | 2% |
| EL 2 | 78800 | 80040 | 1240 | 2% | 77780 | 79520 | 1740 | 2% |

The results show that employees covered by AWAs generally have a higher base salary than employees covered by CAs at the same classification. Table 11 shows the increases in base salary since 1996.

Table 11
Median Base Salary Comparison (1996 to 2001)¹

| APS Class'n | Median Base Salary | | Movement | |
|-------------|--------------------|-------|----------|-----|
| | 1996 | 2001 | \$ | % |
| GRAD | - | 33140 | - | - |
| APS 1 | 26457 | 28490 | 2033 | 8% |
| APS 2 | 30042 | 32570 | 2528 | 8% |
| APS 3 | 35021 | 36560 | 1539 | 4% |
| APS 4 | 37341 | 40800 | 3459 | 9% |
| APS 5 | 40675 | 44870 | 4195 | 10% |
| APS 6 | 47591 | 52530 | 4939 | 10% |
| EL 1 | 61350 | 64500 | 3150 | 5% |
| EL 2 | 70331 | 79820 | 9489 | 13% |

Note¹: For comparison purposes the 1996 maximum of each equivalent classification salary range has been designated as the median

Total Remuneration Package

Total Remuneration Package (TRP) represents the total of:

- ~~///~~ Base Salary
- ~~///~~ Superannuation
- ~~///~~ Motor Vehicles (including parking and FBT, but excluding salary sacrifice vehicles)
- ~~///~~ Other fixed benefit items

Table 12
Total Remuneration Package

| APS Class'n | Median | | Difference (AWA -CA) | | Average | | Difference (AWA -CA) | |
|-------------|--------|-------|----------------------|-----|---------|-------|----------------------|-----|
| | CA | AWA | \$ | % | CA | AWA | \$ | % |
| GRAD | 37260 | 37820 | 560 | 2% | 37390 | 38350 | 960 | 3% |
| APS 1 | 32110 | - | - | - | 32260 | - | - | - |
| APS 2 | 36580 | 40110 | 3530 | 10% | 36730 | 40720 | 3990 | 11% |
| APS 3 | 40930 | 43180 | 2250 | 6% | 41030 | 43090 | 2060 | 5% |
| APS 4 | 45770 | 48230 | 2460 | 5% | 45780 | 46990 | 1210 | 3% |
| APS 5 | 50630 | 51270 | 640 | 1% | 50780 | 51990 | 1210 | 2% |
| APS 6 | 58080 | 60100 | 2020 | 3% | 58170 | 60620 | 2450 | 4% |
| EL 1 | 73200 | 74760 | 1560 | 2% | 73080 | 75520 | 2440 | 3% |
| EL 2 | 91230 | 94490 | 3260 | 4% | 90540 | 93550 | 3010 | 3% |

Table 12 shows that the Total Remuneration Package for employees covered by an AWA is usually higher than for employees covered by a CA.

Bonus/Incentive Payments

The following summarises the findings for performance, retention and other bonuses. A performance bonus has been defined as a bonus paid to an employee upon the achievement of a specific level of performance. A retention bonus has been defined as a bonus paid to retain an employee for a specific period of time or for the duration of a project. ‘Other bonus’ has been defined as sign on bonuses and agency wide or team wide bonuses.

Table 13

All eligible non-SES employees performance bonus comparison CA and AWA

| APS Class'n | Median | | Difference (AWA-CA) | Average | | Difference (AWA-CA) |
|-------------|--------|------|---------------------|---------|------|---------------------|
| | CA | AWA | | CA | AWA | |
| GRAD | 0 | - | 3000 | 110 | - | 2950 |
| APS 1 | 0 | - | - | 160 | - | - |
| APS 2 | 400 | 4070 | 3670 | 610 | 3650 | 3040 |
| APS 3 | 710 | 3000 | 2290 | 680 | 2910 | 2230 |
| APS 4 | 800 | 2090 | 1290 | 790 | 2620 | 1830 |
| APS 5 | 920 | 4000 | 3080 | 1110 | 3780 | 2670 |
| APS 6 | 1000 | 3950 | 2950 | 1380 | 4610 | 3230 |
| EL 1 | 1160 | 2410 | 1250 | 1410 | 2850 | 1440 |
| EL 2 | 1550 | 3070 | 1520 | 2740 | 3880 | 1140 |

Note: The above figures reflect all employees that were eligible to receive a performance bonus for the financial year ending 30 June 2001

Table 13 shows that employees covered by AWAs receive higher performance bonuses than their CA counterparts. The results also indicated that 13% of the non-SES employees on a CA and 70% of the non-SES employees on an AWA are eligible to receive a performance bonus. Of these, 44% of the employees on a CA and 61% of the employees on an AWA actually received a performance bonus. Table 14 illustrates the comparison for employees that received a performance bonus.

Table 14

All non-SES employees that received a performance bonus comparison – CA and AWA

| APS Class'n | Median | | Difference (AWA-CA) | Average | | Difference (AWA-CA) |
|-------------|--------|------|---------------------|---------|------|---------------------|
| | CA | AWA | | CA | AWA | |
| GRAD | - | 3000 | - | - | 3060 | - |
| APS 1 | 420 | - | - | 420 | - | - |
| APS 2 | 650 | 4300 | 3650 | 1120 | 4350 | 3230 |
| APS 3 | 780 | 3500 | 2720 | 990 | 3500 | 2510 |
| APS 4 | 840 | 2900 | 2060 | 1110 | 3330 | 2220 |
| APS 5 | 1000 | 4500 | 3500 | 1400 | 4370 | 2970 |
| APS 6 | 1320 | 4230 | 2910 | 1780 | 4980 | 3200 |
| EL 1 | 1340 | 3200 | 1860 | 2120 | 4250 | 2130 |
| EL 2 | 2030 | 3860 | 1830 | 3270 | 5050 | 1780 |

Note: the above figures reflect only those employees that received a performance, i.e it excludes those employees who were eligible for a performance bonus but did not receive such a bonus.

Table 15**All eligible non-SES employees retention bonus payment comparison – CA and AWA**

| APS Class'n | Median | | Average | |
|----------------|--------|------|---------|------|
| | CA | AWA | CA | AWA |
| GRAD | - | - | - | - |
| APS 1-5 | - | - | - | - |
| APS 6 | - | 3000 | - | 3630 |
| EL 1 | - | 3000 | - | 3580 |
| EL 2 | - | 5000 | - | 6010 |

Note: The above figures reflect all employees that are eligible to receive a retention bonus

None of the employees in our sample of CAs were eligible for a retention bonus. The results show that 7.5% of employees on an AWA are eligible to receive a retention bonus. Of those, 80% actually received a bonus. Table 16 shows the comparison for employees that received a retention bonus in the financial year ending 30 June 2001.

Table 16**All non-SES employees that received a retention bonus payments comparison – CA and AWA**

| APS Class'n | Median | | Average | |
|----------------|--------|------|---------|------|
| | CA | AWA | CA | AWA |
| GRAD | - | - | - | - |
| APS 1-5 | - | - | - | - |
| APS 6 | - | 3490 | - | 4130 |
| EL 1 | - | 4610 | - | 5370 |
| EL 2 | - | 7000 | - | 7560 |

Note: the above figures reflect only those employees that received a retention bonus, i.e it excludes those employees who were eligible to receive a retention bonus, but did not receive such a bonus.

Table 17
'Other Bonus' payments comparison – CA and AWA¹

| APS Class'n | Median | | | Average | | |
|-------------|--------|------|---------------------|---------|------|---------------------|
| | CA | AWA | Difference (AWA-CA) | CA | AWA | Difference (AWA-CA) |
| GRAD | - | - | - | - | - | - |
| APS 1 | 500 | - | - | 750 | - | - |
| APS 2 | 620 | - | - | 730 | - | - |
| APS 3 | 730 | - | - | 810 | - | - |
| APS 4 | 650 | - | - | 800 | - | - |
| APS 5 | 670 | - | - | 860 | - | - |
| APS 6 | 850 | 1030 | 180 | 910 | 1040 | 130 |
| EL 1 | 670 | 1000 | 330 | 910 | 1060 | 150 |
| EL 2 | 750 | 1000 | 250 | 1000 | 1320 | 320 |

Note: ¹Other Bonus includes sign on bonuses and agency wide or team based bonuses. The figures reflect all those employees that received an 'other bonus'

The results show that employees covered by AWAs generally receive a higher amount of other bonuses than employees covered by a CA.

Table 18
Performance Bonus comparisons with TRP and Base Salary

| APS Class'n | Average Performance Bonus | Average Percentage of BS | Average Percentage of TRP | (N) ¹ |
|-------------|---------------------------|--------------------------|---------------------------|------------------|
| | Dollars | % | % | |
| GRAD | 2140 | 6.2 | 5.4 | 29 |
| APS 1 | 150 | 0.5 | 0.5 | 22 |
| APS 2 | 2170 | 6.1 | 5.3 | 72 |
| APS 3 | 1820 | 4.7 | 4.1 | 92 |
| APS 4 | 1930 | 4.8 | 4.1 | 121 |
| APS 5 | 2650 | 5.9 | 5.1 | 114 |
| APS 6 | 3640 | 6.8 | 6.0 | 209 |
| EL 1 | 2700 | 4.1 | 3.6 | 712 |
| EL 2 | 3830 | 4.8 | 4.1 | 1160 |

Note: ¹The figures reflect the number of employees that are eligible for a 'performance bonus' at each classification.

