



Australian Government

Australian Public Service Commission

Australian Public Service Commission

Incoming Government Brief





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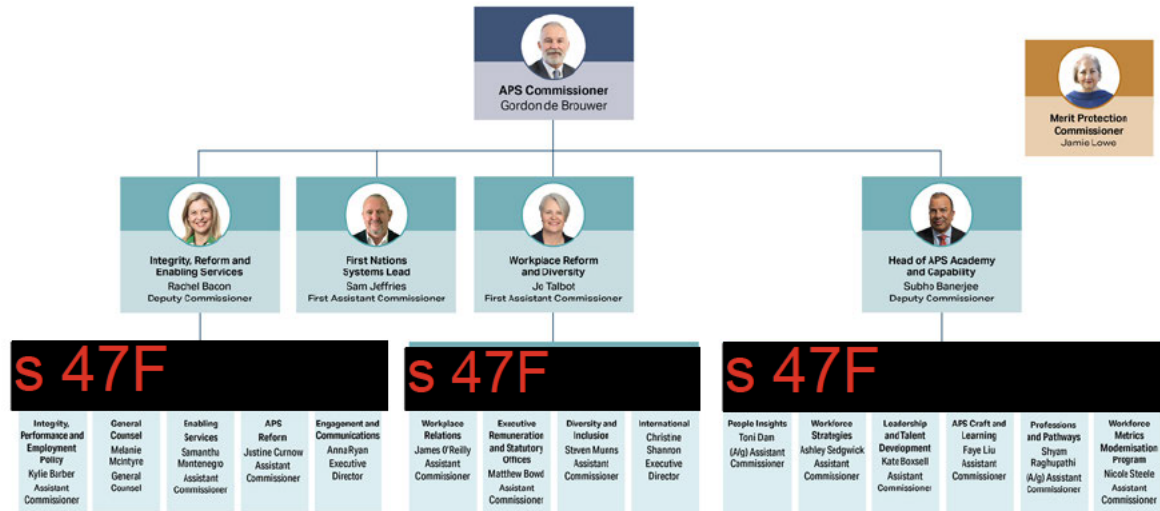


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The Australian Public Service Commission



APSC organisational chart | Stewards of the Service



Our team

The Australian Public Service Commission is led by the Australian Public Service Commissioner Dr Gordon de Brouwer supported by 2 Deputy Commissioners and 2 First Assistant Commissioners who lead the implementation of functions and activities across 3 groups.

The Merit Protection Commissioner Ms Jamie Lowe, is an independent statutory office holder, with the Commission providing administrative support for the function.

A printable version of the organisational chart is included at **Attachment A**, and the organisation chart detailing group functions is included at **Attachment B**.

Our value | Stewards of the Service

The Commission holds a central, trusted position within the APS as a steward of integrity, capability and workforce management. The Commission stewards the service with key stakeholders to effectively action its role as a system leader and trusted advisor to both the service and the government.

The Commission has mature network and delivery systems – spanning Secretaries Board and its committees, the Professions and communities of practice, the APS Academy, governance boards and the APSC Delivery Model. This enables the Commission to drive system-wide initiatives efficiently and lead a trusted APS that models the APS Values and public service excellence.

Further information about the Commission is included from page 10.



The Australian Public Service

The Australian Public Service serves the Government, the Parliament and the Australian people by developing and delivering its policy agenda, priorities and a range of services. The enabling legislation is the *Public Service Act 1999* (PS Act).

Governance and oversight of the APS

The governance of the APS is underpinned by robust, structured oversight arrangements. Secretaries Board, established under s64 PS Act, provides strategic leadership, shapes priorities and fosters a unified direction and purpose across the service. Secretaries Board is supported by its committees to assist in performing its functions under the PS Act. Committees include the Capability and Workforce Committee, the Digital and Data Committee, the Partnership Priorities Committee, the Secretaries Talent Council and the Chief Operating Officers Committee.

Departmental secretaries – whose responsibilities are legislated under s57 of the PS Act – play a vital role as leaders of the APS. Secretaries ensure their agencies uphold the APS values and are accountable to the government, Parliament and the public. They work collectively through Secretaries Board to set whole-of-service priorities, advise government on policy and administration and model collaborative leadership.

The Commission is integral to the governance of the APS. It provides system stewardship, professional expertise and strategic advice to the Minister for the Public Service, Secretaries Board and the service more broadly. The Commission's role includes oversight of workforce strategies, capability reviews and leadership development, helping the APS to maintain a high-performing, forward-looking workforce.

APS workforce overview

As at 31 December 2024 the APS has 193,503 employees, who are located in city and regional centres across Australia.

The APS key statistics overview (Figure 1) utilises the Australian Public Service Employment Database (APSED) data. Additional information on APSED is included on pages 19 and 20.

Reporting on the APS employment data



- APSC employment figures are a point in time headcount of people employed under the PS Act. The Commission publishes updated APSED employment data twice a year. The APSED internet interface (APSEDii) is an online resource providing access to agency-level data. The latest update was published on 28 March 2025.
- The Commissioner provides an annual report to Parliament on the state of the APS. The State of the Service Report includes data and information on the APS workforce. The State of the Service Report 2023-24 was published on 26 November 2024.

Difference between ASL and headcount data



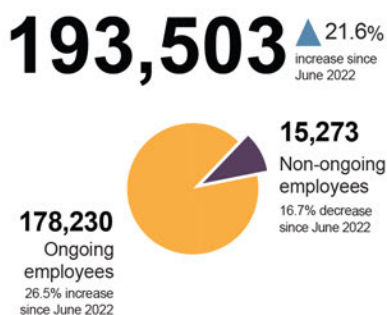
- ASL refers to 'average staffing level' and measures the average number of full-time equivalent employees over a year. Agency-level ASL numbers are based on new, ongoing and terminating measures.
- Headcount data is collated by the Australian Bureau of Statistics. It includes the number of employees engaged by the Australian Government. This data includes defence personnel (including armed services) and other employees not engaged under the PS Act.

Figure 1: Australian Public Service overview

Australian Public Service overview

Data as at: December 2024

APS employee headcount

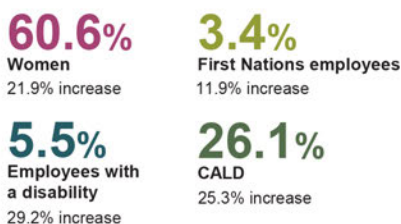


Job families in the APS

Job family	Headcount	% change from June 2022
Service Delivery	39,742	20.4%
Administration	17,700	30.1%
Compliance and Regulation	16,414	3.6%
Portfolio, Program and Project Management	15,906	34.4%
Policy	14,211	40.1%
Accounting and Finance	8,635	26.5%
ICT and Digital Solutions	8,056	17.1%
Science and Health	6,783	21.6%
Human Resources	6,381	25.7%
Data and Research	6,025	22.3%
Legal and Parliamentary	4,207	23.7%
Communications and Marketing	3,954	28.8%
Intelligence	3,933	14.2%
Engineering and Technical	2,862	13%
Monitoring and Audit	2,684	16.5%
Information and Knowledge Management	1,614	-13.6%
Trades and Labour	990	33.4%

*Note this data does not include 15.5% of employees who do not have a job family reordered in the APS Employment Database or the SES job family.

Diversity (% change from June 2022)



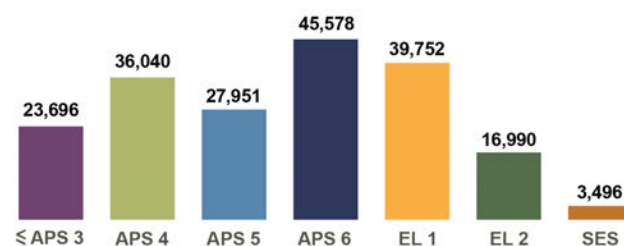
Patterns of work



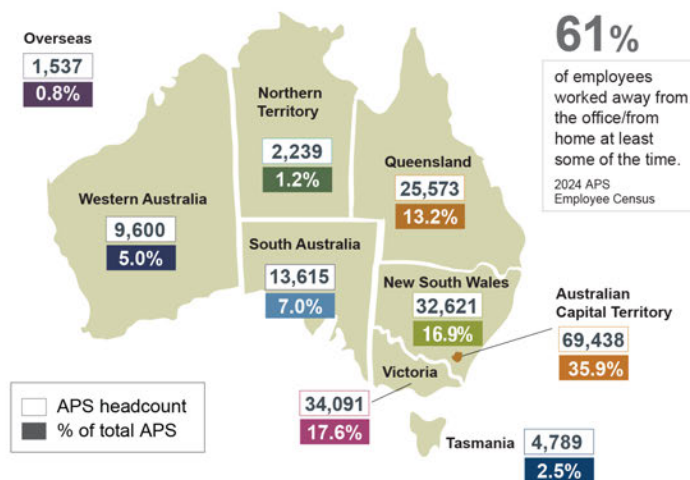
Proportion of employees by age



Employees by classification



Number and proportion of employees by location





Minister for the Public Service

Roles and responsibilities of the Minister for the Public Service

The Prime Minister is responsible for the administration of the APS. The Prime Minister usually appoints a Minister to assist the Prime Minister on APS matters.

In your role as the Minister for the Public Service you are responsible for oversight of the performance of the APS. This includes the policies governing staff employed under the PS Act and other matters covered by the PS Act. As at 31 December 2024 the APS consisted of 16 Departments of State and 86 agencies under these Departments. Details of each APS department and agency and staffing information is included at **Attachment C**.

The APS is part of the broader Commonwealth public sector, which includes statutory agencies with staff employed under agency enabling legislation (not the PS Act), Government Business Enterprises and the Australian Defence Force.

As the Minister, you have oversight of the activities of the Commission, including the receipt of the State of the Service Report for tabling in Parliament.

The Department of Finance publishes the PGPA Flipchart and List that includes details of all Commonwealth entities and companies and identifies which agencies employ staff under the PS Act. The April 2025 PGPA Flipchart and List is included at **Attachment D**.



Legislation administered by the Minister for the Public Service

The PS Act confers specific powers on the Minister for the Public Service and the Prime Minister:

- Subsection 24(3) allows the Minister to determine remuneration and terms and conditions applying to APS employees.
- This power is seldom used and only in exceptional circumstances in response to significant and extraordinary occurrences. It is most typically used when new departments are created following Machinery of Government changes. In these cases, subsection 24(3) is used to prevent APS employees in new departments reverting to the minimum terms and conditions of the APS Award.
- Clause 41(2)(k) allows the Minister to direct the APS Commissioner to conduct a review of any matter relating to the APS and to provide a report.

The Prime Minister also has powers under the PS Act:

- S21 allows the Prime Minister to issue general directions to agency heads relating to the management and leadership of APS employees.
- S41C allows the Prime Minister to direct the APS Commissioner to conduct a systems review of any matter relating to an APS agency.
- S41D allows the Prime Minister to direct the APS Commissioner to conduct a special review concerning any matter relating an APS agency, or the functional relationship between two or more agencies.



Machinery of Government changes

A Machinery of Government change occurs when the Government makes a decision to change the way Commonwealth responsibilities are managed. It can involve the movement of functions, resources and people from one entity to another.

Legislative information on the Commissioner's Machinery of Government responsibilities is included at **Attachment E**.

A full list of your Ministerial Powers as Minister of the Public Service is included at **Attachment F**.

A full list of your Ministerial Powers as Agency Minister to the Commission is included at **Attachment G**.

Stakeholders

To deliver on your priorities you will engage with a diverse network of stakeholders. Your key stakeholder groups include ministers, heads of government organisations, professional bodies, unions and employee associations, academia and media. Early engagement by some key stakeholders will be expected.

The Commission can provide further briefings on stakeholders as per regular business or on request.

Ministerial Support provided for your office

Establishing your office

The Commission will work closely with PM&C and your Office Manager to get you established.

PM&C has conducted an expression of interest round for Departmental Liaison Officers (DLO) and will be the point of contact for providing these staff to facilitate communications and workflow between your Office and the Commissioner.

In the coming days, the Commissioner will be in contact to arrange a meeting with you and your incoming Chief of Staff.

Engagement and support for your office

Parliamentary

Additional ministerial support will include access to the Parliamentary Document Management System (PDMS) for you and your staff to ensure the efficient workflow of information. This includes handling of your Ministerial correspondence, Current Issue Briefs (also known as Question Time Briefs) and Parliamentary Questions on Notice - as well as briefings in relation to Commission's attendance at Senate Estimates.

Senior staff will be in contact with your office as soon as possible to commence discussions regarding your immediate support requirements. This could include providing senior policy officers to assist with direct advice on Commission matters as required. The Commission will maintain close engagement with you over the coming weeks to ensure a smooth service experience and any necessary adjustments to your requirements.

The Commission's Parliamentary Team will liaise regularly with the DLO and other office staff to ensure adherence to all templates, timeframes and Ministerial preferences.



Media

Media and communications support will be provided for you through the Engagement and Communications Branch. The Branch works to promote the Commission and the public service, including through events such as the State of the Service Roadshow and release of high-profile data and reports.

Key support contacts – Office Setup	
Enabling Services Assistant Commissioner	Engagement and Communications Executive Director
Samantha Montenegro s 47F s 47F	Anna Ryan s 47F s 47F s 47F



Commission Overview

The Commission is an agency within the Prime Minister and Cabinet portfolio. It is a non-corporate Commonwealth entity.

The Commission supports two statutory office holders: the Australian Public Service Commissioner – who is also agency head – and the Merit Protection Commissioner. Their functions are set out in s41(1) and s50(1) of the PS Act.

The Commission's statutory responsibilities are detailed in the PS Act and it operates under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Statutory Functions of the APS Commissioner PS Act 41(1):



- a) to strengthen the professionalism of the APS and facilitate continuous improvement in workforce management in the APS
- b) to uphold high standards of integrity and conduct in the APS
- c) to monitor, review and report on APS capabilities within and between Agencies to promote high standards of accountability, effectiveness and performance.

A full list of the APS Commissioner's legislative responsibilities, powers and directions are included at **Attachment E**.

Non-corporate Commonwealth entities (NCEs)



A non-corporate Commonwealth entity is legally and financially part of the Commonwealth, established under power that comes from the Constitution. NCEs form part of the executive government, and are accountable to the Parliament. NCEs are subject to the PGPA Act, which further clarifies the financial and corporate governance arrangements of these bodies.

NCEs include departments of state, parliamentary departments or listed entities. The PGPA Flipchart and List identifies all Commonwealth entities. The April 2025 PGPA Flipchart and List is included at **Attachment D**.

Outcomes

Portfolio Budget Statement: Outcome 1



Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.

Portfolio Budget Statement: Program 1.1



This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes, and promoting integrity and accountability.

Our Purpose

We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.



Delivery methods

Delivery of priorities

The Commission is uniquely placed to navigate your government's agenda through the service. Sitting at the heart of the APS as a respected and leading agency, the Commission is able to tap its existing and highly sophisticated networks to influence outcomes and promote initiatives. The Commission has two primary delivery arms.

APS Academy

The APS Academy is the central hub of learning and development in the service. The Academy is focused on building APS Craft excellence, essential skills and knowledge to support the APS's ability to deliver for government. To maximise relevance and impact of this work, the Academy is led by current APS practice in partnership with APS agencies, industry and academia to build the capability of the APS workforce. The Academy is growing rapidly, with learner engagements almost doubling to 120,000 in the 12 months to Q3 2024-25.

The Academy's partnership approach builds a strong network and platform to bring the best expertise and information to build, share or deliver capability building interventions, resources and courses to the whole of the APS. The Academy's networked approach extends to state, territory and international stakeholders, and is sought from key international partners, including in the Pacific and SE Asia.

The Academy offers the government a respected and fast growing platform to strengthen APS capability to deliver.

APSC Delivery Model

The APSC Delivery Model enables system wide implementation of initiatives to further strengthen the APS. It includes a strong governance framework and a system of leaders across multiple agencies that plan and deliver initiatives to drive specific and tangible change in the public service.

The Commission administers and monitors the Model through a One APS approach. The Program Management Office in the Commission delivers and embeds the Model at all levels to effect change and impact across the service by leading the implementation set-up and delivery of projects, tracking medium to long term outcomes and coordinating the risk and governance of each initiative. The Commission's administration of the Model supports systems change and creating efficiency across the service through the reduction of duplication and establishment of a common principles approach to implementation and reporting.

As Minister you are able to leverage the Commissions management of the Model and use its comprehensive delivery capability and networks to prioritise coordination and delivery of government policy and initiatives. You will receive reports from the Office to support your decision making.

Key enterprise documents

Planning, performance and accountability documents

The Commonwealth Performance Framework is established under the PGPA Act and Rule, and requires Commonwealth entities to measure and report on their performance in achieving its purpose. As a non-corporate Commonwealth entity the Commission produces Portfolio Budget Statements, Corporate Plans and Annual Reports in accordance with the Framework. These documents articulate the Commission's purpose, key activities, performance measures and annual performance statements. These documents demonstrate our commitment to accountability, transparency and provide meaningful information about our planned and actual performance.



Portfolio budget statements

The Portfolio Budget Statements inform Parliament and the public of the proposed allocation of resources to government outcomes. They assist the Senate Standing Committees with their examination of the Government's Budget.

Corporate plan

The Corporate Plan is the Commission's primary planning document. It provides Parliament, the public and stakeholders with an understanding of the Commission's purpose and the key activities to be undertaken to achieve its purpose. It sets out how the Commission will measure and assess its performance in achieving its purpose. The Corporate Plan is prepared and provided to you as the Minister in accordance with s35(1)(b) of the PGPA Act.

Annual reports

The Annual Report is the Commission's principal reporting document. It includes audited financial statements and non-financial performance information presented as an Annual Performance Statement. Annual Performance Statements report on the Commission's performance in achieving its purpose against the performance measures and targets set out in the Corporate Plan and Portfolio Budget Statements. The Annual Report is prepared and provided to you as the Minister, for presentation to Parliament in accordance with s46 of the PGPA Act.

Employment and legislative documents

Enterprise agreement

The *Australian Public Service Commission Enterprise Agreement 2024-2027* provides employment conditions for all our non-SES employees and came into effect on 5 March 2024. In certain circumstances, the Commission uses individual flexibility arrangements to secure specific expertise or specialist skills critical to our business needs.

SES remuneration and employment conditions are determined under subsection 24(1) of the PS Act.

Transparent Use of AI at the Commission

In accordance with the requirements outlined within the Digital Transformation Agency's Policy for the responsible use of AI in government, this statement provides an overview of the Commission's current use of AI and its Accountable Officials.



Executive Leadership Team

The Commission's Executive Leadership team supports you to establish the Commission's strategic priorities and oversees our programs and activities to ensure we achieve our objectives.

The Merit Protection Commissioner is a member of the Commission's Executive Board. The Merit Protection Commissioner does not engage their own staff. The Public Service Commission provides resourcing to support the operation of the Merit Protection Commission.



Dr Gordon de Brouwer PSM
Australian Public Service Commissioner &
Parliamentary Service Commissioner

Dr de Brouwer was appointed as the Australian Public Service Commissioner 11 May 2023. Gordon was previously the Secretary for Public Sector Reform at the Department of the Prime Minister and Cabinet. By virtue of his role as Australian Public Service Commissioner, Gordon is also the Parliamentary Service Commissioner. Prior to these appointments, Gordon was Professor of Economics, jointly appointed to the Crawford School of Public Policy and College of Business and Economics.

Gordon has extensive experience in public policy and administration. Gordon has served as the Secretary of the Department of the Environment and Energy and held senior roles in the Department of the Prime Minister and Cabinet, including Associate Secretary of Domestic Policy Group and G20 Sherpa, The Treasury, Professor of Economics at ANU and the Reserve Bank of Australia.

Gordon is committed to public value, high-quality policy and implementation and effective government. Gordon has a PhD in economics from the Australian National University and was awarded a Public Service Medal in 2011 and made Knight in the Legion of Honour by the French Government in 2015.

Executive office:

s 47F | Executive Officer

s 47F | Executive Assistant

A full list of the APS Commissioner's legislative responsibilities, powers and directions are included at **Attachment E**.

A full list of the Parliamentary Service Commissioner's legislative responsibilities, powers and directions are included at **Attachment H**.

Contact details

Mobile: **s 47F**

Email: **s 47F**

Dr Subho Banerjee APS Deputy Commissioner



Dr Banerjee was appointed the Deputy Commissioner, Head of APS Academy and Capability in January 2023. Subho is an experienced SES Band 3 officer, with previous deputy secretary roles in the Education and Training, Industry and Climate Change portfolios.

Subho was previously the Deputy CEO, Research and Advisory, at the Australia and New Zealand School of Government, where he worked on public sector reform issues at the interface of academia and practice. He has previously held visiting and adjunct academic appointments at the ANU and at Griffith University and has worked for Boston Consulting Group and Cape York Institute for Policy and Leadership.

Subho holds a BSc and PhD in Physics from the ANU. He also holds Masters qualifications in economic and social history, and environmental change and management, from the University of Oxford, where he was a Rhodes Scholar.

Executive office:

s 47F | Executive Officer

s 47F | Executive Assistant

Dr Rachel Bacon APS Deputy Commissioner



Dr Bacon was appointed the Deputy Commissioner, Integrity, Reform and Enabling Services and Chief Operating Officer in December 2023. Rachel serves as Deputy Chair of the Chief Operating Officers Committee and is a Councillor on the IPAA ACT Council.

Rachel was previously the Deputy Secretary Public Sector Reform at the Department of the Prime Minister and Cabinet, helping to shape and deliver a suite of reform initiatives to make people's interactions with government simpler and easier.

Between 2018-2022, Rachel led the Commonwealth's regional cities, local government and territories functions as Deputy Secretary in the infrastructure portfolio, delivering place-based policy and services for communities around Australia. She has also spent time in the Department of Environment and Energy, running the Policy Analysis and Implementation Division, and as Deputy Chief Executive Officer within the Northern Territory Government's Department of the Chief Minister.

Rachel's PhD from the University of Sydney, focused on administrative law and organisational change.

Executive office:

s 47F | Executive Officer

s 47F | Executive Assistant

Contact Details

Office: s 47F

Email: s 47F

Contact Details

Office: s 47F

Email: s 47F



Ms Jo Talbot
FCPHR, GAICD
First Assistant Commissioner

Ms Talbot commenced as First Assistant Commissioner, Workplace Reform and Diversity in July 2023. Jo is responsible for international, workplace relations, and strengthening diversity and inclusion Group.

Jo has previously held Chief Operating Officer and Chief People Officer roles, as well as responsibilities in a range of senior corporate leadership roles, including at the Department of Foreign Affairs and Trade, Department of Social Services, Department of Communications and the Arts, Department of Human Services and Australian Customs Service.

Jo is Australia's representative and Vice-Chair on the Public Governance Committee at the Organisation for Economic Co-operation and Development and a government member of the Open Government Forum. She is also a member of the Public Service Fair Board, the Australian HR Institute Public Sector Advisory Panel, a graduate of the Australian Institute of Company Directors and a Fellow Certified Practitioner Human Resources.

Jo holds a Bachelor of Arts degree with a major in Human Resources for the University of Tasmania and a Graduate Certificate of Public Administration from the University of Canberra.

Executive office:

s 47F | Executive Officer
 s 47F | Executive Assistant



Mr Sam Jeffries
First Assistant Commissioner

Mr Jeffries commenced as the First Assistant Commissioner, First Nations Systems Lead in November 2023.

Sam is a proud Mooraworri/Wiradjuri man from Brewarrina NSW with over 4 decades working in Aboriginal and Torres Strait Islander affairs. Sam has held positions at the local, regional and national level.

Sam has held a number of leadership positions through his career, most notably in the Murdi Paaki region in Western NSW where he spent 10 years as ATSIC Regional Council Chairman and 10 years as Murdi Paaki Regional Assembly Chairman. Sam was with ATSIC from start to finish.

Sam was a director of the Indigenous Land Corporation (now Indigenous Land and Sea Council) for 10 years, 8 years as Deputy Chairperson and was instrumental in the purchase of Yulara and setting up the National Centre of Indigenous Excellence in Redfern. In 2010, Sam was selected by his peers as inaugural Co-Chair of the National Congress of Australia's First Peoples.

Sam joined the Department of the Prime Minister and Cabinet in 2016 as a Special Advisor on Regional Governance and Closing the Gap targets. In 2019, Sam was appointed as Group Manager of Central Group in the National Indigenous Australians Agency. Sam is located in Darwin.

Executive office:

s 47F | Executive Officer

Contact Details

Office: s 47F

Email: s 47F

Contact Details

Office: s 47F

Email: s 47F



Ms Jamie Lowe
Merit Protection Commissioner and
Parliamentary Service Merit Protection Commissioner

Ms Lowe commenced as the Merit Protection Commissioner on 30 September 2024. By virtue of her role as Merit Protection Commissioner, Jamie is also the Parliamentary Service Merit Protection Commissioner.