The above table shows that performance bonuses are usually between 4% and 7% of base salary and total remuneration package.

Table 19
Retention Bonus comparisons with TRP and Base Salary

| APS Class'n | Average Retention Bonus | Average Percentage of BS | Average Percentage of TRP | (N) ¹ |
|-------------|-------------------------|--------------------------|---------------------------|------------------|
| | Dollars | % | % | |
| GRAD | - | - | - | 0 |
| APS 1 | - | - | - | 1 |
| APS 2 | - | - | - | 0 |
| APS 3 | - | - | - | 0 |
| APS 4 | - | - | - | 5 ² |
| APS 5 | - | - | - | 8 ² |
| APS 6 | 3630 | 6.9 | 6.0 | 33 |
| EL 1 | 3580 | 5.5 | 4.7 | 45 |
| EL 2 | 6010 | 7.4 | 6.3 | 190 |

Note: ¹ The figures reflect the number of employees that are eligible for a 'retention bonus' at each classification.

² These records were received from one agency and therefore can not be reported due to confidentiality restrictions.

Retention bonuses are generally paid at around 7% of base salary and 6% of total remuneration package.

Table 20
'Other Bonus' comparisons with TRP and Base Salary¹

| APS Class'n | Average 'Other Bonus' | Average Percentage of BS | Average Percentage of TRP | (N) ² |
|-------------|-----------------------|--------------------------|---------------------------|------------------|
| | Dollars | % | % | |
| GRAD | 800 | - | - | 9 |
| APS 1 | 750 | 2.6 | 2.3 | 67 |
| APS 2 | 730 | 2.2 | 2.0 | 115 |
| APS 3 | 810 | 2.2 | 2.0 | 156 |
| APS 4 | 790 | 2.0 | 1.7 | 180 |
| APS 5 | 850 | 1.9 | 1.7 | 189 |
| APS 6 | 970 | 1.9 | 1.6 | 380 |
| EL 1 | 1010 | 1.6 | 1.4 | 542 |
| EL 2 | 1230 | 1.6 | 1.3 | 591 |

Note: ¹ Other Bonus includes sign on bonuses and agency wide or team based bonuses.

² The figures reflect the number of employees that reporting an 'other bonus' being paid.

Other bonuses range from 2.6% of base salary to 1.3% of total remuneration package.

Total Reward

Total Reward (TR) represents the sum of Total Remuneration Package and actual Incentive payments. Table 21 shows the total reward comparison for employees covered by AWAs and CAs.

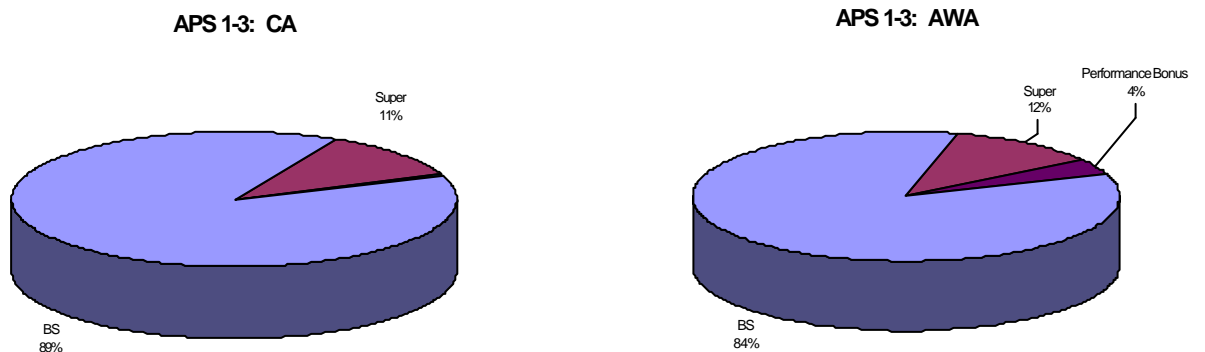
Table 21
Total Reward comparison – CA and AWA

| APS Class'n | Median | | Difference (AWA -CA) | | Average | | Difference (AWA -CA) | |
|-------------|--------|-------|----------------------|-----|---------|-------|----------------------|-----|
| | CA | AWA | \$ | % | CA | AWA | \$ | % |
| GRAD | 37260 | 38760 | 1500 | 4% | 37440 | 39700 | 2260 | 6% |
| APS 1 | 32610 | - | - | - | 32500 | - | - | - |
| APS 2 | 36830 | 41940 | 5110 | 14% | 36920 | 43520 | 6600 | 18% |
| APS 3 | 41320 | 43980 | 2660 | 6% | 41290 | 44620 | 3330 | 8% |
| APS 4 | 46040 | 48230 | 2190 | 5% | 46050 | 48110 | 2060 | 4% |
| APS 5 | 50910 | 53730 | 2820 | 6% | 51120 | 54520 | 3400 | 7% |
| APS 6 | 58810 | 62340 | 3530 | 6% | 58590 | 62580 | 3990 | 7% |
| EL 1 | 73440 | 77250 | 3810 | 5% | 73520 | 77770 | 4250 | 6% |
| EL 2 | 91520 | 96900 | 5380 | 6% | 91110 | 97020 | 5910 | 6% |

The results show that the Total Reward for employees covered by AWAs is higher than for employees covered by CAs. Figure 3 sets out the typical components of remuneration at various classifications for employees covered by AWAs and CAs. Please note that some employees covered by Certified Agreements do receive components of remuneration other than base salary and superannuation, but, when aggregated, these represent less than 1% of Total Reward for the population and are therefore not reported in the following charts.

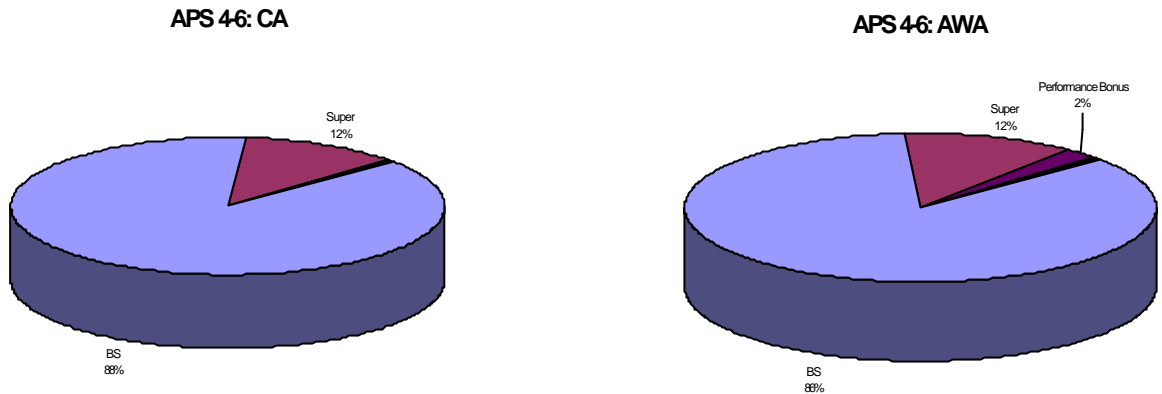
Figure 3
Typical Components of remuneration

APS 1-3 Classification Levels



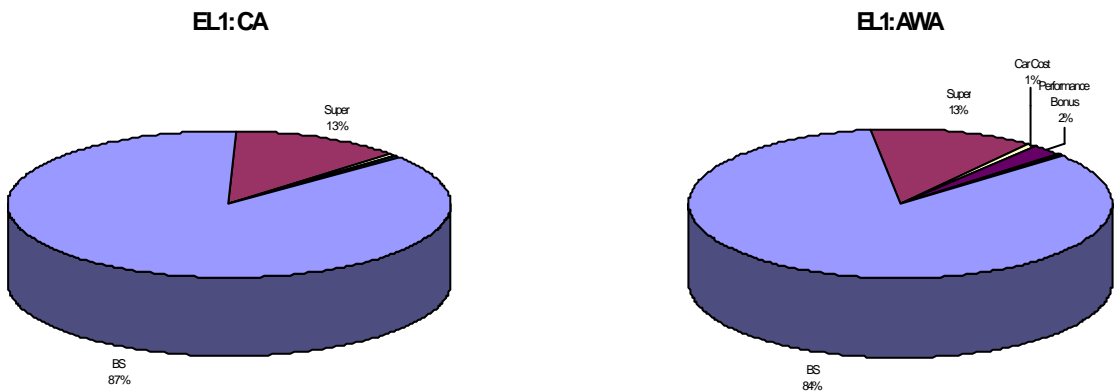
The results show very little difference between AWAs and CAs at these classifications. The only difference is that, typically, 4 % of the Total Reward received by employees covered by an AWA is paid as a performance bonus, whereas the typical Total Reward received by employees covered by a CA consists solely of base salary and superannuation.

APS 4-6 Classification Levels



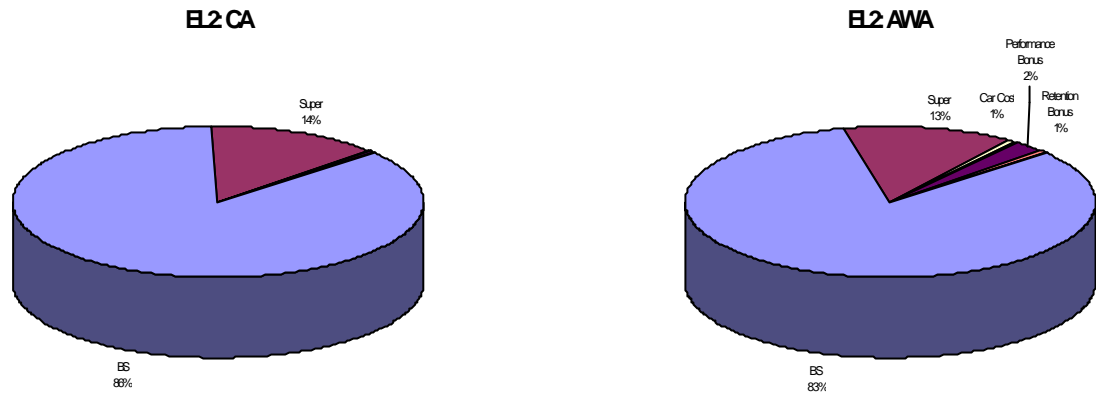
Once again the only difference in the results is that there is a 2% performance bonus component in the total reward for employees covered by an AWA which is not evident in the typical total reward for employees covered by a CA.

EL 1 Classification Level



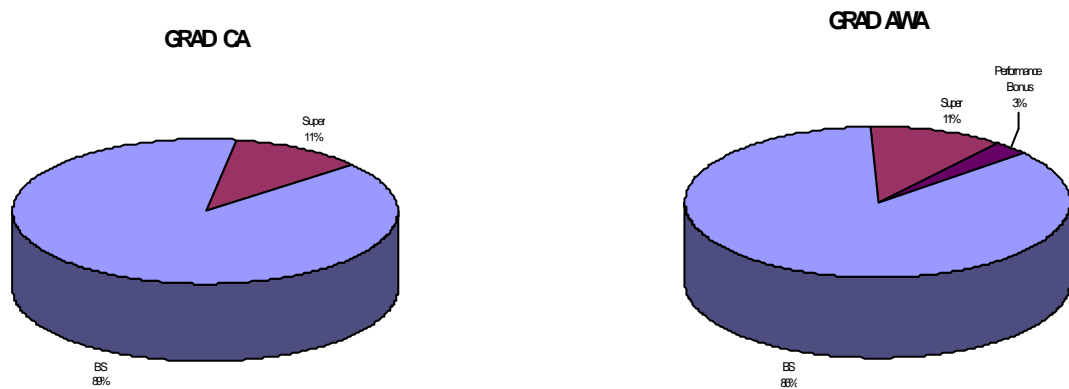
The typical components of total reward are very similar at this classification level. Employees covered by an AWA generally have a 1% car cost component and a 2% performance bonus component, while the typical total reward for employees covered by a CA consists of base salary and superannuation only.

EL 2 Classification Level



The total reward for employees covered by a CA is typically made up of base salary and superannuation at the EL 2 level. Employees covered by an AWA receive a 1% car cost, a 1% retention bonus and a 2% performance bonus as well as their base salary and superannuation.

Graduate APS Classification



The typical components of remuneration are superannuation and base salary for all graduate employees covered by CAs, while employees covered by an AWA generally receive a 3% performance bonus in addition to these components.

Total Reward including Allowances

Total Reward including Allowances represents the sum of:

- ~~///~~ Total Reward
- ~~///~~ shift loading
- ~~///~~ overtime
- ~~///~~ any other non-reimbursement allowances paid to the employee.

Table 22

Total Reward including Allowances comparison – CA and AWA

| APS Class'n | Median | | Difference (AWA -CA) | | Average | | Difference (AWA -CA) | |
|----------------|--------|-------|-------------------------|------|---------|-------|-------------------------|------|
| | CA | AWA | \$ | % | CA | AWA | \$ | % |
| | GRAD | 37370 | 38760 | 1390 | 4% | 37470 | 39700 | 2230 |
| APS 1 | 32820 | - | - | - | 33220 | - | - | - |
| APS 2 | 37330 | 44320 | 6990 | 19% | 37710 | 46240 | 8530 | 23% |
| APS 3 | 41910 | 43980 | 2070 | 5% | 42750 | 48770 | 6020 | 14% |
| APS 4 | 46570 | 48230 | 1660 | 4% | 46990 | 49050 | 2060 | 4% |
| APS 5 | 51420 | 54420 | 3000 | 6% | 52190 | 55640 | 3450 | 7% |
| APS 6 | 59040 | 62850 | 3810 | 6% | 59290 | 63200 | 3910 | 7% |
| EL 1 | 73680 | 77980 | 4300 | 6% | 73890 | 78480 | 4590 | 6% |
| EL 2 | 91710 | 97090 | 5380 | 6% | 91280 | 97460 | 6180 | 7% |

The Total Reward (including Allowances) is larger for employees covered by AWAs than employees covered by CAs.

Findings – Employee Benefits and Other Entitlements

The following summarises findings for employee benefits and other entitlements such as motor vehicles. A summary of the following items is included below:

- ✂ Motor vehicles includes parking allowances and FBT, but excludes salary sacrifice vehicles
- ✂ Superannuation
- ✂ Other entitlements, including:
 - ?? memberships
 - ?? telephone
 - ?? travel
 - ?? study.

Motor vehicles

The survey results show that 21 agencies provide a motor vehicle as part of a remuneration package although this is for a very small number of employees generally at the higher classification levels under an AWA. Some agencies reported that some of their employees received a payment for parking and running costs, but this again represented a very small proportion of the sample and only occurred at classifications higher than APS 5.

Superannuation

Table 23 shows the average superannuation amount received by employees covered by AWAs and CAs at the following classifications.

Table 23
Superannuation comparison – CA and AWA

| APS Class'n | Average Superannuation (\$) | | |
|-------------|-----------------------------|-------|-----------------------|
| | CA | AWA | All non-SES employees |
| GRAD | 4220 | 4520 | 4280 |
| APS 1 | 3740 | - | 3730 |
| APS 2 | 4150 | 5200 | 4240 |
| APS 3 | 4780 | 5120 | 4820 |
| APS 4 | 5350 | 4940 | 5250 |
| APS 5 | 6170 | 6750 | 6260 |
| APS 6 | 7280 | 7900 | 7560 |
| EL 1 | 9370 | 9810 | 9650 |
| EL 2 | 12670 | 13080 | 12980 |

Allowances

Table 24 shows the median and average amounts paid in overtime, shift allowance and other allowances. Other allowances includes Remote Localities Allowance, Departmental Liaison Officer Allowance any other non-reimbursement allowance paid to the employee.

Table 24
Allowances¹ – Average and Median

| APS Class'n | Overtime | | | Shift Allowances | | | Other Allowances ³ | | |
|----------------|----------|------|----------------|------------------|------|----------------|-------------------------------|------|----------------|
| | Med | Avg | N ² | Med | Avg | N ² | Med | Avg | N ² |
| GRAD | - | - | 0 | - | - | 7 ³ | - | - | 3 |
| APS 1 | 2810 | 3370 | 22 | 2010 | 3830 | 15 | 1930 | 3400 | 10 |
| APS 2 | 2460 | 4110 | 46 | 1420 | 2520 | 97 | 1660 | 6340 | 20 |
| APS 3 | 3120 | 4910 | 98 | 8580 | 8250 | 80 | 970 | 1830 | 57 |
| APS 4 | 2310 | 4390 | 94 | 1390 | 3780 | 41 | 2960 | 5040 | 40 |
| APS 5 | 2270 | 4070 | 93 | 4840 | 7540 | 40 | 1620 | 2640 | 41 |
| APS 6 | 2670 | 3800 | 103 | 2710 | 6830 | 25 | 3280 | 4840 | 38 |
| EL 1 | 2630 | 4050 | 74 | 2800 | 7370 | 8 | 4870 | 7330 | 83 |
| EL 2 | 3550 | 4470 | 34 | - | - | 3 | 3030 | 4400 | 158 |

Note: ¹ The figures reflect only those employees that received the above allowances

² Number of valid records

³ 'Other allowances' includes Remote Localities allowance, DLO and any other non-reimbursement allowances reported

⁴ These records were received from one agency and therefore can not be reported due to confidentiality restrictions

Allowances were most common at the middle non-SES classifications with relatively few paid at the EL2 and APS 1 classifications. There was considerable variation in the amount of allowances reported by agencies and the statistics are influenced by outlying scores, as evidenced by the difference between median and average score for most classifications.