Jamie was previously the First Assistant Commissioner at the Australian Public Service Commission. In this role, she led the Centralised Code of Conduct Inquiry Taskforce established in response to the Robodebt Royal Commission Report.

Jamie has led multidisciplinary teams at the National Disability Insurance Agency and the Attorney-General's Department to deliver major policy reform and program design for government.

Jamie holds a Bachelor of Law (Honours) and Arts from the University of Melbourne.

Executive office:

s 47F | Executive Officer

s 47F | Executive Assistant

Contact Details

Office: **s 47F**

Email: **s 47F**



Legislative Responsibilities of the Merit Protection Commissioner and Parliamentary Service Merit Protection Commissioner

The Merit Protection Commissioner (MPC) is a statutory officer established under Part 6 of the PS Act. The position holder is also the Parliamentary Service Merit Protection Commissioner established under Part 6 of the *Parliamentary Service Act 1999*.

The functions of the MPC relate to the implementation of, and compliance with, the relevant employment frameworks and principles of the public and parliamentary service, as well as the operation of the broader integrity framework. The MPC does this work principally through independent review of employment related action and decisions raised by APS and Parliamentary Service employees. The MPC can also receive complaints relating to specific matters and has a range of inquiry and investigation powers.

S49(2) of the PS Act requires that the staff necessary to assist the MPC must be persons engaged under that PS Act and be made available by the Commissioner.

The MPC does not have separate appropriation so it is a matter for the Commissioner to determine the budget allocation to the MPC after consultation with the MPC. The Commission provides all corporate services and office accommodation to the MPC, in addition to the staff provided to assist the MPC in performing her statutory functions.

The roles of the Commissioner and the MPC are independent from each other so as to separate standard-setting from the review function. The MPC provides an assurance-type role through the review of individual actions or decisions for consistency and compliance with the standards set by the Commissioner, and can provide feedback to assist the review of existing standards or the development of new standards.

The MPC is categorised as separate entity from the Commission for the purposes of the *Privacy Act 1988* and the *Freedom of Information Act 1982*. Information collected by the MPC in the discharge of information is protected under the legislation (PS Act and *Parliamentary Service Act 1999*) and much of it is personal information under the Privacy Act. As such, it cannot be shared with the Commissioner or non-MPC Commission staff, nor any other person or entity, unless explicitly disseminated by the MPC under one of the available legislated provisions.

Enterprise documents

Annual reports

The MPC releases its own annual report, which details its activities during the financial year. The provision of the Report from the Merit Protection Commissioner to the Minister for the Public Service is set out in s51 of the PS Act.

Statutory functions

The Merit Protection Commissioner's statutory functions are detailed in **Attachment I**.



Key Activities

The Commission's key activities outlined in the 2024-2028 Corporate Plan:

- **Key Activity 1:** Promote and uphold the high standards of integrity and conduct within the APS
- **Key Activity 2:** Lead and support the development of quality APS workforce management policy
- **Key Activity 3:** Build APS capability and leadership for the future
- **Key Activity 4:** Foster an APS that engages and partners with people, communities and business

Our Performance Framework enables the Commission to understand the impact of our activities in delivering our Purpose and Key Activities. These are aligned to the Commissioner's functions as outlined in the PS Act.

Further information on Key Activities are available on page 5 of the 2024-28 Corporate Plan.

Branch Functions



APS Academy and Capability – Dr Subho Banerjee

s 47F Workforce Strategies

Assistant Commissioner Ms Ashley Sedgwick | s 47F | s 47F

The Workforce Strategies Branch looks at future APS capability needs and designs and delivers support to enable agencies to address them.

The Branch is delivering the Capability Review program. Reviews are independent, forward-focused and support agencies to consider their capability to meet future objectives and challenges. Under the PS Act, all departments of state plus the Australian Taxation Office, Services Australia and the Commission are required to participate in a review every five years.

The Branch supports agencies to build capability in workforce planning and strategy through the APS Centre of Excellence for Workforce Planning, advisory services and workforce data analysis.

The Branch provides policy and secretariat support to the Capability and Workforce Committee, a Secretaries Board sub-committee, focussed on capability, attraction and retention. Key initiatives delivered include the APS Location Framework, Principles of Flexible Work, the Secretaries Charter of Leadership Behaviours, guidance on Optimal Management Structures and the Strategic Commissioning Framework.



s 47F Workforce Metrics Modernisation Program

Assistant Commissioner Dr Nicole Steele | s 47F | s 47F

The Workforce Metrics Modernisation program aims to address current Australian Public Service Employment Database (APSED) functionality challenges. The program intends to do this by building a new database on modern architecture, streamlining the current manual processing, and enabling data to be accessed in a secure environment hosted by the Australian Bureau of Statistics.

The Commission manages APSED, the current database that contains employment, diversity, and education details for current and former staff employed under the PS Act.

There are many initiatives and activities that rely on timely, accurate data from APSED, including:

- The ability of the Commissioner and Minister for the Public Service to meet legislative requirements under s44 of the PS Act to table the annual State of the Service report in Parliament.
- Provision of current and historical employment details in investigations (e.g. NACC).
- Administration of Machinery of Government changes.
- Monitoring of APS-wide strategies such as the APS Disability Employment Strategy and the APS Culturally and Linguistically Diverse Employment Strategy.

APSED has not received significant redevelopment since its initial development in the late 1990s. The software underpinning the database is beyond end of life and access to the data is limited, hindering its potential usefulness to provide insights on the APS workforce.

s 47F People Insights

Acting Assistant Commissioner Ms Toni Dam | s 47F | s 47F

The People Insights Branch collects and manages data relating to the APS workforce, and trust and satisfaction with Australian public services. Key data collections include the APS Employment Database, APS Employee Census, APS Agency Survey and the Survey of Trust and Satisfaction in Australian public services.

The Branch undertakes applied research, analysis, evaluation and reporting to provide a trusted and transparent evidence base to inform APS workforce policies and practices and a whole-of-government view of public perceptions of Australian public services.

The Branch supports the APS Commissioner to meet their statutory obligation under the PS Act to present a report to Parliament each year on the state of the APS.



s 47F APS Craft and Learning

Assistant Commissioner Ms Faye Liu | s 47F | s 47F

The APS Craft and Learning Branch is responsible for developing capabilities in 5 of the 6 areas of APS Craft (the cores skills of APS to deliver for government):

- Integrity
- Working in Government
- Strategy, Policy and Evaluation
- Implementation
- Services and Engagement and Partnership.

The responsibility of the development of the sixth APS Craft – Leadership and Management – sits within the Leadership and Talent Development Branch.

The Branch also has a role leading learning and development across the broader APS system – bringing a whole-of-APS approach to capability development to reduce duplication, support consistency and drive high performance.

The Branch sits under the APS Academy. The mission of the Academy is to support an APS-wide culture of learning that builds core public sector capabilities and drives high performance. It is one of key the mechanisms by which the Commission supports the Commissioner to deliver capability building and workforce responsibilities – as outlined in s41 of the PS Act – including to ‘foster, and contribute to, leadership, high quality learning and development and career management in the APS’.

Leadership and Talent Development

Assistant Commissioner Ms Kate Boxsell | s 47F | s 47F

The Leadership and Talent Development Branch plays a pivotal role in building leadership and management capability across the APS. The Branch supports the Commissioner in the exercise of his statutory functions under the PS Act.

By providing access to targeted leadership programs, the Branch supports the development of essential leadership competences tailored to the needs of the APS. The Branch collaborates with and supports the secretaries and deputy secretaries talent councils by offering strategic guidance and targeted programs to identify and cultivate high potential individuals. The advice and programs are designed to nurture the skills of the most senior executives, mid-level and emerging leaders including APS graduates – ensuring a strong and diverse leadership pipeline.

Through these efforts the Branch is committed to building high performing and value-aligned leaders who are equipped to serve the Government and Australian people. This commitment to leadership excellence is vital for addressing the evolving challenges faced by the public sector.



Professions and Pathways

Acting Assistant Commissioner Mr Shyam Raghupathi | s 47F |
s 47F

The Professions and Pathways Branch is a career development and professions hub for the APS. The Branch offers programs, career pathways and initiatives that enable and support an APS career journey.

Increased competition for talent and the changing nature of work is increasing demand for a skilled workforce. The Branch's dedicated program and recruitment teams partner with agencies, universities, industry and employees to strengthen capabilities and address critical skill gaps across the APS.

The Branch plays a key role in making sure the APS has the capability to do its job well by attracting, developing and retaining a skilled workforce. The Branch delivers programs and initiatives that provide clear pathways and continuous support through an individual's career lifecycle in the APS.

The Branch manages Government programs and digital platforms such as APS Jobs, Career Pathways and Career Pathfinder that serve as the front-door to a career in the APS and helps grow critical skills and capabilities. The Branch also manages the Australian Government Style Manual. The Manual is the definitive resource designed to ensure APS writing is easy to read and accessible.



Integrity, Reform and Enabling Service Group – Dr Rachel Bacon

APS Reform

Assistant Commissioner Ms Justine Curnow PSM | s 47F |
s 47F

The Branch works across the service to advise on and support the implementation of APS reform. The Branch, leading the service-wide external delivery model, serves as a trusted advisor creating a bridge between key stakeholders to drive alignment, share knowledge and collectively solve problems to identify, scale and amplify best practices which improve performance and efficiency.

Branch functions include:

- oversight of the APS Reform Program through the Program Management Office including oversight of the external delivery model including reporting and evaluation of initiatives and engagement with initiative leads and implementing agencies to support implementation
- leadership of specific APS Reform initiatives such as supporting genuine partnerships with First Nations people, and championing quality external engagement and excellence
- provision of the Secretariat function for the Chief Operating Officer Committee, Reform Program Board and the Small Agency Forum
- Australian National Contact Point for the OECD Observatory for Public Sector Innovation.



s 47F Enabling Services

Assistant Commissioner Ms Samantha Montenegro | s 47F | s 47F

The Enabling Services Branch supports the Commission to achieve its purpose and priorities, by providing strategic advice and operational services to the Executive Board and the Commission's workforce. Our functions inform decision makers in the effective and efficient delivery of the Commission's work through appropriate governance, planning, assurance and reporting mechanisms. We provide staff with services and advice on workforce planning, capability uplift, health and safety, risk, procurement, accommodation and financial management practices. The Branch also provides staff with secure ICT and supports the Senior Executive in its relationships with Parliament and external scrutineers.

The Branch fosters a culture of continuous improvement, with innovative approaches to business processes that are client centric, fit for purpose and valued.

General Counsel

General Counsel Ms Melanie McIntyre | s 47F | s 47F

The General Counsel Branch is a full service in-house legal practice serving the Commissioner and Parliamentary Services Commissioner, the Merit Protection Commissioner and the Parliamentary Service Merit Protection Commissioner, the Remuneration Tribunal and the Defence Force Remuneration Tribunal. The Branch supports its internal clients through providing timely, accurate advice on a diverse array of legal and technical issues.

The Branch manages all legal services for the Commission, including the procurement of external legal services when required, in accordance with policies developed to guide decision making about when obtaining external legal advice is appropriate.

The Branch liaises extensively with the legal areas of other agencies across the Commonwealth and leads the Commission in developing corporate, strategic and tactical legal initiatives and managing legal risk. This includes providing senior management with effective and practical advice on legal risk mitigation strategies.

s 47F Integrity, Performance and Employment Policy

Assistant Commissioner Ms Kylie Barber | s 47F | s 47F

The Integrity, Performance and Employment Policy Branch supports the Commissioner in the exercise of their statutory functions under the PS Act and subordinate legislation to ensure the high standards of integrity and conduct in the APS, including promotion, evaluation and assurance activities in relation to the APS Employment Principles, APS Values and Code of Conduct.

The Branch plays a lead role in the design and implementation of the integrity employment framework under the PS Act. This work includes the development and delivery of policy, guidance and implementation advice on employment and integrity matters, the provision of cornerstone advisory services to APS agencies and APS employees (including the Employment Policy Advisory Service and the Ethics Advisory Service) and administering the compulsory transfer of staff in Machinery of Government changes. The Branch is also responsible for undertaking Code of Conduct inquiries in accordance with the Commissioner's functions under the PS Act, including both own-motion inquiries



for current and former Secretaries, Agency Heads and Statutory Office Holders, and where requested, Code of Conduct inquiries of APS employees.

Engagement and Communications

Executive Director Ms Anna Ryan | s 47F | s 47F

Media s 47F | media@apsc.gov.au

The Engagement and Communications Branch delivers communication and engagement support for the Commission, APS and agency ministers. The Branch supports the Minister and Assistant Minister with media management and media liaison in collaboration with ministerial advisers, event opportunities, speeches, content and case studies to support a variety of ministerial engagements.

The Branch supports the Commission to meet its obligations under the PS Act by promoting the APS Values, Code of Conduct and Employment Principles, educating public servants through information and guidance on workforce matters and promoting opportunities to build skills, capability and careers.

The Branch has strong reach across the APS using established channels and a networked approach that leverages all APS internal communication teams. Channels include the Commission's websites, LinkedIn and Instagram, and newsletters and direct emails to all APS staff. The Branch delivers APS-wide events including the State of the Service Roadshow Series, and APS200 events for Secretaries, Band 3's and equivalent.



Workplace Reform and Diversity – Ms Jo Talbot

Workplace Relations

Assistant Commissioner Mr James O'Reilly | s 47F |

s 47F

The Workplace Relations Branch provides advice and support to implement the Government's public sector workplace relations agenda.

The Branch assists the Minister to make informed decisions about the policy settings underpinning bargaining in the Commonwealth public sector, including wage increases. In accordance with the *Public Sector Workplace Relations Policy 2023*, the Branch centrally negotiated the *APS Bargaining Statement of Common Conditions* that are reflected in over 100 APS enterprise agreements. The Branch supports the Minister to make informed decisions about the SES Cohort, including in relation to agency requests for additional positions.

The Branch provides advice, guidance and support to APS and non-APS agencies on workplace relations issues, including bargaining, industrial disputes, remuneration policy, common employment conditions and leave.

The Branch provides secretariat functions and advice to support the APS Consultative Committee and represents the Commonwealth in Australian Defence Force remuneration matters, including before the Defence Force Remuneration Tribunal.



Executive Remuneration and Statutory Offices

Assistant Commissioner Mr Matthew Bowd | s 47F |
s 47F

The Executive Remuneration and Statutory Offices Branch provides secretariat support, policy analysis, research and advice to the Remuneration Tribunal and the Defence Force Remuneration Tribunal.

The Remuneration Tribunal determines the remuneration of Commonwealth statutory offices, parliamentarians, the federal judiciary and departmental secretaries. The Defence Force Remuneration Tribunal determines the salary and relevant allowances of members of the Australian Defence Force.

The Branch also provides policy and administrative support to the Commissioner on the Government's Merit and Transparency Policy and the Executive Remuneration Management Policy.

s 47F Diversity and Inclusion

Assistant Commissioner Dr Steven Munns | s 47F |
s 47F

Through the PS Act, the APS strives to foster a workforce that reflects the diversity of the Australian population.

The Diversity and Inclusion Branch's primary role is to steward the APS in fostering an inclusive and psychologically safe workforce. This includes setting the standard as a model employer by building an APS which represents people of all ages, cultural backgrounds, disabilities and First Nations people, LGBTIQA+ people, and people who consider themselves to be neurodivergent. Reflecting the community enables the APS to deliver better informed policy and services.

The Branch's purpose is achieved through the delivery of strategies, plans, projects and initiatives that build an APS which values and leverages the rich diversity of employee backgrounds, insights, abilities and experience. This effort includes various whole-of-government diverse-employment strategies, lifting APS workforce mental health and suicide prevention capability and ensuring workforce alignment with the broader diversity and inclusion agenda including Closing the Gap, national mental health strategy and the Commonwealth Disability Strategy. The Branch supports agencies in their implementation of diversity and mental health strategies to promote and cultivate a culture where staff feel valued, safe, respected, and empowered, leading to increased employee engagement and wellbeing and innovation.

**s 47F** International**Executive Director Ms Christine Shannon | s 47F |**
s 47F

The International Branch supports the Commission's role in strengthening Australian public institutions and contributing to whole of government efforts to build a region that is secure, stable and economically strong.

The Commission's international engagement ultimately aims to help position the APS workforce to deliver for the future, including by developing and modelling global best practice.

The Commission pursues three broad objectives in its engagement with international partners:

- Contribute to whole-of-government efforts to support partners to strengthen their public sector institutions, policies and practices, with a view to establishing deep, enduring and increasingly close links with partner officials and organisations.
- Contribute to the development of global best practice by collaborating with partners on emerging challenges.
- Ensure the Commission remains at the forefront of best practice public administration by scanning the international environment and marshalling global experience, expertise and best practice to inform the Commission's policies, practices and procedures.



Governance Committees

The Commission's strategic direction, priorities and accountabilities are established through a committee structure. The governance arrangements support in upholding public sector principles and values, including legislative and policy requirements for accountability, leadership, transparency, integrity, efficiency and risk management.

The Commission's arrangements promote decision-making that is evidence-based, ethical, efficient and effective to meet compliance obligations and support our teams to achieve our purpose and deliver on our priorities.

Executive Board



The Executive Board is the primary advisory and decision-making body for the Commission. It is chaired by the Commissioner and is attended by the Deputy Commissioners, First Assistant Commissioners and the Merit Protection Commissioner. The Board exists to determine direction, policy, priorities, and effective economic and ethical operations for the Commission.

- **Audit and Risk Committee** provides independent advice and assurance regarding the appropriateness of the Commission's fiscal and performance reporting and systems or risk.
- **Executive Committee** explores priority policy and organisational challenges, shares leadership messages and information on upcoming priorities.
- **Technology, Digital and Data Committee** oversees the integration of effective technology, digital and data practices within the Commission to ensure that they are aligned to objectives and needs.
- **IT Project Board** governs, directs, oversees and monitors the Commission's IT programs and projects.
- **Workplace Relations and Work Health and Safety Committee** serves as a mechanism for consultation and engagement on workplace relations, health and safety matters.



Vision and People

Our Vision:

A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

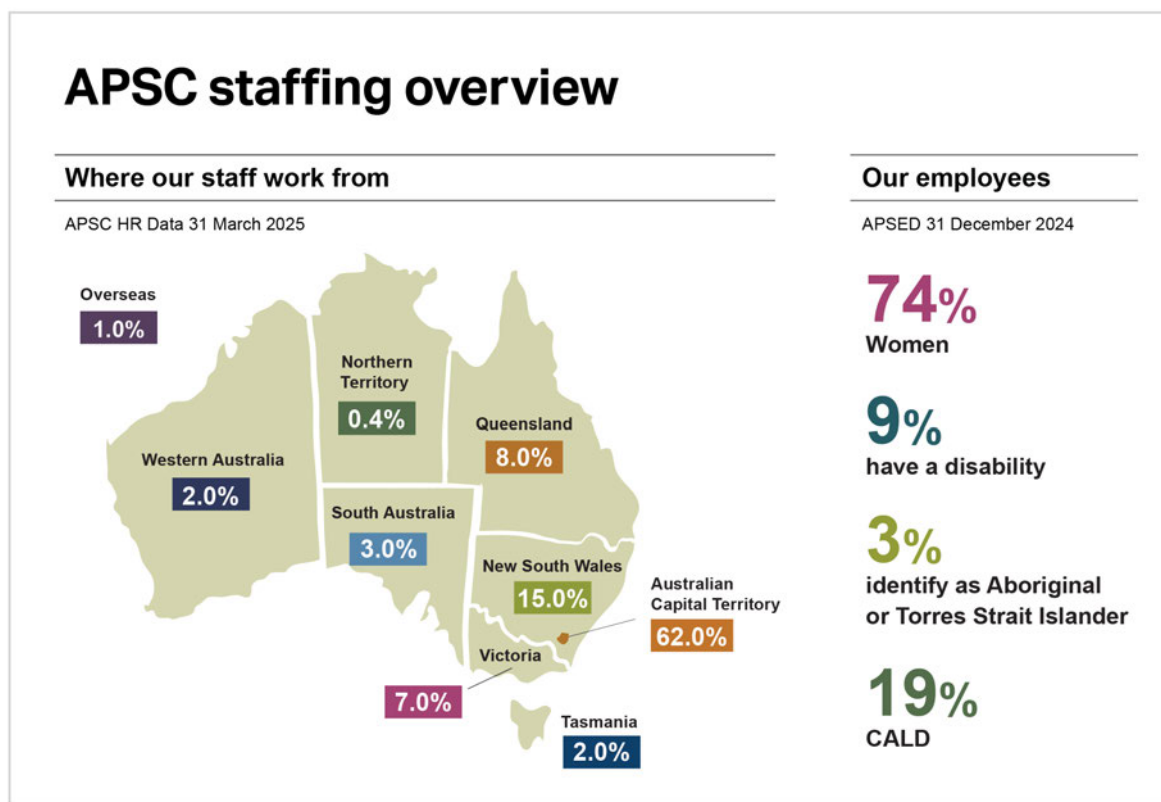
Further information on our Vision can be found on page 4 of the 2024-28 Corporate Plan.

Our People

At 31 March 2025 the Commission has 447 employees, a 25% increase from 30 June 2022 (336 employees). These figures exclude casual employees, of which we had 47 on 31 March 2025 and 43 on 30 June 2022. The Commission's casuals primarily deliver services through the APS Academy and the Office of the Merit Protection Commissioner.

The increase in headcount is in part attributed to the transition of the APS Reform Office from the Department of the Prime Minister and Cabinet to the Commission through Machinery of Government changes (13 staff transitioned on 1 July 2023 and 26 staff transitioned on 23 November 2023) and resourcing of several non-ongoing programs.

Figure 2: APSC staffing overview





Locations

The Commission has three offices:

- the National Office, Treasury Building, Parkes ACT
- the Sydney Office, George Street, City of Sydney
- the APS Academy, Museum of Australian Democracy, Old Parliament House, Parkes ACT.

The APS Academy has two regional Campuses:

- The University of Newcastle, Newcastle
- James Cook University, Townsville.

APS Academy Campuses



APS Academy Campuses are dedicated workspaces located at the University of Newcastle and James Cook University. They provide a place for entry-level participants – mainly in data and digital – to work while being employed remotely by an APS agency

As detailed in Section 5 (Title 158-160) of the 2024-27 Enterprise Agreement, the Commission enables access to flexible work, allowing for the employment staff across Australia.

The Commission operates under the APS Location Framework, which guides agencies to employ staff in a broader range of locations to fill critical skill gaps, support connection to Country and community, strengthen diversity and support stakeholder relationships. The Framework is a powerful retention tool to maintain the employment relationship when staff relocate.



Overview of Financial Position

Administered funding

The Commission's administered program facilitates the payment of Commonwealth judicial office holders' remuneration, allowances and entitlements. The Commission receives special appropriations for the program, from which the Attorney-General's Department makes payments.

Table 1: Commission administered resourcing (Program 1.2)

	2023-24 Actual	2024-25 Actual estimate	2025-26 Budget estimate	2026-27 Forward estimate	2027-28 Forward estimate	2028-29 Forward estimate
	\$m	\$m	\$m	\$m	\$m	\$m
Administered payments (\$'000)	4.5	4.6	4.7	4.8	4.9	5.0

As per 2025-26 Portfolio Budget Statements.

Departmental funding

The Commission's activities are funded by a combination of departmental appropriation and fee-for-service revenue (around 60 per cent and 40 per cent of 2025-26 funding respectively). The Commission's budget estimates for 2025-26 include \$79.5 million in operating funding with an Average Staffing Level (ASL) of 336, as set out in Table 2.

Table 2: Commission departmental resourcing (Program 1.1)

	2023-24 Actual	2024-25 Actual estimate	2025-26 Budget estimate	2026-27 Forward estimate	2027-28 Forward estimate	2028-29 Forward estimate
	\$m	\$m	\$m	\$m	\$m	\$m
Departmental appropriation	70.9	67.2	47.9	47.7	46.7	48.8
Fee for service revenue	30.0	31.3	31.6	31.6	31.6	31.6
Operating budget	100.9	98.5	79.5	79.3	78.3	80.4
Capital budget	2.4	1.0	0.4	0.4	0.5	0.5
Average staffing level (no.)	362	388	336	332	329	324

As per 2025-26 Portfolio Budget Statements.

The Commission has been allocated additional departmental resourcing of \$3.7m over two years (2025-26 to 2027-28) in the 2025-26 Budget for the following budget measures:

- Growing Regional Digital and Data Talent for Australia's Growth and Recovery – - \$3.4m over 2 years. This continues the provision of APS digital and data training and employment opportunities for people living in regional areas and areas outside of Canberra at APS Academy Campuses. The Campuses are located onsite with partner universities (see page 28).



- The Commission has also been allocated \$0.3m in 2025-26 for the budget measure Preventing and Responding to Workplace Sexual Harassment.