Findings – Remuneration Policy

Of the seventy-three agencies that participated in the 2001 non-SES Remuneration Survey, sixty completed a policy questionnaire which covered broad agency policies relating to non-SES employee remuneration.

Remuneration strategy

Communication

An effective remuneration strategy is vital for any organisation and should reflect the organisation’s philosophy and business goals. It is equally important to communicate the strategy to employees to obtain their ‘buy in’ and commitment to it.

Of the agencies surveyed, the majority (65%) stated that they have a formal non-SES remuneration strategy that is communicated to non-SES employees. 58% of agencies indicated that they use this strategy as a basis for program design and pay decisions.

Remuneration Strategy Focus

Agencies tend to focus more on incentive plans than on offering retention payments or adopting a total remuneration package approach (TRP) for their non-SES employees. As expected however, agencies place an increased emphasis on incentives, retention payments and TRP at the higher non-SES classifications. There were significant differences in these areas between employees covered by CAs and employees covered by AWAs, the most notable being that employees covered by CAs were not eligible for retention payments.

Remuneration Strategy Focus – employees covered by a CA¹

| APS Class'n | (N) ² | % of Agencies using Incentive Payments | % of Agencies using Retention Payments | % of Agencies using TRP |
|-------------|------------------|--|--|-------------------------|
| GRAD | 4 | 75 | 0 | 100 |
| APS 1-3 | 47 | 30 | 0 | 11 |
| APS 4-6 | 48 | 29 | 0 | 10 |
| EL 1 | 47 | 30 | 0 | 15 |
| EL 2 | 46 | 33 | 0 | 15 |

Note: ¹ These percentages do not sum to 100 because agencies could use any of the remuneration strategy tools at any of the classifications

²Number of respondents at each classification level

Remuneration Strategy Focus – employees covered by an AWA¹

| APS Class'n | (N) ² | % of Agencies using Incentive Payments | % of Agencies using Retention Payments | % of Agencies using TRP |
|-------------|------------------|--|--|-------------------------|
| GRAD | 3 | 0 | 0 | 0 |
| APS 1-3 | 7 | 100 | 43 | 43 |
| APS 4-6 | 21 | 67 | 38 | 19 |
| EL 1 | 28 | 75 | 36 | 32 |
| EL 2 | 32 | 94 | 47 | 34 |

Note: ¹ These percentages do not sum to 100 because agencies could have completed more than one response, further, results are only based on those agencies that completed the policy questionnaire.

² Number of respondents at each classification level

Benchmarking

The majority of agencies (57-60%) indicated that they adopt the public sector or DEWRSB remuneration survey groups as their peer group for benchmarking, while 22% indicated that they do not use a specific peer group.

Remuneration Benchmark Comparator Groups

| N = 60 | % of agencies |
|----------------------------------|---------------|
| DEWRSB remuneration survey group | 57 |
| Selected public sector agencies | 60 |
| Select industry peer group | 8 |
| Published survey data | 30 |
| Do not use specific peer group | 22 |

Note: ¹ These percentages do not sum to 100 because agencies could have completed more than one response

Benchmarking – percentile positioning against comparator groups

Over forty percent of the respondents reported using percentile positioning for employees covered by a CA, with about one third of respondents using percentile positioning for employees covered by an AWA. Of those that do use percentile positioning, most adopt the 75th percentile as their benchmark.

Remuneration positioning

| | % of employees covered by CA (n = 31) | % of employees covered by AWA (n = 22) |
|-----------------|---------------------------------------|--|
| 75th percentile | 45 | 41 |
| 50th percentile | 32 | 23 |
| 25th percentile | 3 | 4 |
| Other | 20 | 32 |

Starting Salaries

Starting salaries are usually determined at the discretion of Secretary or Agency Head, or staff commence at the minimum pay point for the relevant classification.

Determining non-SES starting salaries¹

| Method of determining starting salary | % of Respondent Agencies | |
|--|--------------------------|------------|
| | CA (n=48) | AWA (n=36) |
| At discretion of Secretary/Agency head | 31 | 59 |
| Using market data from remuneration surveys | 4 | 3 |
| In line with others in the agency with same classification | 10 | 6 |
| Job evaluation | 6 | 0 |
| At the minimum of classification | 40 | 11 |
| Other | 25 | 25 |

Note: ¹ These percentages do not sum to 100 because agencies have completed more than one response

Remuneration review process

The majority of agencies conduct formal, regular reviews at most of the APS non-SES classifications.

Remuneration Reviews¹

| APS Class'n | % of Agencies conducting reviews | | | | |
|-------------|----------------------------------|----|-----|----|--|
| | CA | | AWA | | |
| | % | n | % | n | |
| GRAD | 100 | 19 | 100 | 3 | |
| APS 1-3 | 87 | 47 | 100 | 11 | |
| APS 4-6 | 90 | 48 | 43 | 42 | |
| EL 1 | 90 | 47 | 79 | 28 | |
| EL 2 | 91 | 46 | 91 | 32 | |

Note: ¹ These percentages do not sum to 100 because agencies could conduct reviews at more than one classification level

The survey results show that most agencies will provide for a 2.5%-4% per annum movement for each of the next two financial years in their CAs and AWAs.

Incentive Payments

Performance Payments

Performance payments reward employees for the extent to which they achieve specific performance outcomes. Targets can be financial, such as revenue, or non-financial, e.g. customer satisfaction levels.

Of the agencies that responded to the policy questionnaire, 55% indicated their non-SES employees are eligible to participate in performance payment plans. The policy questionnaire data indicated that employees who have an AWA are more likely to receive such a payment, with most employees covered by an AWA eligible for performance payments.

Agencies offering Performance Payments¹

| APS Class'n | % Agencies offering Performance Payments | | | | |
|-------------|--|----|-----|-----|--|
| | CA | | | AWA | |
| | % | n | % | N | |
| GRAD | 100 | 4 | 33 | 3 | |
| APS 1-3 | 36 | 47 | 100 | 7 | |
| APS 4-6 | 38 | 48 | 76 | 21 | |
| EL 1 | 34 | 47 | 86 | 28 | |
| EL 2 | 37 | 46 | 100 | 32 | |

Note: ¹ These percentages do not sum to 100 because agencies could offer performance pay at more than one classification level or at no classification level

The vast majority of performance pay is capped, with only 8 respondents reporting uncapped performance pay at the EL 2 classification for employees covered by AWAs. Most performance payments are made in the form of a cash lump sum with a lesser amount made as an increase in base salary. Very few agencies provide performance pay as a superannuable increase or non-cash benefit.

Retention Payments

Retention payments are made to staff to retain their services for a particular period of time or for the duration of a project. The majority of non-SES employees are not eligible for participation in retention payment plans and agencies offer retention payments to staff covered by AWAs only. 7.5% of employees covered by AWAs are eligible for retention payments.

Agencies offering retention payments¹

| APS Class'n | % of Agencies offering retention payments | | | | |
|-------------|---|----|----|-----|--|
| | CA | | | AWA | |
| | % | n | % | n | |
| GRAD | 0 | 4 | 0 | 3 | |
| APS 1-3 | 0 | 47 | 43 | 7 | |
| APS 4-6 | 0 | 48 | 38 | 21 | |
| EL 1 | 0 | 47 | 36 | 28 | |
| EL 2 | 0 | 46 | 47 | 32 | |

Note: ¹ These percentages do not sum to 100 because agencies could offer retention payments at more than one classification level

The majority of payments are made at a point in time (e.g. after 12 months continuous employment).

Attraction and Retention

The results indicate that the biggest competitor, in terms of attraction and retention, is the Federal Public Sector, with the Private Sector being the most popular for IT positions.

Attraction and Retention: Major Competitors

| Job Family | Federal Public Sector % | Other Public Sector (State/Local Govt) % | Other Government Business Enterprises % | Private Sector % |
|--------------------------|-----------------------------------|--|---|----------------------------|
| IT (n=106) | 28 | 20 | 17 | 35 |
| Finance (n=96) | 34 | 22 | 19 | 25 |
| Medical (n=10) | 30 | 30 | 10 | 30 |
| Legal (n=55) | 38 | 18 | 13 | 31 |
| Communications (n=49) | 39 | 24 | 13 | 24 |
| Scientist (n=20) | 40 | 25 | 10 | 25 |
| Other/General (n=115) | 40 | 26 | 13 | 21 |

Salary Survey Results

All of the data presented in this section has been analysed by individual. This means that each individual is treated as a separate piece of data. If, for example, one agency provides data on 3 individuals for a particular APS classification level, that input is counted as 3 separate pieces of data.

The number of individuals on which the profile is based (sample size) is shown in the right hand column of each table.