The Departmental appropriation and ASL decrease in 2025-26 was due to the expiration of various budget measures, notably APS Reform initiatives (\$10.2 million) and the Redevelopment of the APS Employee Database (\$4.2 million). The Commission's ongoing departmental appropriation is around \$44 million in 2025-26.

Fee-for-service revenue

Fee-for-service revenue is principally generated through the provision of APS Academy learning and development services to other Australian Government entities. Other revenue generating activities include provision of the APSJobs recruitment platform and international assistance provided on-behalf of the Department of Foreign Affairs and Trade. Revenue is generated to recover the costs associated with each activity.

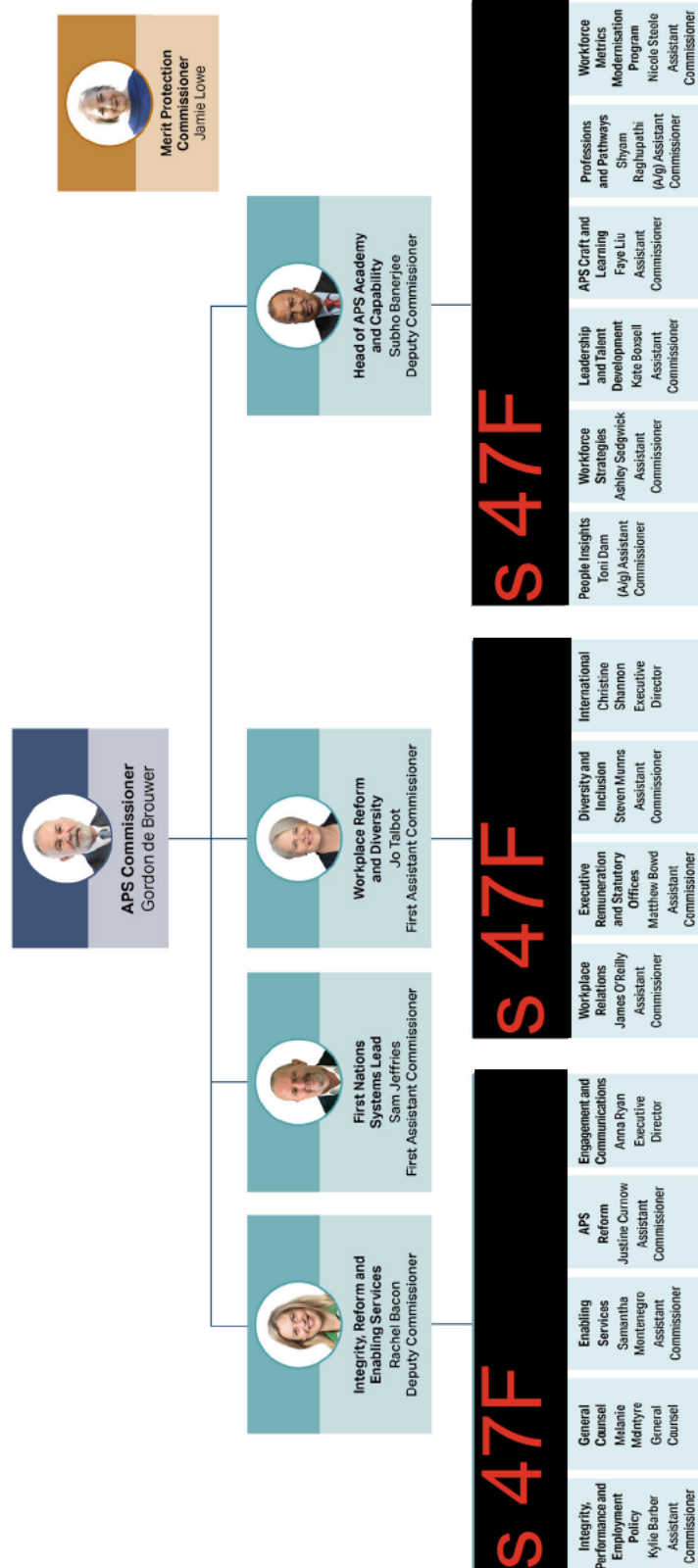
Capital budget

Capital budget is provided for the Commission to fund fit-out of workspaces and training facilities, as well as certain information technology and communications asset purchases.

Attachment A: Australian Public Service Commission Organisational Chart



APSC organisational chart | Stewards of the Service

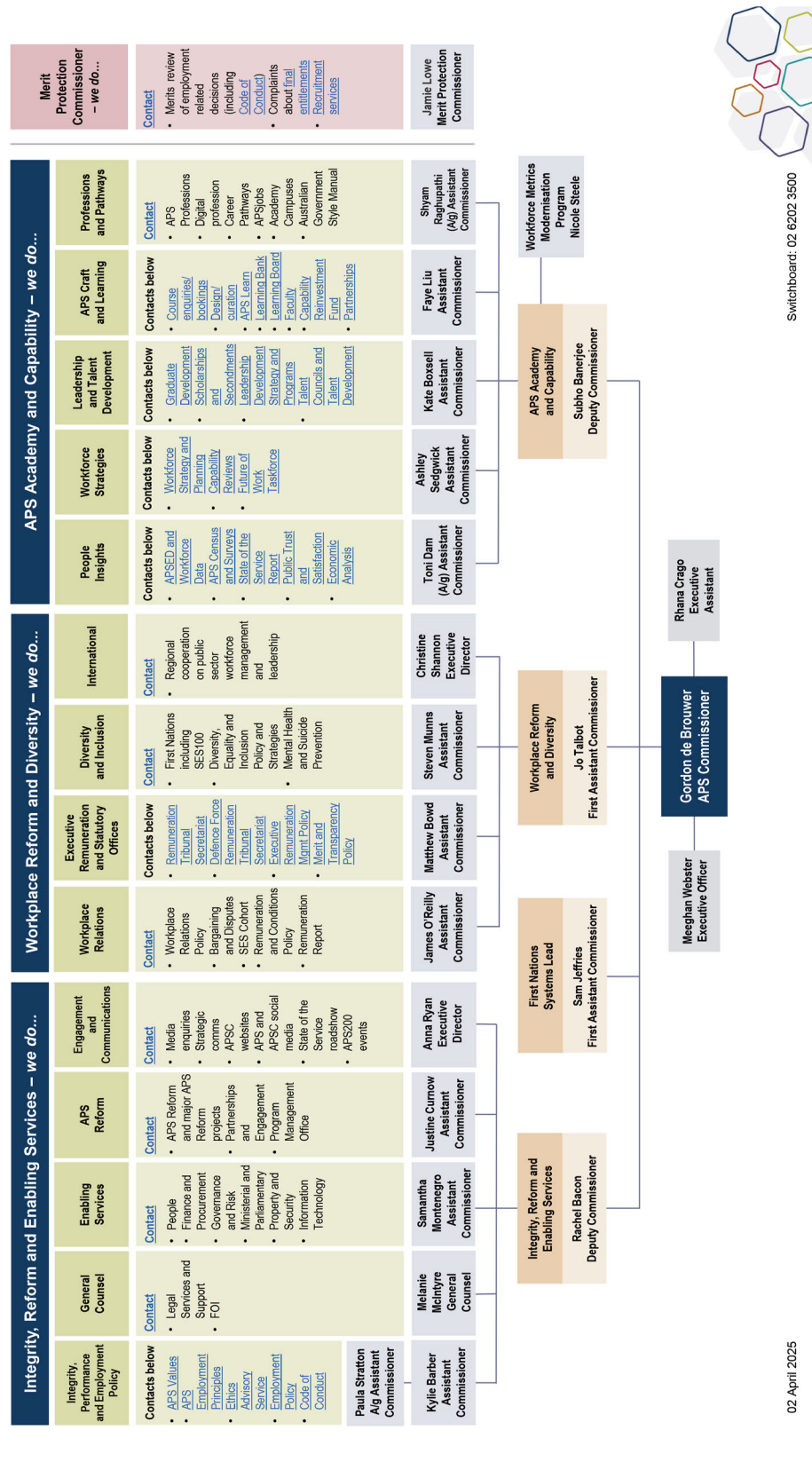


Attachment B: APSC Organisational Chart by function

The APSC organisation chart with functions is updated regularly and published on the APSC website. The accessible version of the chart is also published on the website.



APSC organisational chart | Stewards of the Service





Attachment C: APSED Data – 31 December 2024

APSED Data Agency Headcount by Function December 2024		
Agency	Function	2024 N
*Denotes Department of State		
Agriculture, Fisheries and Forestry	Larger Operational	6,360
- Australian Fisheries Management Authority	Regulatory	173
- Australian Pesticides and Veterinary Medicines Authority	Regulatory	224
Attorney-General's	Policy	2,427
- Australian Criminal Intelligence Commission	Specialist	866
- Australian Financial Security Authority	Regulatory	490
- Australian Human Rights Commission	Specialist	212
- Australian Law Reform Commission	Specialist	21
- Administrative Review Tribunal	Smaller Operational	824
- Australian Transaction Reports and Analysis Centre	Regulatory	613
- Federal Court of Australia	Specialist	1,680
- National Anti-Corruption Commission	Specialist	229
- Office of the Australian Information Commissioner	Regulatory	162
- Office of the Commonwealth Ombudsman	Specialist	315
- Office of the Director of Public Prosecutions	Specialist	491
- Office of the Inspector-General of Intelligence and Security	Specialist	47
- Office of Parliamentary Counsel	Specialist	123
- Office of the Special Investigator	Specialist	4
Climate Change, Energy, the Environment and Water	Policy	5,479
- Bureau of Meteorology	Larger Operational	1,858
- Clean Energy Regulator	Regulatory	442
- Climate Change Authority	Specialist	65
- Great Barrier Reef Marine Park Authority	Specialist	246
- Murray-Darling Basin Authority	Policy	430
Defence	Larger Operational	20,048
- Australian Submarine Agency	Specialist	630
- Defence Housing Australia	Smaller Operational	651
Education	Policy	1,777
- Australian Research Council	Specialist	137
- Tertiary Education Quality and Standards Agency	Regulatory	105


APSED Data Agency Headcount by Function December 2024 continued.

Agency	Function	2024 N
Employment and Workplace Relations	Policy	4,377
- Asbestos and Silica Safety and Eradication Agency	Specialist	17
- Australian Skills Quality Authority	Regulatory	249
- Comcare	Smaller Operational	744
- Fair Work Commission	Smaller Operational	396
- Office of the Fair Work Ombudsman	Regulatory	1,013
- Safe Work Australia	Policy	110
Finance	Policy	2,182
- Australian Electoral Commission	Smaller Operational	4,538
- Digital Transformation Agency	Smaller Operational	298
- Future Fund Management Agency	Specialist	343
- Independent Parliamentary Expenses Authority	Specialist	61
- Parliamentary Workplace Support Service	Specialist	68
Foreign Affairs and Trade	Policy	4,880
- Australian Centre for International Agricultural Research	Specialist	52
- Australian Trade and Investment Commission	Specialist	661
Health and Aged Care	Policy	7,571
- Aged Care Quality and Safety Commission	Regulatory	1,597
- Australian Commission on Safety and Quality in Health Care	Specialist	142
- Australian Digital Health Agency	Smaller Operational	558
- Australian Institute of Health and Welfare	Specialist	640
- Australian Radiation Protection and Nuclear Safety Agency	Specialist	178
- Cancer Australia	Specialist	83
- Food Standards Australia New Zealand	Regulatory	117
- National Blood Authority	Specialist	95
- National Health and Medical Research Council	Specialist	256
- National Health Funding Body	Specialist	35
- Office of the Inspector-General of Aged Care	Specialist	22
- Organ and Tissue Authority	Specialist	33
- Professional Services Review	Regulatory	43
- Sport Integrity Australia	Regulatory	529
Home Affairs	Larger Operational	15,534
- National Emergency Management Agency	Specialist	426


APSED Data Agency Headcount by Function December 2024 continued.

Agency	Function	2024 N
Industry, Science and Resources	Policy	5,656
- National Offshore Petroleum Safety and Environmental Management Authority	Regulatory	173
Infrastructure, Transport, Regional Development, Communications and the Arts	Policy	2,451
- Australian Communications and Media Authority	Regulatory	658
- Australian National Maritime Museum	National Cultural Institution	119
- Australian Transport Safety Bureau	Specialist	118
- High Speed Rail Authority	Specialist	23
- National Archives of Australia	National Cultural Institution	437
- National Capital Authority	Specialist	70
- National Film and Sound Archive of Australia	National Cultural Institution	302
- National Library of Australia	National Cultural Institution	461
- National Museum of Australia	National Cultural Institution	295
- National Portrait Gallery of Australia	National Cultural Institution	65
- Old Parliament House	National Cultural Institution	156
- Screen Australia	Specialist	3
Prime Minister and Cabinet	Policy	1,401
- Aboriginal Hostels Limited	Smaller Operational	447
- Australian Institute of Aboriginal and Torres Strait Islander Studies	Specialist	189
- Australian National Audit Office	Specialist	475
- Australian Public Service Commission	Policy	467
- National Indigenous Australians Agency	Policy	1,464
- Office of National Intelligence	Specialist	425
- Torres Strait Regional Authority	Specialist	158
- Workplace Gender Equality Agency	Specialist	48



APSED Data Agency Headcount by Function December 2024 continued.

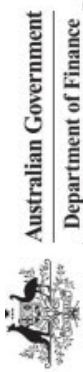
Agency	Function	2024 N
Social Services	Policy	3,581
- Australian Institute of Family Studies	Specialist	117
- Domestic, Family and Sexual Violence Commission	Specialist	16
- National Disability Insurance Agency	Larger Operational	9,129
- NDIS Quality and Safeguards Commission	Regulatory	959
- Services Australia	Larger Operational	35,048
Treasury	Policy	2,218
- Australian Bureau of Statistics	Specialist	3,458
- Australian Competition and Consumer Commission	Regulatory	1,870
- Australian Taxation Office	Larger Operational	21,450
- Inspector-General of Taxation	Specialist	25
- Productivity Commission	Specialist	178
Veterans' Affairs	Larger Operational	4,041
- Australian War Memorial	National Cultural Institution	375
	All	193,503



Attachment D: PGPA Flipchart April 2025

Flipchart of PGPA Act Commonwealth entities and companies (194) | 1 April 2025

finance.gov.au/flipchart



Agriculture, Fisheries and Forestry (9) Department of Agriculture, Fisheries and Forestry M Australian Fisheries Management Authority Australian Pesticides and Veterinary Medicines Authority (APVMA) I Ⓢ Cotton Research and Development Corporation R Ⓢ Fisheries Research and Development Corporation R Ⓢ Grains Research and Development Corporation R Ⓢ Regional Investment Corporation Ⓢ Rural Industries Research and Development Corporation Ⓢ Wine Australia Ⓢ	Health and Aged Care (19) Department of Health and Aged Care M Aged Care Quality and Safety Commission Australian National Preventive Health Agency (ANPHA) I Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) Cancer Australia National Blood Authority I M National Health and Medical Research Council (NHMRC) M National Health Funding Body (NHFB) I Office of the Inspector-General of Aged Care Organ and Tissue Authority Professional Services Review Sport Integrity Australia Australian Commission on Safety and Quality in Health Care I Australian Digital Health Agency I R Ⓢ Australian Institute of Health and Welfare I Ⓢ Australian Sports Commission (Australian Institute of Sport) Ⓢ Food Standards Australia New Zealand I Independent Health and Aged Care Pricing Authority I Ⓢ Australian Sports Foundation Limited Ⓢ	Education (6) Department of Education M Australian Research Council M Tertiary Education Quality and Standards Agency Australian Curriculum, Assessment and Reporting Authority I Ⓢ Australian National University Ⓢ X Australian Institute for Teaching and School Leadership Limited I Ⓢ	Home Affairs (2) Department of Home Affairs M National Emergency Management Agency E
Attorney-General's (18) - HC Attorney-General's Department M Administrative Review Tribunal Australian Crime Commission (Australian Criminal Intelligence Commission) I Australian Federal Police M I Ⓢ Australian Financial Security Authority E Australian Institute of Criminology I Ⓢ Australian Law Reform Commission Australian Security Intelligence Organisation M Ⓢ Australian Transaction Reports and Analysis Centre (AUSTRAC) Federal Court of Australia Ⓢ National Anti-Corruption Commission Office of the Australian Information Commissioner Office of the Commonwealth Ombudsman Office of the Director of Public Prosecutions (CDPP) Ⓢ Office of the Inspector-General of Intelligence and Security Ⓢ Office of Parliamentary Counsel Office of the Special Investigator E Australian Human Rights Commission Ⓢ	Industry, Science and Resources (7) Department of Industry, Science and Resources M Geoscience Australia M IP Australia Australian Nuclear Science and Technology Organisation M Ⓢ Ⓢ Commonwealth Scientific and Industrial Research Organisation M Ⓢ Ⓢ National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) National Reconstruction Fund Corporation Ⓢ	Employment and Workplace Relations (9) Department of Employment and Workplace Relations M Asbestos and Silica Safety and Eradication Agency Australian Skills Quality Authority (National Vocational Education and Training Regulator) Fair Work Commission Office of the Fair Work Ombudsman Safe Work Australia Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority) Coal Mining Industry (Long Service Leave Funding) Corporation M F Ⓢ Comcare M Ⓢ Ⓢ	Infrastructure, Transport, Regional Development, Communications and the Arts (30) Department of Infrastructure, Transport, Regional Development, Communications and the Arts M Australian Communications and Media Authority (ACMA) M Australian Transport Safety Bureau (ATSB) I National Archives of Australia E M National Capital Authority M Airservices Australia M T Ⓢ Australian Broadcasting Corporation M X Ⓢ Australian Film, Television and Radio School Ⓢ Australian Maritime Safety Authority Ⓢ Australian National Maritime Museum Ⓢ Australian Postal Corporation B M T Ⓢ Civil Aviation Safety Authority Ⓢ
Climate Change, Energy, the Environment and Water (12) Department of Climate Change, Energy, the Environment and Water M Bureau of Meteorology E M Clean Energy Regulator M Climate Change Authority Great Barrier Reef Marine Park Authority I Australian Institute of Marine Science I Ⓢ Australian Renewable Energy Agency Ⓢ Clean Energy Finance Corporation M Ⓢ Director of National Parks Ⓢ Ⓢ Murray-Darling Basin Authority I Ⓢ Sydney Harbour Federation Trust I Ⓢ Snowy Hydro Limited B M T Ⓢ	Finance (11) Department of Finance M Australian Electoral Commission Ⓢ Digital Transformation Agency E Future Fund Management Agency M Independent Parliamentary Expenses Authority Parliamentary Workplace Support Service Commonwealth Superannuation Corporation (CSC) Ⓢ ASC Pty Ltd B M T Ⓢ Australian Naval Infrastructure Pty Ltd B M T Ⓢ CEA Technologies Pty Limited B M T Ⓢ ITC Technologies Pty Ltd Ⓢ	Foreign Affairs and Trade (6) Department of Foreign Affairs and Trade M Australian Centre for International Agricultural Research (ACIAR) Australian Secret Intelligence Service Ⓢ Australian Trade and Investment Commission (Austrade) Export Finance and Insurance Corporation (EFIC, Export Finance Australia) M Ⓢ GGSF Ⓢ Tourism Australia Ⓢ	Defence (13) Department of Defence M Ⓢ Australian Signals Directorate M Ⓢ Australian Submarine Agency E I

Flipchart of PGPA Act Commonwealth entities and companies (194) | 1 April 2025

finance.gov.au/flipchart



Agriculture, Fisheries and Forestry (9)	
Department of Agriculture, Fisheries and Forestry M	
Australian Fisheries Management Authority	
Australian Pesticides and Veterinary Medicines Authority (APVMA) I Ⓢ	
Cotton Research and Development Corporation R Ⓢ	
Fisheries Research and Development Corporation R Ⓢ	
Grains Research and Development Corporation R Ⓢ	
Regional Investment Corporation Ⓢ	
Rural Industries Research and Development Corporation Ⓢ	
Wine Australia Ⓢ	
Attorney-General's (18) - HC	
Attorney-General's Department M	
Administrative Review Tribunal	
Australian Crime Commission (Australian Criminal Intelligence Commission) I	
Australian Federal Police M I Ⓢ	
Australian Financial Security Authority E	
Australian Institute of Criminology I Ⓢ	
Australian Law Reform Commission	
Australian Security Intelligence Organisation M Ⓢ	
Australian Transaction Reports and Analysis Centre (AUSTRAC)	
Federal Court of Australia Ⓢ	
National Anti-Corruption Commission	
Office of the Australian Information Commissioner	
Office of the Commonwealth Ombudsman	
Office of the Director of Public Prosecutions (CDPP) Ⓢ	
Office of the Inspector-General of Intelligence and Security Ⓢ	
Office of Parliamentary Counsel	
Office of the Special Investigator E	
Australian Human Rights Commission Ⓢ	
Climate Change, Energy, the Environment and Water (12)	
Department of Climate Change, Energy, the Environment and Water M	
Bureau of Meteorology E M	
Clean Energy Regulator M	
Climate Change Authority	
Great Barrier Reef Marine Park Authority I Ⓢ	
Australian Institute of Marine Science I Ⓢ	
Australian Renewable Energy Agency Ⓢ	
Clean Energy Finance Corporation M Ⓢ	
Director of National Parks Ⓢ	
Murray-Darling Basin Authority I Ⓢ	
Sydney Harbour Federation Trust I Ⓢ	
Snowy Hydro Limited B M T Ⓢ	
Defence (13)	
Department of Defence M Ⓢ	
Australian Signals Directorate M Ⓢ	
Australian Submarine Agency E I	

Health and Aged Care (19)	
Department of Health and Aged Care M	
Aged Care Quality and Safety Commission	
Australian National Preventive Health Agency (ANPHA) I	
Australian Radiation Protection and Nuclear Safety Agency (ARPANSA)	
Cancer Australia	
National Blood Authority I M	
National Health and Medical Research Council (NHMRC) M	
National Health Funding Body (NHFB) I	
Office of the Inspector-General of Aged Care	
Organ and Tissue Authority	
Professional Services Review	
Sport Integrity Australia	
Australian Commission on Safety and Quality in Health Care I	
Australian Digital Health Agency I R Ⓢ Ⓢ	
Australian Institute of Health and Welfare I Ⓢ Ⓢ	
Australian Sports Commission (Australian Institute of Sport) Ⓢ	
Food Standards Australia New Zealand I	
Independent Health and Aged Care Pricing Authority I Ⓢ	
Australian Sports Foundation Limited Ⓢ	
Home Affairs (2)	
Department of Home Affairs M	
National Emergency Management Agency E	
Industry, Science and Resources (7)	
Department of Industry, Science and Resources M	
Geoscience Australia M	
IP Australia	
Australian Nuclear Science and Technology Organisation M Ⓢ Ⓢ	
Commonwealth Scientific and Industrial Research Organisation M Ⓢ Ⓢ	
National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA)	
National Reconstruction Fund Corporation Ⓢ	
Infrastructure, Transport, Regional Development, Communications and the Arts (30)	
Department of Infrastructure, Transport, Regional Development, Communications and the Arts M	
Australian Communications and Media Authority (ACMA) M	
Australian Transport Safety Bureau (ATSB) I	
National Archives of Australia E M	
National Capital Authority M	
Airservices Australia M T Ⓢ	
Australian Broadcasting Corporation M X Ⓢ	
Australian Film, Television and Radio School Ⓢ	
Australian Maritime Safety Authority Ⓢ Ⓢ	
Australian National Maritime Museum Ⓢ	
Australian Postal Corporation B M T Ⓢ	
Civil Aviation Safety Authority Ⓢ	

Army and Air Force Canteen Service (Frontline Defence Services) R Ⓢ	
Australian Military Forces Relief Trust Fund Ⓢ	
Defence Housing Australia B M	
Royal Australian Air Force Veterans' Residences Trust Fund Ⓢ	
Royal Australian Air Force Welfare Trust Fund Ⓢ	
Royal Australian Navy Central Canteens Board R Ⓢ	
Royal Australian Navy Relief Trust Fund Ⓢ	
AAF Company Ⓢ	
Australian Strategic Policy Institute Ltd Ⓢ	
RAAF Welfare Recreational Company Ⓢ	
Education (6)	
Department of Education M	
Australian Research Council M	
Tertiary Education Quality and Standards Agency	
Australian Curriculum, Assessment and Reporting Authority I Ⓢ	
Australian National University Ⓢ X	
Australian Institute for Teaching and School Leadership Limited I Ⓢ	
Employment and Workplace Relations (9)	
Department of Employment and Workplace Relations M	
Asbestos and Silica Safety and Eradication Agency	
Australian Skills Quality Authority (National Vocational Education and Training Regulator)	
Fair Work Commission	
Office of the Fair Work Ombudsman	
Safe Work Australia	
Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority)	
Coal Mining Industry (Long Service Leave Funding) Corporation M F Ⓢ	
Comcare M Ⓢ Ⓢ	
Finance (11)	
Department of Finance M	
Australian Electoral Commission Ⓢ	
Digital Transformation Agency E	
Future Fund Management Agency M	
Independent Parliamentary Expenses Authority	
Parliamentary Workplace Support Service	
Commonwealth Superannuation Corporation (CSC) Ⓢ	
ASC Pty Ltd B M T Ⓢ	
Australian Naval Infrastructure Pty Ltd B M T Ⓢ	
CEA Technologies Pty Limited B M T Ⓢ	
ITC Technologies Pty Ltd Ⓢ	
Foreign Affairs and Trade (6)	
Department of Foreign Affairs and Trade M	
Australian Centre for International Agricultural Research (ACIAR)	
Australian Secret Intelligence Service Ⓢ	
Australian Trade and Investment Commission (Austrade)	
Export Finance and Insurance Corporation (EFIC, Export Finance Australia) M Ⓢ GGG/F Ⓢ	
Tourism Australia Ⓢ	



Attachment E: APS Commissioner's legislative responsibilities, powers and directions

Powers of the APS Commissioner under the PS Act

The APS Commissioner is a statutory appointment under the PS Act. The Commissioner's overarching functions, as set out in s41 of the PS Act, are to:

- strengthen the professionalism of the APS and facilitate continuous improvement in workforce management in the APS
- uphold high standards of integrity and conduct in the APS, and
- monitor, review and report on APS capabilities within and between agencies to promote high standards of accountability, effectiveness and performance.