Analysed by Individual

| Graduate APS | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | Dollars | | | | | | Percent | | |
| Base Salary | 28790 | 32000 | 33140 | 34190 | 44520 | 33310 | 89% | 88% | 213 |
| Superannuation | 990 | 4080 | 4240 | 4580 | 8190 | 4280 | 11% | 11% | 213 |
| Motor Vehicles | . | . | . | . | . | . | . | . | 0 |
| Other Benefits | . | . | . | . | . | . | . | . | 0 |
| Total Remuneration Package (TRP) | 31370 | 36010 | 37260 | 38770 | 49690 | 37590 | 100% | 99% | 213 |
| Performance Bonus | 0 | 0 | 3000 | 3000 | 4000 | 2140 | 5% | 7% | 29 |
| Retention Bonus | . | . | . | . | . | . | . | . | 0 |
| Other Bonus | 400 | 850 | 850 | 850 | 850 | 800 | 2% | 2% | 9 |
| Total Reward (TR) | 31370 | 36010 | 37260 | 38840 | 49690 | 37920 | 101% | 100% | 213 |
| Allowances | 90 | 110 | 130 | 1330 | 1860 | 540 | 1% | 1% | 10 |
| Total Reward including Allowances | 31370 | 36010 | 37390 | 38840 | 49690 | 37940 | 101% | 100% | 213 |

| APS 1 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | | | | Dollars | | | | Percent | |
| Base Salary | 24020 | 27280 | 28490 | 29780 | 33880 | 28520 | 89% | 88% | 230 |
| Superannuation | 760 | 2320 | 3790 | 4130 | 9120 | 3730 | 11% | 11% | 230 |
| Motor Vehicles | . | . | . | . | . | . | . | . | 0 |
| Other Benefits | . | . | . | . | . | . | . | . | 0 |
| Total Remuneration Package (TRP) | 25950 | 30100 | 32100 | 34110 | 41230 | 32240 | 100% | 99% | 230 |
| Performance Bonus | 0 | 0 | 0 | 280 | 680 | 150 | 0% | 1% | 22 |
| Retention Bonus | . | . | . | . | . | . | . | . | 0 |
| Other Bonus | 180 | 500 | 500 | 1000 | 2500 | 750 | 2% | 2% | 67 |
| Total Reward (TR) | 25950 | 30510 | 32500 | 34380 | 41230 | 32480 | 101% | 100% | 230 |
| Allowances | 190 | 1430 | 2360 | 5700 | 19070 | 4040 | 13% | 13% | 41 |
| Total Reward including Allowances | 26140 | 30930 | 32820 | 34880 | 49670 | 33200 | 103% | 102% | 230 |

| APS 2 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | | | | Dollars | | | | Percent | |
| Base Salary | 26020 | 31000 | 32570 | 34150 | 47000 | 32820 | 89% | 88% | 588 |
| Superannuation | 310 | 3290 | 4210 | 4670 | 9480 | 4240 | 11% | 11% | 588 |
| Motor Vehicles | . | . | . | . | . | . | . | . | 0 |
| Other Benefits | . | . | . | . | . | . | . | . | 0 |
| Total Remuneration Package (TRP) | 29090 | 34800 | 36830 | 38970 | 53860 | 37060 | 100% | 99% | 588 |
| Performance Bonus | 0 | 0 | 900 | 4170 | 8000 | 2170 | 5% | 7% | 72 |
| Retention Bonus | - | - | - | - | - | - | - | - | 1 |
| Other Bonus | 50 | 500 | 620 | 850 | 2500 | 730 | 2% | 2% | 115 |
| Total Reward (TR) | 29090 | 35140 | 37170 | 39280 | 59860 | 37470 | 101% | 100% | 588 |
| Allowances | 80 | 1180 | 1580 | 3750 | 32500 | 3890 | 10% | 10% | 144 |
| Total Reward including Allowances | 29090 | 35620 | 37670 | 39570 | 73170 | 38420 | 104% | 103% | 588 |

| APS 3 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | Dollars | | | | | | Percent | | |
| Base Salary | 26940 | 35070 | 36560 | 37760 | 58200 | 36480 | 88% | 88% | 687 |
| Superannuation | 330 | 3980 | 4720 | 5230 | 11390 | 4820 | 12% | 11% | 687 |
| Motor Vehicles | . | . | . | . | . | . | . | . | 0 |
| Other Benefits | . | . | . | . | . | . | . | . | 0 |
| Total Remuneration Package (TRP) | 29660 | 39240 | 41040 | 43250 | 63390 | 41300 | 100% | 99% | 687 |
| Performance Bonus | 0 | 370 | 960 | 3000 | 8320 | 1820 | 4% | 5% | 92 |
| Retention Bonus | . | . | . | . | . | . | . | . | 0 |
| Other Bonus | 50 | 500 | 730 | 1000 | 2500 | 810 | 2% | 2% | 156 |
| Total Reward (TR) | 29660 | 39520 | 41580 | 43600 | 71710 | 41730 | 101% | 100% | 687 |
| Allowances | 20 | 1960 | 4950 | 13300 | 44080 | 8650 | 21% | 20% | 144 |
| Total Reward including Allowances | 29660 | 39690 | 42050 | 44730 | 88060 | 43550 | 105% | 104% | 687 |

| APS 4 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|-------|-------|--------|---------|--------|---------|--------------|-------------|----------|
| Number of individuals: | | | | Dollars | | | | Percent | |
| Base Salary | 31900 | 39100 | 40800 | 42260 | 49980 | 40810 | 89% | 88% | 819 |
| Superannuation | 1390 | 4240 | 5120 | 5640 | 12140 | 5250 | 11% | 11% | 819 |
| Motor Vehicles | . | . | . | . | . | . | . | . | 0 |
| Other Benefits | 1530 | 1770 | 3120 | 4790 | 5140 | 3230 | 7% | 6% | 4 |
| Total Remuneration Package (TRP) | 34950 | 43770 | 46080 | 48230 | 59320 | 46080 | 100% | 99% | 819 |
| Performance Bonus | 0 | 410 | 1190 | 3070 | 8000 | 1930 | 4% | 5% | 121 |
| Retention Bonus | 2810 | 2910 | 3000 | 3000 | 3000 | 2960 | 7% | 6% | 5 |
| Other Bonus | 50 | 500 | 640 | 1100 | 2500 | 790 | 2% | 2% | 180 |
| Total Reward (TR) | 34950 | 44170 | 46700 | 48340 | 62390 | 46550 | 101% | 100% | 819 |
| Allowances | 30 | 1450 | 2490 | 6690 | 60840 | 5660 | 12% | 12% | 136 |
| Total Reward including Allowances | 34950 | 44520 | 46950 | 49110 | 109920 | 47490 | 103% | 102% | 819 |

| APS 5 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|-------|-------|--------|---------|-------|---------|--------------|-------------|----------|
| Number of individuals: | | | | Dollars | | | | Percent | |
| Base Salary | 32000 | 43190 | 44870 | 46060 | 77940 | 44650 | 88% | 87% | 728 |
| Superannuation | 0 | 5230 | 5840 | 6650 | 13080 | 6260 | 12% | 12% | 728 |
| Motor Vehicles | - | - | - | - | - | - | - | - | 2 |
| Other Benefits | 1450 | 1490 | 2170 | 2920 | 3080 | 2210 | 4% | 4% | 6 |
| Total Remuneration Package (TRP) | 37980 | 48560 | 50820 | 52960 | 88160 | 50960 | 100% | 99% | 728 |
| Performance Bonus | 0 | 870 | 2010 | 4500 | 9000 | 2650 | 5% | 6% | 114 |
| Retention Bonus | 2990 | 3000 | 3000 | 4130 | 7000 | 3690 | 7% | 6% | 8 |
| Other Bonus | 50 | 500 | 670 | 1200 | 2560 | 850 | 2% | 2% | 189 |
| Total Reward (TR) | 41100 | 49180 | 51040 | 53710 | 95900 | 51640 | 101% | 100% | 728 |
| Allowances | 620 | 1710 | 3600 | 8150 | 28520 | 6200 | 12% | 12% | 126 |
| Total Reward including Allowances | 41230 | 49380 | 51720 | 54780 | 97860 | 52710 | 103% | 102% | 728 |

| APS 6 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | | | | Dollars | | | | Percent | |
| Base Salary | 38700 | 48470 | 52530 | 53400 | 98400 | 51700 | 87% | 86% | 1129 |
| Superannuation | 460 | 6070 | 6850 | 8900 | 17290 | 7560 | 13% | 12% | 1129 |
| Motor Vehicles | - | - | - | - | - | - | - | - | 1 |
| Other Benefits | 1320 | 1360 | 1940 | 3790 | 4520 | 2450 | 4% | 4% | 5 |
| Total Remuneration Package (TRP) | 42960 | 55150 | 59870 | 62850 | 111290 | 59270 | 100% | 98% | 1129 |
| Performance Bonus | 0 | 1020 | 2500 | 5690 | 29640 | 3640 | 6% | 6% | 210 |
| Retention Bonus | 0 | 2270 | 3000 | 3970 | 11850 | 3630 | 6% | 6% | 33 |
| Other Bonus | 50 | 730 | 1030 | 1030 | 4240 | 970 | 2% | 2% | 380 |
| Total Reward (TR) | 42960 | 56050 | 60900 | 63680 | 116740 | 60380 | 102% | 100% | 1129 |
| Allowances | 110 | 1790 | 3210 | 6800 | 19570 | 4970 | 8% | 8% | 150 |
| Total Reward including Allowances | 42960 | 56400 | 61100 | 64480 | 116740 | 61040 | 103% | 101% | 1129 |