System Reviews

Under s41C of the PS Act, the Prime Minister may direct the Commissioner to conduct a systems review of any matter relating to an Agency, including the:

- management and organisational systems, structures or processes in an agency, and
- functional relationships between two or more agencies.

An agency minister may request the Prime Minister to make a direction under subsection 41C(1) that relates to an agency.

A department secretary may request the Prime Minister to make a direction under subsection 41C(1) that relates to the department or any other agency in the same portfolio as the department.

The Commissioner must give a report on the review to:

- the Prime Minister, and
- if the review was conducted because of a request by an agency minister or a secretary, the agency minister or the secretary.

If a direction under subsection 41C(1) is given in writing, the direction is not considered a legislative instrument.

Special Reviews

Under s41D of the PS Act, the Prime Minister may direct the Commissioner to conduct a special review of:

- any matter relating to an agency, or
- the functional relationships between 2 or more agencies.

The Commissioner must give a report on the review to the:

- Prime Minister, and
- agency minister of each agency to which the review relates.



If a direction under subsection 41C(1) is given in writing, the direction is not considered a legislative instrument.

Commissioner's Directions

The Commissioner may issues Directions to agency heads and APS employees as necessary for the effective operation of the APS, in accordance with subsections 11(1), 11A(1), 11A(2) and 15(6) of the PS Act.

Commissioner's Directions prescribe standards that agency heads and APS employees must uphold to meet their obligations under the PS Act. The Directions provide details on the application of the APS Values and APS Employment Principles and provisions relating to:

- recruitment and selection
- performance management
- handling of suspected breaches of the Code of Conduct, and
- other employment matters.

The Commissioner's Directions are legislative instruments.

Classification Rules

Under s23 of the PS Act, the Commissioner may, by legislative instrument, make rules about the classifications of APS employees.

The Classification Rules may apply, adopt or incorporate, with or without modification any of the provisions of: a modern award or a transitional Australian Pay and Classification Scale.

Agency heads must comply with the Classification Rules and may only reduce the classification of an APS employee, without the employee's consent, in the circumstances prescribed by subsection 23(4) of the PS Act.

Institutional Integrity

Under s41 of the PS Act, the Commissioner has statutory responsibility for institutional integrity, specifically:

- upholding high standards of integrity and conduct in the APS (subsection 41(1)(b))
- promoting the APS Values, the APS Employment Principles and the Code of Conduct (subsection 41(2)(e))
- evaluating the extent to which APS agencies incorporate and uphold the APS Values and the APS Employment Principles (subsection 41(2)(f))
- evaluating the adequacy of systems and procedures in agencies for ensuring compliance with the Code of Conduct (subsection 41(2)(l))
- inquiring into alleged breaches of the Code of Conduct by Agency Heads (subsection 41(2)(m))
- inquiring into and determining (in accordance with s41B) whether an APS employee, or a former APS employee, has breached the Code of Conduct (subsection 41(2)(n))
- inquiring, subject to the regulations, into public interest disclosures to the extent that the disclosures relate to alleged breaches of the Code of Conduct (subsection 41(2)(o)).



State of the Service Report

Under subsection 44(1) of the PS Act, as soon as practicable after the end of each financial year, the Commissioner must give a report to the Minister, for presentation to the Parliament, on the state of the APS during the year.

The Commissioner has the power to procure whatever information is required from an agency head for the purpose of preparing the report referred to in subsection (1).

Capability Reviews

Under s44A of the PS Act the Commissioner may, at any time, cause a capability review of an agency (other than the Australian Public Service Commission) to be undertaken.

The Commissioner must cause a capability review of each department, Services Australia and the Australian Taxation Office to be undertaken at least once every 5 years, or another number of years if the Commissioner determines in writing.

The Secretary of the Prime Minister's Department must cause a capability review of the APSC to be undertaken at least once every 5 years or any other number of years if the Secretary determines in writing.

Commissioner's Special Inquiry Powers

Section 43 of the PS Act details the various circumstances in which the Commissioner may undertake a special inquiry. Special inquiries are aligned with the Commissioner's functions under subsection 41(2).

Secretary Appointments

Under s58 of the PS Act, the Governor-General appoints a secretary of a department on the Prime Minister's recommendation.

Before recommending a department secretary appointment be made, the Prime Minister must receive a report from the Secretary of the Department of the Prime Minister and Cabinet (PM&C). In preparing this report, the Secretary must consult with the:

- Commissioner and
- Minister (or expected minister) of the department at the time the appointment is made.

If the PM&C Secretary and the Commissioner disagree in relation to the appointment of an agency secretary, the substance of this disagreement must be explained in the report.

The Secretaries Board has implemented formal talent management programs for the most senior APS roles, including secretaries. It is a key reference point for the PM&C Secretary in providing advice to the Prime Minister on secretary appointments.

Appointment of the PM&C Secretary

Before recommending to the Governor General that a person be appointed as the Secretary of the Prime Minister's Department, the Prime Minister must have received a report about the appointment prepared by the Commissioner.



Secretary Appointment Terminations

Under s59 of the PS Act, the Governor-General may terminate a secretary's appointment on the Prime Minister's recommendation.

Before recommending an appointment be terminated, the Prime Minister must receive a report from the PM&C Secretary. The Secretary must consult the Commissioner in preparing this report, and if there is disagreement, its substance must be explained.

Before recommending to the Governor-General that the appointment of the Secretary of the Department of the Prime Minister and Cabinet be terminated, the Prime Minister must have received a report about the proposed termination from the Commissioner.

Agency Head Appointments

The Merit and Transparency policy requires that the recruitment of APS agency heads and other statutory office holders is subject to a transparent and merit-based assessment. This policy also ensures that existing office holders are given sufficient notice as to whether or not they will be reappointed and that vacancies will be advertised well in advance of them falling due.

The primary role of the Commissioner under the policy is to ensure that assessment of candidates is based on merit.

SES Band 3 Appointments

In the APS, Senior Executive Services (SES) Band 3 employees are typically deputy secretaries or deputy chief executive officers. Roles at SES Band 3 are characterised as requiring knowledge that is developed as a result of extensive and advanced professional or executive management experience. Workforce accountabilities would typically be extensive and may include responsibility for a number of integrated functions or operations. Role occupants would be seen as policy/program innovators.

The recruitment to SES vacancies must meet the requirements in the PS Act and the APS Commissioner's Directions 2022, including that selection decisions are based on merit and that the Commissioner or their representative is a full participant in the selection process. For recruiting to SES Band 3 roles, the Commissioner must be notified in advance to provide the opportunity for consultation with the Secretaries Talent Council to identify development opportunities.

Termination of SES Employee

Under s38 of the PS Act, an agency head cannot terminate the employment of an SES employee unless the Commissioner has issued a certificate in respect of the proposed termination.

The certificate must state that all relevant requirements of the Commissioner's Direction made under subsection 11A(1) have been satisfied and the Commissioner is of the opinion that the termination is in the public interest.

Agency Head Integrity Matters

Under s41A of the PS Act, the Commissioner has a statutory function to inquire into alleged breaches of the Code of Conduct by an agency head or former agency head.

Inquiries into Code of Conduct breaches by APS employees are ordinarily the statutory responsibility of the relevant agency head.



The Commissioner in agreement with a request from the Prime Minister or an agency head, may under section 41B of the PS Act, inquire into and determine whether an APS employee or former APS employee has breached the Code of Conduct.

Under s64 of the *Australian Public Service Commissioner's Directions 2022*, if an SES employee in an agency is suspected of breaching the Code of Conduct, the agency head must consult with the Commissioner on the process for determining whether the employee has breached the Code of Conduct, and before imposing a sanction.

Settlement of Disputes

S20 and s21 of the Commissioner's Directions, provide the requirements for when the Commissioner must be consulted by an Agency Head and receive reports on non-disclosure and confidentiality provisions in agreements settling disputes about employment matters, in particular sexual harassment.

Collection of Employment and Workplace Relations Information

S54 of the Commissioner's Directions, specifies that employment related information, specified in subsection 52(2) of the Commissioner's Directions must be collected from each APS employee by agency heads and given to the Commissioner.

S55 provides the Commissioner's statutory power to require agency heads to give information or documents about workplace relations to the Commissioner.

APS Employment Framework

The principal act governing the operation of the APS is the PS Act. The PS Act is supported by subordinate legislation.

The Public Service Regulations (the Regulations)

The Regulations provide further detail on the operation of the PS Act. The Regulations have provisions relating to the Code of Conduct; review rights; independent selection advisory committees; the functions of the Commissioner and the Merit Protection Commissioner; the employer powers of Agency Heads; non-ongoing (temporary) employment arrangements; the use and disclosure of personal information; and the authorisation to charge a fee to deliver learning and development programs.

Australian Public Service Commissioner's Directions 2022 (Commissioner's Directions)

The Commissioner's Directions are developed by the Commissioner in accordance with subsections 11(1), 11A(1), 11A(2) and 15(6) of the PS Act. The Commissioner's Directions prescribe standards that agency heads and APS employees must uphold to meet their obligations under the PS Act. It provides details on the application of the APS Values and APS Employment Principles, and provisions relating to recruitment and selection; performance management; handling of suspected breaches of the Code of Conduct; and other employment matters.

Public Service Classification Rules 2000 (the Rules)

The Rules are made in accordance with subsection 23(1) of the PS Act and prescribe approved classifications for the APS. The Rules require agency heads to allocate each APS employee an approved classification. S9 of the Rules requires that the allocation of a classification to a group of duties must be based on work value as described by the APS Work Level Standards issued by the Commissioner.



Machinery of Government Changes

When Machinery of Government (MoG) changes are enacted, the Commission manages implementation with PM&C and the Department of Finance. The Commission has an enabling role in the management of people and the governance implications of structural change.

Under the PS Act, the Commission supports agencies by providing guidance on MoG related workforce matters. This includes advice on staff transfers, employment conditions and compliance with the APS Code of Conduct and other workforce and enabling legislation.

The Commission helps ensure continuity of the APS Values and employment frameworks, while contributing to consistent and stable governance across departments during periods of realignment.

Commissioner's powers

If the Commissioner is satisfied that it is necessary or desirable in order to give effect to an administrative rearrangement, under s72 of the PS Act, the Commissioner may:

- move APS employees to another Agency (without anyone's consent), by a determination in writing
- determine in writing that APS employees cease to be APS employees and become non-APS employees of a specified Commonwealth body or Commonwealth authority
- determine in writing that non-APS employees cease to be employed as non-APS employees and become engaged as APS employees in a specified Agency
- on behalf of the Commonwealth, engage any person as an APS employee in a specified Agency.

Role on Secretaries Board

The Commissioner is a statutory member of the Secretaries Board. In the absence of the PM&C Secretary, the Commissioner assumes the role of Chair.