| EL 1 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|------------|-----------|---------------|-----------|------------|----------------|---------------------|--------------------|-----------------|
| Number of individuals: | Dollars | | | | | | Percent | | |
| Base Salary | 48750 | 63000 | 64500 | 65860 | 91040 | 64530 | 87% | 85% | 1659 |
| Superannuation | 1450 | 7660 | 8490 | 12880 | 19900 | 9650 | 13% | 13% | 1657 |
| Motor Vehicles | 3590 | 9880 | 11640 | 14100 | 19450 | 11970 | 14% | 14% | 60 |
| Other Benefits | 1380 | 1500 | 2000 | 4260 | 10000 | 3010 | 4% | 4% | 21 |
| Total Remuneration Package (TRP) | 54650 | 71290 | 74100 | 77980 | 109290 | 74640 | 100% | 98% | 1659 |
| Performance Bonus | 0 | 0 | 2050 | 4160 | 18000 | 2700 | 4% | 5% | 715 |
| Retention Bonus | 0 | 0 | 3000 | 4860 | 30000 | 3580 | 5% | 6% | 45 |
| Other Bonus | 50 | 850 | 1000 | 1240 | 3620 | 1010 | 1% | 1% | 542 |
| Total Reward (TR) | 54650 | 72420 | 75410 | 80200 | 115400 | 76230 | 102% | 100% | 1659 |
| Allowances | 1030 | 1940 | 3220 | 9560 | 25590 | 6200 | 8% | 8% | 156 |
| Total Reward including Allowances | 54650 | 72800 | 75650 | 80360 | 116030 | 76810 | 103% | 101% | 1659 |

| EL 2 | Min | Q1 | Median | Q3 | Max | Average | Avg % of TRP | Avg % of TR | No. Recv |
|--|---------|-------|--------|--------|--------|---------|--------------|-------------|----------|
| Number of individuals: | Dollars | | | | | | Percent | | |
| Base Salary | 59430 | 76930 | 79820 | 81210 | 140000 | 79090 | 85% | 83% | 2288 |
| Superannuation | 1450 | 9500 | 13240 | 16430 | 24570 | 12980 | 14% | 13% | 2286 |
| Motor Vehicles | 3530 | 10360 | 14040 | 16340 | 28520 | 13540 | 13% | 12% | 102 |
| Other Benefits | 1100 | 2200 | 2200 | 3150 | 10680 | 2770 | 3% | 3% | 119 |
| Total Remuneration Package (TRP) | 65460 | 87970 | 93100 | 97730 | 163980 | 92800 | 100% | 97% | 2288 |
| Performance Bonus | 0 | 1000 | 3020 | 5490 | 18000 | 3830 | 4% | 5% | 1165 |
| Retention Bonus | 0 | 1000 | 5000 | 9810 | 35000 | 6010 | 6% | 7% | 190 |
| Other Bonus | 50 | 800 | 1000 | 1400 | 15320 | 1230 | 1% | 1% | 591 |
| Total Reward (TR) | 65460 | 89370 | 95590 | 100720 | 163980 | 95570 | 103% | 100% | 2288 |
| Allowances | 260 | 2010 | 3070 | 5420 | 16300 | 4430 | 5% | 5% | 192 |
| Total Reward including Allowances | 65460 | 89620 | 95830 | 101080 | 163980 | 95940 | 103% | 100% | 2288 |

Analysis of data by various parameters

These tables present summary remuneration information (showing Base Salary and Total Remuneration Package) for each survey agency, analysed by parameters that identify particular segments of the survey group. These parameters include:

- ✍ Total number of employees – the number of staff employed by the agency
- ✍ Specialisation – the area or job family to which the SES employee is best described to belong to.

These analyses are useful for:

- ✍ identifying trends and differences in the data
- ✍ isolating particular types of organisations which may impact on the data
- ✍ determining whether remuneration practices are consistent with similar organisations.

Number of Employees

| Graduate APS | Base Salary | | | | Total Remuneration Package | | | | No Rec |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | - | - | - | - | - | - | - | - | - |
| 100 to less than 500 | 32170 | 33820 | 34500 | 33780 | 36190 | 37490 | 38440 | 37310 | 39 |
| 500 to less than 1000 | 32120 | 33140 | 34670 | 33600 | 36590 | 37820 | 38960 | 38090 | 63 |
| 1000 to less than 5000 | 31920 | 32820 | 34140 | 33210 | 36010 | 37170 | 38770 | 37660 | 95 |
| 5000 or more | 30950 | 31690 | 32330 | 31670 | 34930 | 35690 | 36750 | 35960 | 16 |

| APS 1 | Base Salary | | | | Total Remuneration Package | | | | No Rec |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | - | - | - | - | - | - | - | - | - |
| 100 to less than 500 | 27230 | 29190 | 30050 | 28970 | 30670 | 32000 | 35470 | 32570 | 65 |
| 500 to less than 1000 | 26940 | 28350 | 29170 | 27870 | 29090 | 31510 | 33620 | 31500 | 24 |
| 1000 to less than 5000 | 26810 | 28260 | 29470 | 28090 | 29930 | 31800 | 33520 | 31800 | 86 |
| 5000 or more | 27640 | 28780 | 30220 | 28910 | 31240 | 32880 | 34390 | 32880 | 55 |

| APS 2 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 32350 | 32540 | 32540 | 32180 | 35140 | 35820 | 35820 | 35560 | 93 |
| 100 to less than 500 | 30870 | 32650 | 34140 | 32620 | 34480 | 36910 | 38700 | 36610 | 187 |
| 500 to less than 1000 | 31100 | 33330 | 34630 | 33630 | 35620 | 38130 | 40670 | 38430 | 99 |
| 1000 to less than 5000 | 30760 | 32810 | 33650 | 32380 | 34270 | 37150 | 38580 | 36850 | 121 |
| 5000 or more | 32330 | 34310 | 35150 | 33620 | 36490 | 38930 | 39570 | 38330 | 88 |

| APS 3 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 34040 | 35640 | 36760 | 35530 | 37710 | 40210 | 41170 | 39820 | 58 |
| 100 to less than 500 | 35090 | 36360 | 37600 | 36640 | 39140 | 40710 | 43120 | 41150 | 258 |
| 500 to less than 1000 | 34760 | 36570 | 37480 | 36690 | 39270 | 40930 | 43660 | 41700 | 110 |
| 1000 to less than 5000 | 35000 | 36340 | 37890 | 36150 | 39350 | 41730 | 43260 | 41300 | 173 |
| 5000 or more | 36100 | 37040 | 38030 | 37020 | 40510 | 41890 | 43870 | 42250 | 88 |

| APS 4 | Base Salary | | | | Total Remuneration Package | | | | No. Recv. |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|-----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 38540 | 39710 | 41000 | 39810 | 42710 | 44250 | 46270 | 44850 | 82 |
| 100 to less than 500 | 39080 | 40580 | 42190 | 40840 | 43850 | 45680 | 48040 | 45930 | 272 |
| 500 to less than 1000 | 39150 | 41170 | 44660 | 41570 | 44120 | 46890 | 48230 | 46430 | 165 |
| 1000 to less than 5000 | 38700 | 40570 | 42020 | 40290 | 43360 | 46360 | 48070 | 45960 | 211 |
| 5000 or more | 40230 | 41510 | 42640 | 41470 | 45300 | 46740 | 48690 | 47300 | 89 |

| APS 5 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 43360 | 44650 | 44900 | 44380 | 48070 | 49430 | 52750 | 50420 | 70 |
| 100 to less than 500 | 43010 | 44580 | 45430 | 44400 | 48450 | 50110 | 52260 | 50360 | 261 |
| 500 to less than 1000 | 43150 | 44660 | 46000 | 44560 | 48130 | 50850 | 52770 | 50850 | 127 |
| 1000 to less than 5000 | 42960 | 45050 | 45900 | 44350 | 48610 | 50910 | 52950 | 51050 | 180 |
| 5000 or more | 44880 | 46450 | 47580 | 46330 | 50550 | 52800 | 53580 | 53140 | 90 |

| APS 6 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 46740 | 50570 | 52530 | 49900 | 52310 | 56430 | 58790 | 56210 | 81 |
| 100 to less than 500 | 48440 | 52500 | 54100 | 52040 | 54650 | 59280 | 62850 | 59050 | 334 |
| 500 to less than 1000 | 48610 | 52000 | 53560 | 51810 | 55340 | 59540 | 63060 | 59590 | 155 |
| 1000 to less than 5000 | 49880 | 53020 | 53020 | 51500 | 56300 | 60070 | 63780 | 59540 | 457 |
| 5000 or more | 48470 | 52900 | 54680 | 52770 | 55040 | 60020 | 63680 | 60730 | 102 |

| EL 1 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 61710 | 63000 | 64220 | 62920 | 68980 | 70880 | 76000 | 72060 | 83 |
| 100 to less than 500 | 63000 | 65170 | 68300 | 65380 | 70750 | 74510 | 77840 | 74630 | 440 |
| 500 to less than 1000 | 62000 | 64000 | 66740 | 64510 | 70240 | 73750 | 77900 | 74470 | 187 |
| 1000 to less than 5000 | 63360 | 64300 | 65860 | 64090 | 72280 | 73810 | 78330 | 74790 | 825 |
| 5000 or more | 63560 | 65500 | 67090 | 65530 | 73920 | 74980 | 79400 | 75680 | 122 |

| EL 2 | Base Salary | | | | Total Remuneration Package | | | | No. Recv |
|------------------------|-------------|--------|-------|---------|----------------------------|--------|--------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| No. of Employees | Dollars | | | | Dollars | | | | |
| 0 to less than 100 | 76130 | 79010 | 80820 | 79030 | 85840 | 89380 | 96720 | 92310 | 107 |
| 100 to less than 500 | 76480 | 79490 | 81810 | 79180 | 86850 | 92180 | 96620 | 92010 | 380 |
| 500 to less than 1000 | 76480 | 79850 | 80810 | 78890 | 85940 | 90210 | 96970 | 91740 | 300 |
| 1000 to less than 5000 | 77780 | 79820 | 80390 | 78790 | 88610 | 94170 | 97780 | 92810 | 1280 |
| 5000 or more | 77530 | 80600 | 83690 | 80940 | 91150 | 96010 | 100270 | 95800 | 221 |

At some classification levels there appears to be a correlation between agency size and the level of remuneration. However, this is generally less pronounced when looking at averages.

There are only a handful of agencies of size greater than 5000 employees. This handful of agencies did not provide equal proportional representation in the sample, with one agency dominating the sample. Therefore the figures provided reflect a bias towards that particular agency.

Specialisation

| Graduate APS | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv | |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | | |
| Specialisation | Dollars | | | | | | | | | | | | Number | |
| Finance | - | - | - | - | - | - | - | - | - | - | - | - | - | 6 ¹ |
| Other/General | 31920 | 32820 | 34190 | 33150 | 36010 | 36940 | 38650 | 37480 | 36010 | 36940 | 38770 | 37530 | 174 | |
| Scientist | - | - | - | - | - | - | - | - | - | - | - | - | - | 5 ¹ |

Note: ¹These records were received from one agency and therefore can not be reported due to confidentiality restrictions

| APS 1 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv | |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|---|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | | |
| Specialisation | Dollars | | | | | | | | | | | | Number | |
| Finance | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 |
| Other/General | 27280 | 28460 | 29780 | 28510 | 30100 | 32100 | 34130 | 32240 | 30530 | 32390 | 34240 | 32460 | 219 | |
| IT | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 |

| APS 2 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv | |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | | |
| Specialisation | Dollars | | | | | | | | | | | | Number | |
| Communications | - | - | - | - | - | - | - | - | - | - | - | - | - | 4 ¹ |
| Finance | 31540 | 35300 | 36700 | 34360 | 34810 | 38370 | 39640 | 37450 | 35400 | 38370 | 39640 | 37690 | 5 | |
| Other/General | 31010 | 32570 | 34140 | 32690 | 34970 | 36750 | 38840 | 36880 | 35140 | 36920 | 38960 | 3703 | 502 | |
| Legal | - | - | - | - | - | - | - | - | - | - | - | - | - | 6 ¹ |
| Scientist | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 |

Note: ¹These records were received from one agency and are therefore unable to be reported due to confidentiality restrictions.

| APS 3 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv | |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | | |
| Specialisation | Dollars | | | | | | | | | | | | Number | |
| Communications | - | - | - | - | - | - | - | - | - | - | - | - | - | 4 ¹ |
| Finance | 34000 | 35860 | 37720 | 35850 | 38380 | 40240 | 41640 | 39990 | 38540 | 40580 | 42130 | 40380 | 14 | |
| Other/General | 35130 | 36670 | 37550 | 36400 | 39470 | 41130 | 43230 | 41220 | 39570 | 41530 | 43340 | 41430 | 581 | |
| IT | 33580 | 35860 | 38620 | 36050 | 37600 | 40990 | 42570 | 40270 | 37600 | 41680 | 43070 | 40600 | 5 | |
| Legal | 34380 | 35320 | 37100 | 37590 | 38110 | 39880 | 44280 | 42300 | 39750 | 40520 | 45510 | 43500 | 10 | |
| Scientist | - | - | - | - | - | - | - | - | - | - | - | - | - | 5 ¹ |

Note: ¹These records were received from one agency and are therefore unable to be reported due to confidentiality restrictions.

| APS 4 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Specialisation | Dollars | | | | | | | | | | | | Number |
| Communications | - | - | - | - | - | - | - | - | - | - | - | - | 1 |
| Finance | 38850 | 41060 | 41780 | 40460 | 44280 | 45510 | 48980 | 46110 | 44280 | 47810 | 50770 | 47410 | 6 |
| Other/General | 39150 | 41000 | 42430 | 40930 | 43740 | 46370 | 48230 | 46140 | 44070 | 46580 | 48230 | 46340 | 672 |
| IT | 39280 | 39980 | 41320 | 40190 | 44640 | 45020 | 46870 | 45360 | 44640 | 47150 | 48810 | 46530 | 45 |
| Legal | - | - | - | - | - | - | - | - | - | - | - | - | 8 ¹ |
| Scientist | 38340 | 40520 | 41030 | 40270 | 44050 | 45390 | 48580 | 45800 | 44050 | 45390 | 48580 | 45800 | 7 |

Note: ¹These records were received from one agency and are therefore unable to be reported due to confidentiality restrictions.

| APS 5 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Specialisation | Dollars | | | | | | | | | | | | Number |
| Communications | - | - | - | - | - | - | - | - | - | - | - | - | 7 ¹ |
| Finance | 43650 | 44900 | 47990 | 45500 | 48910 | 51960 | 54160 | 51370 | 50700 | 52230 | 55660 | 52460 | 15 |
| Other/General | 43440 | 44880 | 46160 | 44660 | 48610 | 50830 | 52840 | 50930 | 49020 | 50970 | 53300 | 51240 | 592 |
| IT | 42800 | 44460 | 45250 | 47120 | 48000 | 49730 | 55160 | 53630 | 48000 | 50450 | 56100 | 54780 | 10 |
| Legal | 43010 | 43010 | 43580 | 43270 | 47610 | 48030 | 48490 | 48070 | 48500 | 49400 | 50590 | 49410 | 9 |
| Scientist | - | - | - | - | - | - | - | - | - | - | - | - | 4 ¹ |

Note: ¹These records were received from one agency and are therefore unable to be reported due to confidentiality restrictions.

| APS 6 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|----------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Specialisation | Dollars | | | | | | | | | | | | Number |
| Communications | 53290 | 53560 | 58200 | 55080 | 60270 | 62710 | 64830 | 62510 | 60270 | 602710 | 64830 | 62510 | 10 |
| Finance | 46840 | 51090 | 52990 | 50560 | 56510 | 57600 | 61190 | 58160 | 57600 | 59510 | 62070 | 59210 | 11 |
| Other/General | 48470 | 52750 | 53300 | 51570 | 55280 | 60070 | 62940 | 59200 | 55790 | 60690 | 63050 | 59830 | 867 |
| IT | 47310 | 51970 | 53020 | 51760 | 53590 | 59180 | 60340 | 59050 | 56080 | 60150 | 63690 | 61310 | 83 |
| Legal | 51580 | 58200 | 58200 | 54980 | 55600 | 62850 | 62850 | 60130 | 56900 | 62850 | 62850 | 60460 | 26 |
| Scientist | 50620 | 52640 | 53370 | 52640 | 56890 | 59260 | 63240 | 59890 | 56890 | 59260 | 63240 | 59890 | 12 |

| Executive Level 1 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|-------------------|-------------|--------|-------|---------|----------------------------|--------|-------|---------|--------------|--------|-------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Specialisation | Dollars | | | | | | | | | | | | Number |
| Communications | 64250 | 66040 | 70050 | 67150 | 71740 | 73980 | 75870 | 75010 | 71740 | 73980 | 76850 | 75480 | 18 |
| Finance | 61900 | 68350 | 70220 | 68280 | 71070 | 76570 | 87330 | 79120 | 73980 | 76570 | 87330 | 80790 | 31 |
| Other/General | 63000 | 64550 | 65860 | 64340 | 71270 | 73820 | 77980 | 74470 | 72270 | 74980 | 79190 | 75560 | 1281 |
| IT | 63800 | 63800 | 65930 | 64650 | 72280 | 74510 | 77770 | 74660 | 74530 | 78680 | 81480 | 77620 | 145 |
| Legal | 63820 | 70360 | 72770 | 69120 | 71800 | 77630 | 83040 | 77300 | 72350 | 78040 | 84040 | 78310 | 24 |
| Scientist | 61660 | 63380 | 65500 | 63110 | 68780 | 72940 | 78090 | 72340 | 68780 | 72940 | 79900 | 72820 | 19 |