Attachment F: Ministerial Powers as Minister for the Public Service

Summary of Ministerial Powers as Minister for the Public Service	
Subsection 24(3)	The Public Service Minister may, by legislative instrument, determine the terms and conditions of employment applying to APS employees, if of the opinion that it is desirable to do so because of exceptional circumstances.
Subsection 33(6)	The Public Service Minister must be consulted by the Merit Protection Commissioner, if the MPC is not satisfied with an Agency Head's response to recommendations contained in a report on a review of employment action before a report is sent to the Agency Minister and the Prime Minister or Presiding Officers, for presentation to the Parliament.
Paragraph 41(2)(k)	The Public Service Minister can refer any matter relating to the APS to the Commissioner to review and report on that matter to the Public Service Minister.
Subsection 44A(8A)	The Public Service Minister must cause a copy of a report of a capability review under subsection (1) or (3) to be tabled in each House of the Parliament within 15 sitting days of that House after the report is given to the Minister.
Paragraph 50(1)(c)	The Public Service Minister can request the Merit Protection Commissioner to inquire into an APS action and to report to the Public Service Minister on the results of the inquiry.
Subsection 51(1)	Receive a report from the Merit Protection Commissioner, after the end of each financial year, for presentation to the Parliament, on activities of the Merit Protection Commissioner during the year.
Subsection 53(5)	The Public Service Minister may grant the Merit Protection Commissioner leave of absence, other than recreation leave, on the terms and conditions as to remuneration or otherwise that the Public Service Minister determines.
Subsection 53(6)	The Public Service Minister may determine terms and condition (if any) for the Merit Protection Commissioner in relation to matters not covered by the PS Act.
Section 55	The Public Service Minister may appoint a person to act as Merit Protection Commissioner to fill a vacancy or during any period when the MPC is absent or unable to perform the duties of the office.
Subsection 64A(3A)	Receive a long-term insight report from the Secretaries Board, as soon as practicable after the report has been completed.
Subsection 64A(3B)	The Public Service Minister must cause a copy of a long-term insight report to be tabled in each House of the Parliament within 15 sitting days of that House after the report is given to the Minister.
Subsections 73(1)-(3) and section 104 of Public Service Regulations 2023	The Public Service Minister may authorise the making of payments, up to a maximum total amount of \$250,000 to people, under subsection 73(2), if the Minister considers it appropriate to do so because of special circumstances that arise out of the payee's employment by the Commonwealth, or another person's employment by the Commonwealth. Payments may be authorised even though the payments would not otherwise be authorised by law or required to meet a legal liability. Conditions may be attached to these payments. This power can be delegated to APS Agency Heads.
Subsection 78(2)	The Public Service Minister may, in writing, delegate to another Minister any of the Public Service Minister's powers or functions under the PS Act (other than s78 or s24).
Subsection 78(3)	The Public Service Minister may, in writing, delegate to a senior official any of the Public Service Minister's powers and functions under s73 (payments in special circumstances). A 'senior official' is defined in subsection 78(12) as a person who hold an office or appointment under an Act or an SES (or acting SES) employee.



Attachment G: Ministerial Powers as Agency Minister to the Commission

Summary of Ministerial Powers as Agency Minister to the Commission	
Section 31(3)	The Agency Minister must give a notice in writing to the Agency Head (the Commissioner) in relation to forfeiture of any additional non-Commonwealth remuneration.
Subsection 41C	The Prime Minister may direct the Commissioner to conduct a systems review of any matter relating to an Agency, and received a report of the review. Any Agency Minister may request the Prime Minister to make a direction to the Commissioner to conduct a systems review in relation to an Agency.
Subsection 44(1)	The Agency Minister must receive from the Commissioner a report on the state of the APS during the year (State of the Service Report), as soon as practicable after the end of the financial year.
Subsection 44(3)	The Agency Minister must cause a copy of the State of the Service Report to be laid before each of the Houses of the Parliament by 30 November after the financial year to which the report relates to.
Subsection 46(5)	The Agency Minister may grant the Commissioner leave of absence, other than recreation leave, on the terms and conditions as to remuneration or otherwise that the Agency Minister determines.
Subsection 46(6)	The Agency Minister determine the terms and conditions (if any) for the Commissioner in relation to matters not covered by the Act.
Section 48	The Agency Minister may appoint a person to act as Commissioner, to fill a vacancy or during any period when the Commissioner is absent or unable to perform the duties of the office.
Section 78	The Agency Minister may, in writing, delegate to a senior official any of the Agency Minister's powers and functions under the PS Act, other than s78 (delegations).



Attachment H: Parliamentary Service Commissioner's legislative responsibilities, powers and directions

Parliamentary Service Act 1999

Section 40 – Commissioner's functions

- (1) The Commissioner's functions include the following functions:
- (a) To give advice to the Presiding Officers on the management policies and practices of the Parliamentary Service;
 - (b) If requested by the Presiding Officers, to inquire into and report on matter relating to the Parliamentary Service that are specified in the request;
 - (c) To inquire, subject to the determinations, into public interest disclosures (within the meaning of the Public Interest Disclosure Act 2013), to the extent that the disclosures relate to alleged breaches of the Code of Conduct.
 - (d) Such other functions as are conferred on the Commissioner by this Act, the determinations or any other law;
 - (e) To do anything incidental to or conducive to the performance of any of the Commissioner's functions.
-
- (4) The Commissioner may, on behalf of the Commonwealth, engage consultants to assist in the performance of the Commissioner's functions.

Extensive list of Commissioner's powers – including provisions where the Commissioner must be consulted

Parliamentary Service Act 1999	
Section 11	The Commissioner may give advice to Presiding Officers for the purpose of ensuring the Parliamentary Service incorporates and upholds the Parliamentary Service Values and determining where necessary the scope of application of the Parliamentary Service Values.
Subsection 11B(1)	The Commissioner may give advice in writing to the Presiding Officers about employment matters relating to Parliamentary Service employees including the following: engagement, promotion, redeployment, mobility, training schemes and termination.
Subsection 11B(2)	The Commissioner may give advice in writing to the Presiding Officers for the purpose of: ensuring that the Parliamentary Service Employment Principles and determining where necessary the scope of application of the Parliamentary Service Employment Principles.
Subsection 15(6)	The Commissioner must, by legislative instruments, issue directions for the purpose of subsection 4(a) – being the basic procedural requirements the written procedures established by a Secretary, must comply with, for determining whether a Parliamentary Service employee or former Parliamentary Service employee, has breached the Code of Conduct.
Subsection 20(3)	The Commissioner must be consulted by the President of the Senate, the Speaker of the House of Representatives, or the President of the Senate and the Speaker of the House of Representatives, as the case may be, prior to directions being given for purposes of subsection 20(1) – general directions to



	Secretaries in relation to the management and leadership of Parliamentary Service employees.
Subsection 23(1)	The Commissioner must be consulted with, prior to the Presiding Officers, by legislative instrument, making rules about classification of Parliamentary Service employees.
Subsection 27(1)	The Commissioner may with the agreement of the Presiding Officers, move an excess Parliamentary Service employee to another Parliamentary Department, or with the agreement of the Australian Public Service Commissioner, move a transitional excess Parliamentary Service employee to an APS agency.
Section 38	A Secretary cannot terminate the employment of an SES employee unless the Commissioner has issued a certificate stating that: all relevant requirements of determinations made for the purpose of subsection 11C(1) have been satisfied in respect of the proposed termination; and the Commissioner is of the opinion that the termination is in the public interest.
Subsection 38D(2)	The Presiding Officers cannot terminate an appointment unless they have received a report about the proposed termination from the Commissioner.
Subsection 42(1)	After the end of each financial year, the Commissioner must give a report to the Presiding Officers, for the presentation to Parliament, on the activities of the Commissioner during the year.
Subsection 49(1)	After the end of the financial year, the Merit Protection Commissioner must give a report to the Parliamentary Service Commissioner on the activities of the Merit Protection Commissioner during the year.
Subsection 61(2)	The Presiding Officers cannot terminate an appointment unless they have received a report about the proposed termination from the Commissioner.
Subsection 65AA(4)	The Commissioner may disclose protected information in a report prepared for purposes connected with the performance of the functions or exercise of the powers of the Commissioner under the Act or determinations if the Commissioner is satisfied the disclosure is necessary for the purpose of setting out the grounds for the conclusions and recommendations contained in the report.
Subsection 65AA(5)	The Commissioner may disclose protected information to a person, or the public or a section of the public, if the Commissioner is satisfied the disclosure is in the interests of a Department or a person, or in the public interest and is not likely to interfere with a review or inquiry under this Act or the determinations.
Subsection 70(1AA)	The Commissioner may, in writing, delegate to a former senior official any of the Commissioner's powers or functions under paragraph 40(1)(c).
Subsection 70(2)	The Commissioner may provide written consent to a Secretary for the Secretary to delegate to a person who is not a Parliamentary Service employee any of the Secretary's powers or functions under this Act.
Subsection 71(1)	The Presiding Officers, after consulting the Commissioner may, by legislative instrument make determination prescribing matters: required or permitted by this Act (other than Part 9) to be prescribed by determinations; or necessary or convenient to be prescribed by determinations for carrying out or giving effect to this Act (other than Part 9).
Subsection 83(1)	The Commissioner must be consulted by the Presiding Officers before the Presiding Officers can make determination by legislative instrument on certain matters under the Act.



Additional powers and functions in other legislation

<i>Parliamentary Service Commissioner's Directions 2025</i>	
Subsection 12(1)	A Secretary must consult with the Commissioner on the process for determining whether an SES employee in the relevant Department has breached the Code of Conduct if a person suspects the employee of doing so.
Subsection 12(2)	A Secretary must consult with the Commissioner before the Secretary or delegate imposes a sanction on an SES employee in the relevant Department if: a person determined (under the procedures established under subsection 15(3) or 48A(2) of the Act) that the employee has breached the Code of Conduct; and the Secretary or delegate is considering imposing a sanction on the employee.

There will also be other Commissioner powers and functions under the *Parliamentary Service Determination 2024*, including:

- Section 16
- Section 17
 - Paragraph 19(6)(b)
 - Subsection 23(3)
- Section 24
 - Subsection 28(1)
- Section 32
 - Subsection 34(3)
 - Subsection 37(3)
 - Subsection 43(2)
 - Subsection 43(6)
- Section 54
 - Subsection 56(1)
 - Subsection 58(2)
- Section 97
- Section 98
- Section 99
 - Subsection 141(4)
 - Subsection 141(5)
- Section 142
 - Subsection 144(3)

There is also another Commissioner power or function under the *Parliamentary Service Classification Rules 2010*;

- Subrule 13(2).



Attachment I: Merit Protection Commissioner's statutory functions

The Merit Protection Commissioner's statutory functions	
Functions of the Merit Protection Commissioner	Statutory authority – Australian Public Service
Review of Actions scheme – other employment-related actions (workplace decisions) This includes Code of Conduct reviews, direct reviews of other matters and secondary reviews	PS Act S33 and subsection 50(1)(d) Subsection 50(1)(d) (provides for review functions to be prescribed by regulations) Public Service Regulations 2023 Part 4 Divisions 1 and 3
Review of Actions scheme – promotion and engagement	PS Act S33 and subsection 50(1)(d) Public Service Regulations 2023 Part 4 Division 1 and 2
Review agency's determination that a former employee breached the Code of Conduct for behaviour they engaged in while an employee	PS Act S33 and subsection 50(1)(d) Public Service Regulations 2023 Part 6 Division 2
Review the actions of statutory office holders who are not agency heads that relate to an employee's APS employment	PS Act S33 and subsection 50(1)(d) Public Service Regulations 2023 Part 6, Division 2
Inquire into: <ul style="list-style-type: none"> public interest disclosure alleging a breach of the Code of Conduct 	PS Act Subsection 50(1)(a) Subsection 50(2) Public Service Regulations 2023 Part 6, Division 1
<ul style="list-style-type: none"> the Australian Public Service Commissioner for an alleged breach of the Code of Conduct 	PS Act Subsection 50(1)(c) and subsection 50(2)
<ul style="list-style-type: none"> whether a current or former APS employee has breached the Code of Conduct 	PS Act Subsection 50(1)(ca) and section 50A Public Service Regulations 2023 Part 6, Division 3
Investigate complaints by former employees relating to entitlements on separation	PS Act Subsection 50(1)(e) Public Service Regulations 2023 Part 6, Division 2
Establish an Independent Selection Advisory	Public Service Regulations 2023 Part 6, Division 2
Provide recruitment and employment related services to a (non-APS) person or body on a fee-for-service basis	PS Act Subsections 50(1)(e) and subsection 50(3) Public Service Regulations 2023 Part 6, Division 2
Review the decision of the AFP Commissioner to compulsorily retire AFP employees on invalidity grounds	<i>Australian Federal Police Act 1979</i> Sections 32 and 33 <i>Australian Federal Police Regulations 2018</i>