| Executive Level 2 | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|-------------------|-------------|--------|-------|---------|----------------------------|--------|--------|---------|--------------|--------|--------|---------|----------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Specialisation | Dollars | | | | | | | | | | | | Number |
| Communications | 76610 | 79310 | 82940 | 79400 | 85450 | 93100 | 96040 | 90890 | 85660 | 93100 | 100290 | 92880 | 23 |
| Finance | 77450 | 81370 | 86600 | 81430 | 88050 | 94500 | 103940 | 94980 | 89070 | 98340 | 106370 | 98100 | 38 |
| Other/General | 77030 | 79620 | 80740 | 78870 | 88150 | 93490 | 97600 | 92710 | 89660 | 95410 | 100210 | 94970 | 1710 |
| IT | 77330 | 79820 | 82000 | 79210 | 89420 | 94610 | 97790 | 93320 | 91470 | 98400 | 106490 | 98850 | 179 |
| Legal | 79120 | 80810 | 82020 | 80090 | 87280 | 88620 | 95500 | 90250 | 87280 | 88990 | 96620 | 91880 | 122 |
| Scientist | 78390 | 87230 | 98120 | 88240 | 92750 | 106350 | 113980 | 103810 | 93120 | 106850 | 114280 | 104530 | 38 |

| Medical Officers | Base Salary | | | | Total Remuneration Package | | | | Total Reward | | | | No. Recv |
|-------------------------|-------------|--------|--------|---------|----------------------------|--------|--------|---------|--------------|--------|----|---------|----------------|
| | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | Q1 | Median | Q3 | Average | |
| Medical Officer Class'n | Dollars | | | | | | | | | | | | Number |
| MO Class 1 | . | . | . | . | . | . | . | . | - | - | - | - | 1 |
| MO Class 2 | . | . | . | . | . | . | . | . | - | - | - | - | 6 ¹ |
| MO Class 3/4 | 87870 | 95750 | 101440 | 93750 | 99550 | 108290 | 114720 | 107680 | | | | | 19 |

Note: ¹We have not reported the results for MO Class 2 because all 6 records relate to the same agency

Reference Material

Confidentiality

Mercer Cullen Egan Dell is aware of the confidential nature of the information provided and stress that we appreciate and protect this.

Under no circumstances, do we disclose any specific information or data to any third party. Our commitment in this regard is exemplified clearly by the following factors:

- ~~///~~ Mercer Cullen Egan Dell's Information Group is a respected research facility which has been producing salary surveys for over 30 years
- ~~///~~ there is no identification on the salary input sheets except an agency number. This is our only way of identifying agencies for administrative purposes
- ~~///~~ to protect confidentiality, where fewer than three agencies provide a component, no data can be shown. In these circumstances, this is indicated by a 'dash', while the no. recv column will indicate the number of the sample provided with the component
- ~~///~~ Mercer Cullen Egan Dell reserves the right not to change the names of recipients of our surveys unless authorised to do so in writing. This is to prevent confidential survey information being provided by unauthorised personnel.

Method of analysis

Each data table has up to nine columns of data:

- ~~///~~ minimum score or record
- ~~///~~ first quartile (Q1)
- ~~///~~ median
- ~~///~~ third quartile (Q3)
- ~~///~~ maximum score or record
- ~~///~~ average
- ~~///~~ average percentage of TRP
- ~~///~~ average percentage of TR
- ~~///~~ no. reporting (no. recv).

The meaning of these terms are explained in the Glossary at the end of this section. In the **analysed by individual** profile, the **no. recv** figure shows the number of individuals who receive the component.

In the above example, if one of the four staff in Agency A receives a car allowance, as does the staff member at Agency C and no such allowance is paid to staff in Agencies B and D, the **analysed by individual** profile, will show **no. recv** as 2 (or two out of ten).

Why the columns don't add up

It is worthwhile reviewing the method used to calculate the statistics.

| Raw data - incumbents | A | B | C | D | E |
|-----------------------------------|--------|--------|--------|--------|--------|
| Salary | 35,000 | 36,250 | 37,750 | 39,200 | 42,500 |
| Superannuation | 1,750 | 1,813 | 3,775 | 1,176 | 2,215 |
| Leave Loading | 471 | 488 | 508 | 528 | - |
| Car allowance | 6,000 | - | 700 | 4,000 | - |
| Total Remuneration Package | 43,221 | 38,550 | 42,733 | 44,904 | 44,625 |
| Incentive bonus | 10,000 | 250 | 3,765 | - | - |
| Total Reward | 53,221 | 38,800 | 46,498 | 44,904 | 44,625 |

| Analysis by individual | Q1 | Median | Q3 | Average | No. Rec |
|-----------------------------------|--------|--------|--------|---------|---------|
| Salary | 36,250 | 37,750 | 39,200 | 38,140 | 5 |
| Superannuation | 1,463 | 1,813 | 2,950 | 2,128 | 5 |
| Leave Loading | 484 | 498 | 513 | 499 | 4 |
| Car allowance | - | - | - | 3,567 | 3 |
| Total Remuneration Package | 42,733 | 43,221 | 44,625 | 42,807 | 5 |
| Incentive bonus | - | - | - | 4,672 | 3 |
| Total Reward | 44,625 | 44,904 | 46,498 | 45,610 | 5 |

The calculations of Total Remuneration Package and Total Reward, are made separately for each incumbent, and then ranked. Thus, the median Total Reward figure, for example, is not the sum of all the medians of each component included in Total Reward (i.e. not the sum of the column). It is the median figure for the Total Reward of all incumbents, regardless of how many or what value of remuneration components they received.

It would be an extreme coincidence if, for example, the median Base Salary and median Total Reward shown were the actual details for any particular individual.

The four statistics measure the value of the component only for those individuals receiving it. Because of this, the figures given on different lines of the profile cannot simply be added to check the totals shown.

Using the data

Some idea of the data spread can be gained in the following way:

- ✎ if the average for a component is much higher than the median and closer to the third quartile, it means a few agencies paid very highly in relation to the rest for this component
- ✎ if the average is close to the first quartile, a few agencies paid much lower than the majority for this component

~~///~~ if the average is close to the median, as many agencies paid high as paid low, and the data is approximately normally distributed.

Percentile ranks and an average are provided, and most agencies have a chosen market position that relates to one of these figures. This breadth of data has the following advantages:

~~///~~ It allows data that falls above and below an organisation's chosen market position to be taken into account. That is, it can be of use for establishing ranges or individual pay rates according to skill or performance.

~~///~~ It allows the highs and lows of individual remuneration rates to be taken into account.

~~///~~ Even if remuneration is set according to a specific market position, the range of statistics shown enables comparison of, for example, average and median values, and so determine whether relatively high or low values are impacting on the data.

Glossary of terms

APS

Australian Public Service. For the purposes of this survey however, APS also included the Parliamentary Service.

Base Salary [BS]

Base Salary represents the full time equivalent annualised PAYE salary. It *includes* post-tax employee superannuation contributions and any additional car post-tax salary sacrifice amount. It *excludes* all other cash components including bonuses and allowances

Total Remuneration Package [TRP]

Base Salary plus the total of the following items:

- ~~///~~ Superannuation
- ~~///~~ Motor Vehicles (including parking and FBT, but excluding salary sacrifice vehicles)
- ~~///~~ Other fixed benefit items

Total Reward [TR]

Total Remuneration Package plus actual annual incentive/bonus payments.

Total Reward including Allowances (TRA)

Total Reward including shift loading, overtime and any other non-reimbursement allowances.

Statistical Terms

Median

The median is the midpoint of a range of figures. It is calculated by sorting all the values into ascending order then locating the value above which 50% of the scores fall and below which 50% of the scores fall.

First and third quartile (Q1 and Q3)

After calculating the median, the first quartile is the midpoint of the lower half of the sample and the third quartile is the mid point of the upper half of the sample. That is, the first quartile is the score below which 25% of the cases fall and above which 75% fall, and the third quartile is the score below which 75% of cases fall and above which 25% fall.

Percentile

A percentile is a variable dividing the distribution of a set of scores into one hundred equal parts. Hence, at the 83rd percentile, 83% of the sample fall below this point and 17% of the sample are above it.

Average percentage of TRP and TR

The average of TRP and TR are included to illustrate the percentage breakdown of each component in TRP and TR.

No. recv

The *no. recv* figure is the number of the sample reporting to a component. If one agency inputs data on three positions, but only one of them receives a car, this will only count as *1 recv* in the profile report.